


Language focus 1: Punctuation

- 1  Read the following quotations on the theme of work. Comment on each one with your partner, saying whether you like or dislike it, agree or disagree with it. Give reasons for your opinions.

1 'Work is a necessary evil to be avoided.'

Mark Twain

2 'Hard work never killed anybody, but why take a chance.'

Charlie McCarthy

3 'People, who work sitting down get paid more than people who work standing up.'

Ogden Nash

4 'I like work; it fascinates me I can sit and look at it for hours.'

Jerome K. Jerome

5 'A lot of fellows nowadays have a BA, MD or PhD. Unfortunately, they don't have a JOB.'

Fats Domino


6 'It's not the hours you put in your work that counts, it's the work you put in the hours.'

Sam Ewing

7 'Far and away the best prize that life offers is the chance to work hard at work worth doing.'

Theodore Roosevelt

- 2 Each of the quotations above contains one punctuation mistake. Find the mistakes and correct them.

 Read more about punctuation in the Grammar reference on page 217.

- 3 Punctuate the following newspaper article on working trends in Britain. Add capital letters where necessary.


HOME-WORKING

if you had the choice would you prefer to work from home or in an office British workers seem to be in no doubt one in four of them has given up commuting to the office in favour of a more domestic working environment and the figure is growing

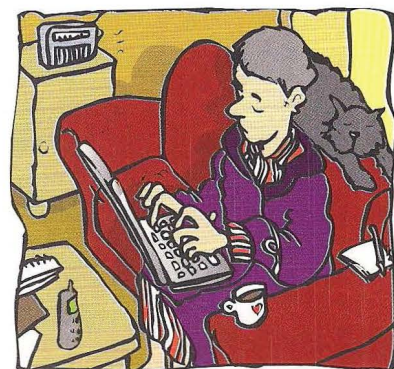
the number of home-workers is likely to increase by more than 50% over the next five years claimed a spokesperson for Datamonitor the London-based market research company as a result of this trend consumers will spend a great deal less on certain goods and services transport petrol eating out and drinks moreover because home-workers usually take fewer showers the sale of personal care products such as deodorants and soap will also be affected

the study which shows that home-workers tend to be the more highly qualified professionals in a company says that firms are in danger of losing their best employees if they do not allow home-working unfortunately however there are some who abuse the trust which has been placed in them Datamonitor discovered that many like to watch television listen to the radio and browse social networking sites while they work

- 4 Check your answer with the suggested version.

- 5  What are the advantages and disadvantages of home-working?


Would you prefer to work from home?



Listening 1

Part 4

Multiple matching 1.14–1.18

1  What advice would you give to someone going for a job interview?

Example: Dress smartly.

2 You will hear five short extracts in which people are talking about interviews they attended.

How to go about it

- Read through both tasks carefully before you start to listen. Note that in Task One, you are listening for the advice the person received, not what they actually did.
- Try to predict the language you might hear for each prompt.

Example:

A mind your body language – the way you sit or stand; what you do with your arms, hands and legs.

- Concentrate mainly, but not exclusively, on Task One the first time you listen. The second time you listen, give more attention to Task Two.
- Don't leave any questions unanswered.

TASK ONE

For questions 1–5, choose from the list (A–H) the advice each speaker received.

TASK TWO

For questions 6–10, choose from the list (A–H) the problem each speaker encountered.

While you listen you must complete both tasks.

- A mind your body language
- B arrive early for the interview

	1
--	---
- C wear the right clothes

	2
--	---
- D show interest in the prospective employer

	3
--	---
- E hide your enthusiasm for the job

	4
--	---
- F practise the interview beforehand

	5
--	---
- G think of an unusual situation
- H control your nerves

- A feeling unwell
- B having the wrong information

	6
--	---
- C not having the right personality

	7
--	---
- D arriving late for the interview


	8
--	---
- E having a slight accident

	9
--	---
- F not having the right qualifications

	10
--	----
- G being unable to answer questions
- H being unhappy about the pay

Don't forget!

- There are two questions for each speaker; one in Task One and one in Task Two. Questions 1 and 6 correspond to the first speaker; questions 2 and 7 to the second speaker, and so on.
- Three of the prompts in each task are not used.


3  If you have had an interview or an oral examination, tell your partner about how you prepared for it, what you remember about the interview and what the outcome was.

If you have never had an interview, tell your partner what you would fear most about going for an interview and what you would do to overcome this fear.

Reading and
Use of English

Part 6

Cross-text multiple matching

- 1  What 'office politics' situations do the pictures below show? Have you ever been involved in similar situations at school or work? What other 'office politics' situations might exist in some companies? What do you think might be the best way to deal with them?



- 2 You are going to read four extracts from articles about office politics. For questions 1–4, choose from the extracts A–D. The extracts may be chosen more than once.

