



Contents

1 Money smarts	Vocabulary	1
	Structure	7
	Reading comprehension	8
	Translation	16
2 A good read	Vocabulary	17
	Structure	22
	Reading comprehension	24
	Translation	32
3 Inside the wardrobe	Vocabulary	35
	Structure	40
	Reading comprehension	42
	Translation	49
4 The age of AI	Vocabulary	51
	Structure	57
	Reading comprehension	58
	Translation	67
5 Toward a healthier world	Vocabulary	69
	Structure	75
	Reading comprehension	76
	Translation	84
6 Past and present	Vocabulary	87
	Structure	92
	Reading comprehension	93
	Translation	102
Practice test	Reading comprehension	103
	Translation	111
Answer key		113

Vocabulary

1 Form compound nouns with the words in the box to match the definitions.

fore	screen	ball	life	sheet	purchasing	
nest	curve	down	head	silver	span	time
egg	spread	line	smoke	payment	ware	power

- ___ 1 the part of the face above the eyes and below the hair
- ___ 2 the average length of time that sb. will live or that sth. will continue to work
- ___ 3 a document that contains rows and columns of numbers that can be used to calculate sth.
- ___ 4 (*informal*) a surprising and unexpected action or event
- ___ 5 a plan that shows when things will happen or how long you think sth. will take
- ___ 6 objects that are made of silver, esp. dishes, knives, forks, etc.
- ___ 7 sth. that you do or say to hide your real plans or actions
- ___ 8 a payment you make when you buy sth. that is only part of the full price, with the rest to be paid later
- ___ 9 an amount of money that you have saved so that you can use it for sth. special in the future
- ___ 10 the amount of money that a person or group has available to spend

2 Complete the sentences with the correct form of the compound nouns you formed in Activity 1.

- 1 Can you recommend me some cost-effective _____ sets as gifts since my sister is getting married this month?
- 2 The _____ of \$100 bills in circulation is about 23 years, hence they don't need to be replaced very often.
- 3 By saving diligently and investing wisely, he managed to amass enough money for the _____ on his first house.
- 4 You can keep a(n) _____ to track all your transactions, which will help you gain a better understanding of how you are spending your money.



- 5 My father wrinkled his _____ as he carefully examined the household bills and didn't notice that I was standing beside him.
- 6 For effective money management, it is important to establish a(n) _____ for setting aside a certain amount of money on a regular basis.
- 7 His constant smiles and jokes were just a(n) _____ to hide his lack of relevant knowledge when they talked about stocks.
- 8 It's easy to feel like you have your financial situation all figured out until life throws a(n) _____ which could be very hard for you.

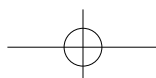
3 Complete the sentences with the correct form of the words in the box.

harmonious	easy-going	economical
endearing	efficient	sombre
		precarious
		substantial

- 1 The company's decision to heavily invest in risky projects has left it in a(n) _____ economic position.
- 2 After hearing the _____ news about the earthquake, the entire office was cast into silence and soon a fund for victims was launched.
- 3 A society characterized by balanced economic growth, stable job markets, and equitable distribution of wealth among its citizens is considered _____.
- 4 With the new law taking effect in that country, many people will experience a(n) _____ increase in their property tax bills in the coming years.
- 5 Through _____ budgeting and good spending habits, you can effectively manage your money and achieve financial stability for the future.
- 6 Switching to public transportation instead of daily commuting by car is a more _____ choice that saves money on fuel and reduces traffic jams.
- 7 Her _____ nature enables her to get along well with all her colleagues, making her the ideal leader for the newly established charity.
- 8 Both Jim and Della sold their most precious possessions in order to buy the most _____ gifts for each other when Christmas was coming.

4 Complete the sentences with the correct prepositions or adverbs.

- 1 Many financial advisors frown _____ the habit of consistently overspending and accumulating credit card debt.
- 2 Setting _____ a certain amount of money every month makes _____ a large sum of money which you can use for any emergency.
- 3 My mum tried to enlighten me _____ the necessity of making a reasonable budget by showing me her handwritten accounts.
- 4 I dropped _____ a charity event and donated some money to support a good cause.





