

Answer key

1 Corporate culture

1.1 About business: Work culture and placements

1 It depends on company culture. New employees need to try to work out quickly what is expected in each of the three situations and to adjust to the company culture as soon as they can. To start off though, it's probably safest to dress smartly, not be the first or the last to leave the office, maybe make coffee or tea contributions to a meeting, but more importantly to listen and learn at first.

2 1 The experiment demonstrated how an unwritten rule is created.
2 Seven examples of unwritten rules:
- nobody should ever climb the ladder
- working long hours is more important than achieving results
- the boss is always right, even when he's wrong
- if you're not at your desk, you're not working
- nobody complains, because nothing changes
- women, ethnic minorities and the over 50s are not promoted
- the customer is king, but don't tell anyone, because management are more interested in profitability
3 New staff quickly learn when their ideas and opinions are listened to and valued, and when it's better to keep them to themselves, which assignments and aspects of their performance will be checked and evaluated, and whose objectives and instructions they can safely ignore. They learn from the way staff speak to management, to customers and to each other, and from the differences between what is said, decided or promised, and what actually gets done.

3 Suggested answers:

1 Organizations and companies can try to avoid negative unwritten rules by respecting commitments, giving and listening to feedback, defining and applying clear procedures, providing training to develop a positive work culture.
2 A government department:
Office etiquette: formal dress code, strict office hours, inflexible, subject to security constraints.
Relationships with colleagues, management and clients / business partners: hierarchical and formalized.
Autonomy and initiative: limited, strict procedures for everything.
A small public relations firm:
Office etiquette: probably very informal, relaxed, flexible, results-orientated rather than time-conscious.
Relationships with colleagues, management and clients / business partners: friendly and participative, little or no visible hierarchy.
Autonomy and initiative: wide, but must be justified.
A manufacturing company:
Answers will depend on national and corporate culture.
3 Answers will vary.

1 Alessandro was not accepted by his colleagues. (David expected him, Alessandro misunderstood the (formal) office rules on working hours. David assumed Monica would know to inform him she had a client's appointment, but she didn't; Monica misinterpreted David's friendliness as changing the supervisor-subordinate relationship.)

4 Students' mistakes:
Alessandro's story: didn't ask about / was not sensitive to unwritten rules; didn't talk to colleagues.
David's story: took a friendly culture at face value; didn't accept criticism; didn't learn from the problem.

Supervisors' mistakes:
Alessandro's story: didn't tell student about unwritten rules; gave student too much autonomy; didn't make sure student met colleagues.
David's story: didn't explain local work culture; didn't keep enough distance from intern; didn't understand the intern's confusion.

5 Answers will vary.

1.2 Vocabulary: Work organization and responsibility

6 Suggested answers:

1 supervisor, supervisor, project leader, line manager, director (by hierarchical status)
2 section, department, office, branch, unit, subsidiary, division, company (by size)
3 task, job, assignment, project (by importance)

7 David Charles = CEO

Administration: Monica Overstreet = Office Manager + two accountants
Marketing and Sales: Barbara Newman = Marketing and Sales Manager + one art director, one HR officer and two salesmen

R&D: Douglas Pearson = R&D Manager + seven research scientists
Engineering: Herb Munro = Program Manager + two software engineers and one technical writer

8 IT and Technical Support: Roxane Powell = IT Manager + one administrator and two support engineers

9 1 Because Warmlander is a small company.
2 Because Warmlander is growing fast, so it's going to change as they hire new staff.
3 However right now they don't have an HR department as such.
4 The CEO runs the business on a day-to-day basis. The CEO deals with finance and sits on the board of the parent company. They took Warmlander over a couple of years ago.
5 Her reasoning when she was appointed Head of IT at a big consultancy firm but was fired after three months.
6 Research and Development, Engineering, and Marketing and Sales.
7 Doug Pearson coordinates development programmes; he liaises with Marketing and Engineering.

10 1 c) 2 c) 3 d) 4 a) 5 b)
6 d) 7 b) 8 e) 9 d) 10 a) 11 d)

11 alongside 2 under 3 as 4 at 5 in 6 on

1.3 Grammar: Past tenses and advice structures

1 1 told 2 had fallen 3 was beginning / had begun
4 had given 5 called 6 had improved 7 had learnt
8 had closed 9 were rising 10 closed

11 1 ask 2 asking 3 asking 4 to ask 5 asking 6 ask
7 to ask 8 ask 9 to ask 10 to ask 11 asking 12 to ask
Strong recommendations: 1, 4, 7, 9, 12
Careful or friendly suggestions: 2, 3, 5, 6, 8, 10, 11

12 1 The CEO did very well for himself. The CEO gave a party.
2 The CEO challenged his team. He showed the executives the pool.
3 There was a loud splash. Everyone followed the CEO to the barbecue.
4 The CFO swam for his life. Everyone arrived back in the pool.
5 The CFO reached the edge. The crocodiles tried to catch him.
6 A crocodile tried to bite the CFO. The CFO climbed out of the pool.

13 1 had done; was proudly showing
2 had built
3 had just started; was
4 turned around; ran back; was swimming
5 had almost caught; reached
6 had / 'd just managed; found

14 Student A:
1 a) 2 a) 3 d) 4 a) 5 b)
6 b) 7 b) 8 b) 9 b) 10 b)
Student B:
1 c) 2 d) 3 a) 4 b) 5 b)
6 c) 7 c) 8 c) 9 c) 10 c)

15 1 b) 2 d) 3 c) 4 c) 5 a)
6 d) 7 c) 8 d) 9 c) 10 b)
(7 b) and 10 d) are also possible)

1.4 Speaking: Meetings – one-to-one

16 Answers depend on local and work cultures. Suggested answers:

1 In most English-speaking cultures, this is the norm, with the notable exception of Africa, where superiors, and frequently peers, are addressed by their surname. Use of the first name is also unusual in much of Asia, and in Germany.
2 Some cultures, like France, make a clear distinction between business and personal life. Others, like the Swedish furniture company IKEA, organize regular social events, where all levels of staff are expected to mix freely.
3 In most Latin cultures, managers will expect subordinates to perform tasks like making coffee. Some staff in Nordic cultures may be shocked and even insulted by such a request.
4 This usually depends more on the type of work involved than on local or work culture. Personal calls for staff in production may be very common, whereas in departments like sales or marketing, where work organization is more flexible, there is usually no particular problem.
5 This is the case in most English-speaking and Nordic cultures, especially in the USA. In Latin and Asian countries, this is opposite to office life, with a certain formality or even machismo associated with working late.
6 This probably depends on the organization as much as on the culture: in large scientific meetings, for example, the majority of attendees will not be expected to speak.

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