How to go about it

- Read the rubric, the title and the subtitle carefully.
What is the central theme of the four texts?
- Read the four questions and identify the key information to focus on.
Underline relevant words in the questions. The first one has been done for you.
- Quickly read each of the four texts to get an idea of what each one is about.
- Read each text more carefully to locate a reference to each of the four questions.
For question 1, the references to the role of managers in text A have been underlined. Now do the same for texts B, C and D.
- Identify the opinion that each writer has on each question and compare it to that of the other writers.
Which writer has a different opinion from the others on the appropriate role of managers in dealing with office politics? (This will be the answer to question 1.)

Office Politics

Four writers talk about problems at work and how they should be resolved

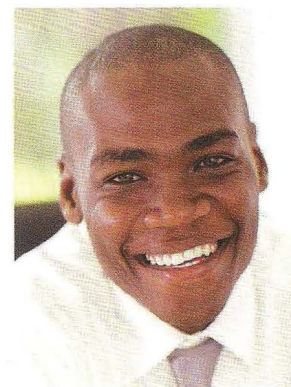
A



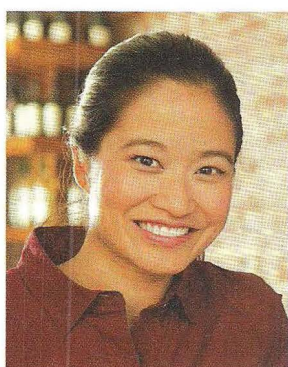
- At surface level, the subject of office politics may appear to be a trivial one; images arise of gossiping staff at the photocopier, intra-department emails taking exception to a colleague's time off for childcare commitments, the new assistant manager being given the cold shoulder because of his new dress code policy. Yet all these situations may have a profound impact on the workplace dynamics of any business or industry. Unfortunately, office politics is an area that a number of department heads admit to ignoring, in the vain hope that problems will resolve themselves. Although it is not advisable for them to intervene directly, they do need to get Human Resources involved immediately.

B

It is because office politics has such an impact on company morale and productivity that business leaders must keep their ear to the ground and be alert to potential problems. I should, at this point, set out what I mean by office politics. We are not talking here about minor concerns such as arguments over the timekeeping of workmates, but rather how people will spread blame and employ deception to advance their own interests. By no means is this kind of behaviour common to all workplaces, although it appears to be endemic in television production, banking and advertising. Once they *are* alert, on no account should a department head or other person in authority approach the individuals concerned in a particular 'office politics' situation. Instead, the matter should be dealt with, at least as a first step, by Human Resources, who must be equipped with clear policies.



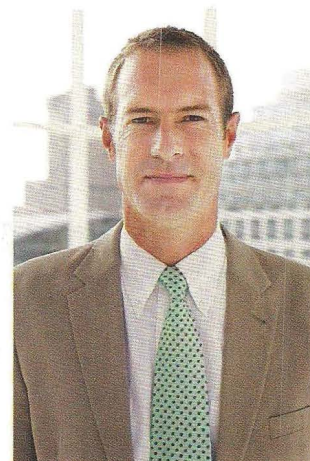
C



Despite the fact that office politics occurs in all kinds of business, owners and department heads are often irritated whenever the suspicion arises that there are conflicts between staff members. Research suggests that in many cases, they will just turn a blind eye to such situations. This may not matter so much when it comes to petty gossip about the social lives of colleagues outside of work, for example, and besides, this sort of problem does not really fit within the category of office politics. However, when employees are dishonest, taking credit for the work of others or pointing the finger when a mistake is their own, we are dealing with the kind of situation that needs a strong response, which, in the first instance, must be from Human Resources or an intermediary. If senior managers step in before proper procedures have been followed, they risk being accused of favouritism.

D

Over the last decade, my research team and I have studied a range of workplaces with office politics issues, from small family-run enterprises to vast corporations. We have found indisputable evidence that swift and direct intervention by immediate superiors is the most effective way to stop minor issues amongst juniors from getting out of hand and escalating into major crises. Indeed, many of the staff we surveyed said that this approach to dealing with conflict played a large role in maintaining their overall job satisfaction. Essentially, it appears that staff are less likely to bear a grudge against fellow employees or managers when they perceive that a problem has been dealt with in an open and frank manner. Conversely, when they perceive that others have been talking about them behind their backs, resentment is likely to remain. Interestingly enough, these attitudes were held by both long-term employees and more recently-appointed ones.



Which writer

- has a different opinion from the others on the appropriate role of managers in dealing with office politics? 1
- shares writer B's view regarding the definition of office politics? 2
- expresses a different view from the others regarding the extent to which office politics exists in companies? 3
- takes a similar view to writer C on the attitudes of some managers towards office politics? 4

Reacting to the text

Some of the writers suggest that people in authority should intervene when there is a dispute or bad feeling between colleagues or people within the same peer group. Do you think this is the right approach? What might it depend upon?