- 5 He doesn't show _____ his wealth, preferring to use his money discreetly to help those in need and support meaningful causes.
- 6 She is taken _____ the idea of financial independence, constantly seeking opportunities to grow her money and secure a stable future.
- 7 With a good habit of keeping accounts, it is very convenient for us to keep track _____ our spending anytime.
- 8 No matter how difficult life was, my dad ploughed _____ with the idea that he should save every coin for my college fund.
- 9 We need to realize that hotel costs will gobble _____ most of our holiday budget.

5 Underline the correct word to complete each sentence.

- 1 She managed to make extra money by providing housekeeping services, including ironing out the *creases* / *creaks* in suits for her busy neighbors.
- 2 Proper financial planning can yield *slight* / *tremendous* benefit for personal life in the long run.
- 3 Being a proficient financial advisor, he stays *occupied* / *careless* with devising effective investment plans for his clients.
- 4 Before issuing a credit card, the bank will *discover* / *ascertain* the customer's credit record to determine the potential risks.
- 5 Her ability to *persevere* / *preserve* despite obstacles and setbacks is key to her success in starting up her own business from the ground up.
- 6 Although the flu vaccine costs money, one simple *projection* / *injection* is necessary to help protect you when flue is most prevalent.
- 7 Due to her improved medical condition, the annual *premium* / *primary* for her health insurance no longer took up a significant portion of her income.
- 8 Her *prediction* / *protection* about the rise in gold prices turned out to be true, resulting in a substantial financial gain.
- 9 Engaging in *meditation* / *medication*, he came to understand that he should not allow himself to be dominated by the pursuit of money.

6 Complete the sentences with the correct form of the words and expressions in the box.

in real time for a rainy day nest egg paper round
 interest rate household bill emergency fund purchasing power

- 1 Twenty years ago, getting a part time job like a(n) _____ was a great idea for anyone over 12 years of age who wanted some cash.



- 2 We should create a separate bank account to which some of our paycheck goes straight so that we can save _____.
- 3 With this app, I can monitor the rise and fall of my investments _____, from anywhere in the world.
- 4 The decision to lower _____ was aimed at stimulating the economy by encouraging borrowing and investments in various sectors.
- 5 A well-funded _____ enables individuals to contribute to the economy by starting businesses and investing in essential industries for long-term economic growth.
- 6 Most experts believe you should have enough money in your _____ to cover at least three to six months' living expenses.
- 7 The professor asked them to analyze the customers' _____ and its impact on the overall economy within a free market scenario.
- 8 Going through the _____ which track my family's monthly expenses makes me determined to manage my expenses properly.

7 Complete the sentences with the appropriate derivative of the words in brackets.

- 1 My roommate Susan found a part-time job as a(n) _____ in the hotel to earn some pocket money. (reception)
- 2 Schools hiring a(n) _____ to offer counseling can contribute significantly to the mental health and well-being of students. (therapy)
- 3 At this exciting moment, I want to say that I am _____ grateful to Mrs. Green for her financial support throughout my time in college. (exceed)
- 4 I propose that we wait until the budget has been announced before committing ourselves to any _____. (expend)
- 5 No matter how rich you are, you can't buy _____, friendship or love with money. (tender)
- 6 The candidate for mayor of the city promised that he would facilitate the government's _____ on tax reduction once he won the election. (concentrate)
- 7 Checking your spending _____ will help you understand your own financial situation clearly thereby enabling you to spend money rationally. (occasion)
- 8 As a successful film _____, he has the expertise to turn creative ideas into popular films, and has made great achievements in the entertainment industry. (produce)

8 Read the passage *Enjoy studying in China on a budget* and the words in the table.

Verb	Noun	Adjective
/	hospitality	hospitable
prohibit	prohibition	prohibitive
/	efficiency	efficient
afford	affordability	affordable
preoccupy	preoccupation	preoccupied
price	price	pricey
/	convenience	convenient
account	accountant	accountable

Now complete the sentences with the correct form of the words in the table.

- Her mind was _____ with thoughts of the upcoming meeting, making it difficult for her to notice anything else.
- College students who have a part-time job often know better than their peers about how to make _____ use of their time.
- Every visitor to this city is overwhelmed by the kindness, charm and _____ of the local people.
- The apartments we looked at were either too _____ or not worth the work it would have taken to fix them up.
- Unfortunately, the high cost of the rent in this area of the city makes it _____ for anyone on a tight budget.
- Resisting the purchase of unnecessary luxuries makes your necessities more _____.
- My sister Susan is a(n) _____, and she often advises me on expenditure and costs based on my current financial statements.
- You'd better choose to live in the college dormitory since it combines comfort, safety, and _____.

9 Listen to the audio *Steps to better money management* and choose the best collocation to complete each sentence.

- Her suggestions about creating a budget are good, so just try to put them into _____.
A. effect B. practice C. operation
- The sharp change in interest rates had a huge _____ on the housing market, which is beneficial for the economy in the long run.
A. impact B. significance C. attraction



- 3 To create and _____ a budget makes it easy to know where your money is going and how to use it in the best way.
A. stick to B. add to C. allot to
- 4 People should have a retirement plan _____ for how they'll manage their finances when they get old.
A. in place B. in use C. in person
- 5 The projected budget is how much you intend to spend, while the actual budget is how much you actually _____ spending.
A. follow up B. save up C. end up
- 6 If you have multiple credit cards, find the one with the highest interest rate and prioritize _____ that debt first.
A. paying out B. paying for C. paying off
- 7 Based on a month of actual expenses, plan how much of your income you want to _____ each category monthly, for example, groceries, transportation, housing and entertainment.
A. allot to B. divide to C. share to

10 Read the passage *Tuesdays with Morrie* and the information in the box.

Each of the following words can be used as both a verb and a noun, sharing the same basic meaning.

fog envy upgrade relay soar clutter pad hug glance sigh

Now complete the sentences with the correct form of the words in the box.

- 1 The bank _____ crucial information to its investors about a major shift in its financial investment strategy.
- 2 We couldn't afford to buy a house, as house prices have _____ a further 20 percent since the beginning of the year.
- 3 She _____ with relief when she found that her credit card debt could be paid off by the end of the year with all her sources of income.
- 4 My mind was _____ when the professor started to introduce more complicated monetary policies.
- 5 She pulled me into a tight _____ when she heard about my bankruptcy, making me realize that true love has nothing to do with money.
- 6 I only had time to _____ at the monthly budget worksheet which they designed for freshmen in college.
- 7 She walked into the office of a famous investor where a variety of calendars and complicated graphs _____ all four walls.
- 8 Some people _____ their phones every time a new model comes out, while others prudently wait to see which new features they really need.
- 9 She wrote some notes on a(n) _____ of paper about financial tips for college students to save and manage money better.



- 10 Social media offers us abundant opportunities to learn about financial management from others' experiences, but confident individuals never _____ the success of others.

Structure

1 Rewrite the sentences using *what if ...*

Sample What would happen if my dog became ill?

→ What if my dog became ill?

- 1 Suppose that we teach finance skills to college students. Then, they would be better equipped for their financial journey after graduation.

- 2 What should we do if we could not resist impulse buying?

- 3 What might happen if he were unaware of the hidden risk when he borrowed to spend?

- 4 What should I do if I were uncertain about how much money I would have left over by the end of each month due to seldom keeping track of my expenses?

- 5 How about we consistently reducing expenses and setting aside a portion of our income to build a stable financial foundation?

When we are less certain, we use *what if* + past form of a verb to talk about future possibility or ask what would happen in a particular situation, especially an unpleasant situation.

We use *what if* + present form of a verb to make helpful suggestions about what might happen. For example: *What if we find the candles and put them around the room?*

2 Complete the sentences by translating the Chinese in brackets into English using *it's worth v-ing ...*

Sample It's worth noting (值得注意的是) that managing your debt and your savings go hand in hand.