Vocabulary 1: Body idioms

- 1 a Complete each of the idioms with a part of the body. You may need to use a plural form.
- 1 ... the new assistant manager **being given the cold** _____ because of his new dress code policy. (A)
 - 2 ... business leaders must **keep their** _____ **to the ground** and be alert to potential problems. (B)
 - 3 Research suggests that in many cases, they will just **turn a blind** _____ **to** such situations. (C)
 - 4 ... when employees are dishonest, taking credit for the work of others or **pointing the** _____ when a mistake is their own ... (C)
 - 5 ... direct intervention by immediate superiors is the most effective way to stop minor issues amongst juniors from **getting out of** _____ and escalating into major crises. (D)
 - 6 ... when they perceive that others have been **talking about them behind their** _____, resentment is likely to remain. (D)
- b Check your answers in the reading text on pages 52 and 53. The letters in brackets refer to the sections in which the idioms can be found.
- 2 Use the context to work out the meanings of the idioms in exercise 1.

Speaking 2

Part 2

Long turn

- 1 Look at these pictures. They show people working in stressful situations.

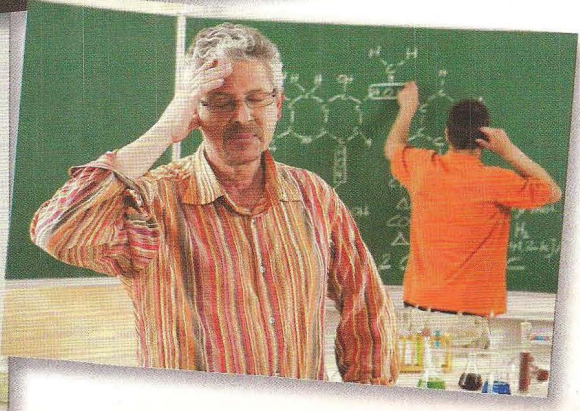
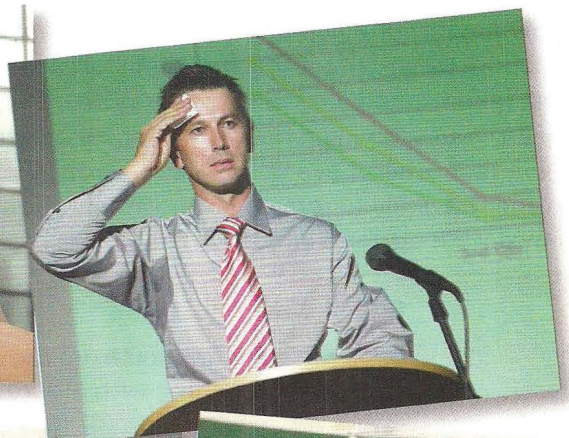
Student A:

Compare **two** of the pictures, and say what might be causing the stress, and what action the people might take as a result.

Student B:

When your partner has finished talking, say which situation in the two pictures looks more difficult to resolve.

- 2 Now change roles. Follow the instructions again using the remaining pictures.



Listening 2

Part 2

Sentence completion 1.19

- 1 'Too much to do and not enough time to do it.' To what extent does this apply to you? How well do you organize your time?
- 2 You will hear part of a talk by time management expert David Markham. For questions 1-8, complete the sentences with a word or short phrase.

David says that the key to good time management is (1)
 It's important to have (2) expectations of what we can achieve.
 David warns that (3) can prevent us achieving what we set out to do.
 He recommends giving priority to (4) if we feel overwhelmed.
 David advises against always trying to achieve (5) in our work.
 Housework requires the same (6) that we need to exercise at work.
 David suggests we should reserve time for those pursuits we find (7)
 He says it is a mistake to think of the (8) as a form of relaxation.

- 3 Do you manage 'to achieve the right balance between work and relaxation'?

Vocabulary 2: Time

- 1 Complete each gap in these extracts from the listening with a word from the box.

against aside for for in off up

- 1 ... what you hope to accomplish _____ **the time available** ...
- 2 ... you have to phone in sick and **take time** _____ **work**.
- 3 ... if **time is** _____ **you**, if you're **pressed** _____ **time**, ... don't worry if what you produce is less than wonderful.
- 4 ... what we all work for is to **make time** _____ **ourselves**, to **free** _____ **time for** the things we really want to do ...
- 5 It's essential to **set** _____ **enough time** to pursue your interests ...

- 2 The following words can all be used before the noun **time**. Add a word from the box to the appropriate group a-f, then discuss the possible context in which you might expect to use or hear the collocations.

half flying harvest prime record-breaking sale spare

Example:

free leisure _____ spare

You could use free time, leisure time and spare time when talking about what you do when you're not studying or working.

- | | | | |
|---|--------------|------------------|-------|
| a | kick-off | injury | _____ |
| b | qualifying | winning | _____ |
| c | arrival | departure | _____ |
| d | peak viewing | off-peak viewing | _____ |
| e | opening | closing | _____ |
| f | sowing | milking | _____ |

- 3 Choose three of the collocations from exercise 2 and write a sentence for each, leaving a gap where the collocate of **time** should be. Then show your sentences to your partner who will try to guess the missing word(s).

Example:

United scored the winning goal in the last minute of _____ time.

[Answer: injury]

Don't forget!

Read through all the questions and predict the type of information required.