- 1 _____ (值得考虑的是) making a budget to effectively manage your expenses and ensure financial stability during college.
- 2 _____ (值得强调的是) that investing in your education can lead to greater career opportunities and personal development.
- 3 As parents, _____ (值得尝试的是) to provide children with smart spending strategies before they go to college.
- 4 _____ (值得铭记的是) that perseverance and resilience are essential qualities for overcoming challenges and achieving success.
- 5 _____ (值得承认的是) that college students face numerous academic challenges throughout their educational journey.

Reading comprehension

Banked cloze

- 1 Complete the summary of the passage *Tuesdays with Morrie* with the words in the box. Some of the words may not be used.

comradeship opera salary greed terminally
shelters fulfilling devoting inconsequential interest
appreciate exceptional grateful sympathetic drastically

When I visited Morrie, a man who was 1) _____ ill, on Tuesdays, I often found him listening to 2) _____ and enjoying those simple pleasures. Through our conversations, I began to understand his life philosophy: Material possessions are not necessary to enrich our lives; it is love, gentleness, tenderness and a sense of 3) _____ that can live long and truly bring fulfillment.

Morrie holds the opinion that too much material enjoyment is 4) _____ compared to genuine satisfaction. He emphasizes the importance of offering others our time and concern, without expecting a(n) 5) _____ in return. By doing so, we can make a difference in the lives of others, and they will be 6) _____ for our contributions. There are plenty of opportunities to do this, and it doesn't require 7) _____ talent. For example, providing companionship to lonely people in hospitals and 8) _____ can help us discover a newfound respect for ourselves, as we fulfill a genuine need. A meaningful life is all about 9) _____ ourselves to our community, loving others, and creating something that gives us purpose and meaning. On the other hand, 10) _____ will get us nothing. Only by maintaining an open heart, can we truly connect with others and experience a sense of equality.



Passage 1

From coins to dreams: The power of wise spending

Every month, Julia and her cousins would go for a family meal at their grandparents' house. They would always wait excitedly for the moment when their grandfather gave them a few coins. Then all the children would run off to buy sweets. The family commented that if they continued behaving like this, the children would never learn to manage money. As a result, they proposed a special test, in which the children would have to show, over the course of a year, what they could manage to get with those coins.

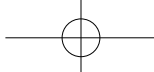
Monty decided to start managing his money by buying and selling items, or betting it in card games with other children. Soon he surprised the whole family by accumulating a lot of money with little effort. However, Monty wasn't being very careful, and he got involved in some risky deals. A few months later, he didn't have a single penny left.

On the other hand, Alex saved all the money he was given. By the end of the year, he had collected more money than anyone else. Additionally, with so much money, he was able to buy sweets at a discounted price, ensuring that he had enough for well over a year. And even then, he still had enough left over to buy a toy.

Then there was Julia. Poor Julia didn't enjoy the day of the competition, because even though she had a wonderful secret plan, it would take a long time for it to work. However, she was so sure that her plan was a good one that she decided to carry on with it. When she was about to complete the second year of her plan, Julia surprised everyone by turning up at the grandparents' house with a violin and a lot of money. What was even more impressive was hearing her play the violin. She played it really well.

Everyone knew that Julia adored the violin, even though the family couldn't afford the lessons. So Julia got to know a poor violinist who played in the park, and she offered him all the coins she received if he would teach her how to play. Although it wasn't much money, on seeing Julia's excitement, the violinist agreed, and he happily taught her for months. Julia showed so much desire and interest that a year later the violinist loaned her a violin so they could play together in the park as a duo. They were so successful that gradually she managed to buy her own violin, with quite a bit of money to spare.

Even till now, Julia would always tell people how it was possible, with just a few coins well spent, to make your wildest dreams a reality.



1 Choose the best answer to each question.

- 1 What was the purpose of the special test proposed by the family?
 - A. To challenge the children's math skills.
 - B. To encourage the children to buy sweets.
 - C. To see who could accumulate the most money.
 - D. To teach the children about financial management.
- 2 What happened to Monty's money after a few months?
 - A. He lost all of it in risky deals.
 - B. He donated it to a charity.
 - C. He invested it in a successful business.
 - D. He saved it for a future purchase.
- 3 Which statement is true about Alex?
 - A. He was awarded sweets for winning the competition.
 - B. He had accumulated the most money by the end of the year.
 - C. He bought sweets at a lower price and sold them at a higher price.
 - D. He knew how to save money and used most of it to buy a toy.
- 4 Why didn't Julia enjoy herself on the day of the competition?
 - A. Because her plan was too secret to be made public.
 - B. Because she didn't have enough money to participate in the competition.
 - C. Because her plan would take a long time to work.
 - D. Because she was a little bit embarrassed in front of her family.
- 5 What does the author want to highlight by telling the story?
 - A. The importance of saving money.
 - B. The benefits of buying and selling goods.
 - C. The power of wise spending to pursue one's dream.
 - D. The different approaches taken by the children in managing the coins.

2 Complete the sentences with the correct form of the words and expression in the box.

bet duo carry on with

- 1 Alfred decided to _____ on his favorite soccer team to win the championship this season.
- 2 My friend and I formed a musical _____, combining our skills to create beautiful melodies together.
- 3 Thanks to the love and support of his family and friends, he decided to _____ his career after a major setback.



Passage 2

From shells to digital currency

From ancient times to today, China's currency and ways of payment have undergone great changes.

The earliest form of money in China was shells and later bronzed shells. Between 770 B.C. and 221 B.C., different shapes of money were used by different regions until Qin Shi Huang, the First Emperor who united China in 221 B.C., unified the currency nationwide. From then on, round coins with a square hole in the center remained in circulation for thousands of years. To compensate for the disadvantage of coins in large transactions brought by the low value of single coins, ingots of silver were also commonly used.

The end of the imperial era and the turbulent time that followed witnessed the rise of the first modern mints, then financial instability represented by high inflation struck the whole nation. It was not until the year 1949 that a stable currency system was established, with both notes and coins in circulation.

Nowadays, China is the world's second-largest economy, and the means of payment have changed as the demands of the market have grown and technology has developed in the country. With electronic payment apps installed in nearly every smartphone, a cashless society is no longer a fantasy that only appears in fiction. A report from 2017 shows that more than 40 percent of Chinese people no longer carry "enough" cash with them. Among young people, the proportion is even higher. Seventy-seven percent of college students interviewed admit that they regularly do not carry any cash at all. On the other hand, to ensure that those who want to pay in cash — most of whom are elder people unfamiliar with mobile apps — are not discriminated against, the government has issued a regulation prohibiting retailers from refusing cash payment, and those who violate the regulation will be fined.

The reform of payment methods not only brings great influence to the daily life of Chinese individuals, but also brings new opportunities to China and its partners in the international trade arena. Electronic payment makes transactions between nations faster. As the Belt and Road Initiative is welcomed by the international community, China has become a major trading partner for more than 140 countries and regions. With electronic payment gradually deployed, it can substantially reduce the cost of international trade and improve transaction efficiency for China's partner countries, promoting the development of cross-border e-commerce. Meanwhile, the popularity of electronic payment has made a notable contribution to the advance of Internet-based information technology in partner countries.

China is now working on the application of Digital Currency Electronic Payment (DCEP) in the social economy. The newly developed DCEP app aims to provide a safer, more stable, and more convenient payment platform for both domestic users and China's international cooperation partners.

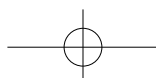


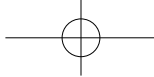
1 Choose the best answer to each question.

- 1 Which form of currency was NOT used in China before the 20th century?
A. Shells. B. Coins. C. Ingots of silver. D. Pearls.
- 2 Which statement is true about electronic payment?
A. Merchants can accept electronic payment but only by a small amount.
B. Senior citizens can still use cash if they can't use electronic payment.
C. Most people don't carry any cash in daily life because of electronic payment.
D. The government has issued a regulation to ensure everyone can use electronic payment.
- 3 How can electronic payment influence international trade?
A. By making transactions between nations more complicated.
B. By decreasing the cost of cross-border communication.
C. By creating new cooperation opportunities between nations.
D. By improving transaction efficiency and promoting e-commerce.
- 4 Which statement is true about DCEP?
A. It is an online payment app developed by the Chinese government.
B. It is designed to be used in international transactions only.
C. It is a new form of currency and has its own payment platform.
D. It is a joint effort of China and its cooperation partners.
- 5 What is the main idea of the passage?
A. China should learn from its history when developing a new currency.
B. Chinese currency evolves and electronic payment is a bright new step.
C. The Chinese currency system is stable and safe, unlike that of the past.
D. China is developing new payment methods for international cooperation.

2 Match the words in Column A with their definitions in Column B.

Column A	Column B
1 deploy	a all the activities and people involved with a particular subject or activity
2 transaction	b the action or process of buying or selling sth.
3 arena	c involving a lot of sudden changes, disagreements, and sometimes violence
4 turbulent	d spread out, utilize, or arrange for a deliberate purpose





Passage 3

Money matters, but not as much as you think it does

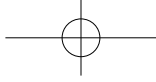
- A) A lack of money is a big deal. You need to pay for electricity; you need to pay your rent or your mortgage payments; you have to buy bus and subway tickets or fuel for your car; you need to buy food; your kids need to be clothed, schooled and taken to the doctor; you need to pay your phone bills and you'd be hard-pressed to find anyone who would argue that items like toothpaste, shampoo, razor blades, detergent, toilet paper, Internet connections and a computer are an optional, luxury expense. And after all of that, how do you pay for the fun stuff?
- B) So when you're out looking for a job, the dollar value of your time is a serious issue. But once you shake your new boss's hand and are led to your workstation, what motivates you to do your best work? Whether you admit it or not, money is probably not at the top of the list.
- C) Managers or companies get into trouble when they view money as the only motivator and overlook other aspects of the organization. The promise of a high salary or a raise could spur (激励) employees to do better work but more powerful is a fair salary and a company culture that moves them to do their best and feel content and excited. Company cultures in which workers feel valuable, feel they have a say in operations, feel their contributions are appreciated, and believe they are being treated fairly and dealt with honestly can do much more to unlock employee potential.

It won't make you happy, just less unhappy

- D) Not getting paid enough can make an employee angry (as it makes it difficult to pay bills), but when that employee gets a raise, he won't necessarily become happy or motivated, just less angry.
- E) Findings of business and management academics suggest that people exist on a plane more complicated than a continuum of happy and sad. Rather, they operate under various levels of satisfaction and dissatisfaction. If an employee thinks he is underpaid in the marketplace, he is absolutely dissatisfied. If, on the other hand, he just gets a 15 percent bonus, he is going to be happy for a while — but only for a while. It's not necessarily going to make him happy. It shows that salary is more hygiene than motivation. Its absence makes you angry but its presence doesn't make you happy.
- F) Salary is paramount when managers try to retain unhappy workers, but motivational factors like manager relationships and career advancement opportunities are also important. This aligns with a lot of what we're hearing about money not being necessarily the primary motivator, especially for Generation Y. Instead, mission-driven work and opportunities for career growth play a more significant role in driving people's motivation.

Inspiring people without a check

- G) So how do you get workers to feel secure that they're on a good career track and on the upside



of the satisfaction scale?

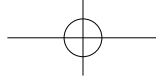
- H) Employees can derive inspiration from the excitement and challenge of the work, plus the feeling that they're doing something important and working with a great team.
- I) A lot has to do with the manager and, ultimately, leadership. Every employee has an impact on the organization's direction, but leadership has the most significant and direct effect on company culture, which revolves around employee engagement, environment, atmosphere, and the success of the company. Leadership influences the confidence of the staff and shapes how they perceive mistakes, whether as opportunities for learning or failures that damage their self-worth. Leadership cultivates the foundation of culture to empower employees to achieve the company mission and realize the importance of their contributions toward those goals.
- J) Additionally, leadership shifts, and each leader influences the evolving work culture, which can easily go from good to bad or from bad to good. When employees feel engaged in a dynamic and supportive work culture, their performance, pride, and loyalty skyrocket, leading the company to success.

Culture over cash

- K) Some researchers place emphasis on an organization's overall culture as the best source of inspiration for its people, not money.
- L) How does culture drive performance? Researchers have identified six main reasons why people work: play, purpose, potential, emotional pressure, economic pressure, and inertia. Research has shown that companies renowned for their high-performing cultures maximize the first three positive motives to enhance performance while minimizing the latter three negative motives.
- M) A great culture is not easy to build — it's why high-performing cultures are such a powerful competitive advantage. Organizations that build great cultures are able to meet the demands of the fast-paced, customer-centric, digital world we live in. More and more organizations are realizing that culture cannot be left to chance. Leaders must approach culture building as an engineering discipline, rather than relying on magic.

Spreading money is easy; leading is hard

- N) In some ways, falling back on money as a motivator is easier than trying to devise a way to inspire a large group of people in an organization. Learning the nuances of leadership and motivation requires time, study, and perhaps even a little bit of humility. Promising a bonus is easier, but it probably won't get the best results.
- O) Regardless of the advice of academics and the experiences of successful managers, lighting a fire in your employees may still be more art than science. Payment is a complicated story. There is no one best way. If there were, companies would all be doing it.



1 Match the statements with the paragraphs which contain the corresponding information. You may choose a paragraph more than once.

- ___ 1 Each leader has an impact on the work culture, which can lead to the transition of the work environment from positive to negative or vice versa.
- ___ 2 If workers feel underpaid, they are certainly unhappy. However, a bonus may only bring temporary happiness that does not last.
- ___ 3 Leadership shapes how employees view mistakes and good leadership fosters a culture that empowers them to contribute toward the company's goals.
- ___ 4 Some scholars believe that an organization's culture, rather than salary, is the best motivator for employees.
- ___ 5 A fair salary and inspiring company culture can motivate employees to perform their best, more effectively than a high salary promise.
- ___ 6 Increasingly, organizations understand that leaders must put effort into culture building rather than just leaving it to chance.
- ___ 7 Researchers have found six main reasons why people work: play, purpose, potential, emotional pressure, economic pressure and inertia.
- ___ 8 Money is not necessarily the primary motivating factor, especially for Generation Y.
- ___ 9 Inspiring employees may remain more of an art than a science, despite academic advice and successful management experiences.
- ___ 10 In job hunting, the value of their time is crucial to people. However, once employed, factors other than money likely motivate them to excel at their work.

2 Choose the correct way to answer the questions about the italicized words.

- 1 If it is *hard-pressed* to find someone who argues items like toothpaste and shampoo are an optional and luxury expense, does it mean it is very (a) difficult, or (b) necessary?
- 2 Salary is more *hygiene* than motivation. Is it because (a) it works better than other motivators in motivating employees, or (b) it is necessary and the lack of it will demotivate employees?
- 3 Salary is *paramount* when managers try to retain unhappy workers. Does it mean salary is (a) used as a common means in this situation, or (b) more important than anything else?
- 4 A *high-performing* culture is a powerful competitive advantage. Is it because it (a) changes and shifts at a high speed, or (b) works and operates at an above-average standard?
- 5 If the company tries to *devise* a way to inspire their employees, is it trying to (a) invent and design, or (b) change and improve a way to inspire them?



Translation

1 Translate the sentences into Chinese.

1 We should develop a habit of saving for a rainy day, building up our nest egg in case of any potential risks in the future.

2 The subway is a budget-friendly and efficient transit option for college students, who need to look after their finances carefully.

3 Keeping track of your expenses in real time can help make ends meet and make for good financial management.

4 The well-known entrepreneur is always preoccupied with environmental protection, allotting a sizable amount of money annually to pollution treatment.

5 Financial education in schools helps dispel financial misconceptions and enlightens students on avoiding overspending, setting financial goals, and making informed financial decisions.

2 Translate the passage into English with the words and expression in brackets.

共享经济是一种建立在充分利用闲置资源这一理念上的商业模式。在中国，共享经济模式已在交通、住宿、餐饮等多个领域付诸实践，升级了消费体验，为生活带来了便利。据估计，中国共享经济将在未来继续保持较高的年增长率，成为未来经济发展的新引擎。(put sth. into practice; upgrade; convenience; reckon)

