

Answer key

1 Corporate culture

1.1 About business Work culture and placements

1.1 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 one or two contributions to a meeting, but more importantly to listen and learn at first.

1.2

- The experiment demonstrated how an unwritten rule is created.
- 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
- 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.

1.3

Suggested answers:

- 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.
- 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.
- Answers will vary.

1.4

- Alexandra was not accepted by her colleagues. David upset an intern.
- Alexandra misunderstood the (unwritten) office rules on working hours. David assumed Monica would know to inform him she had a dentist's appointment, but she didn't; Monica misinterpreted David's friendliness as changing the supervisor-intern relationship.

1.5

Students' mistakes:

Alexandra's story: didn't ask about / was not sensitive to unwritten rules; didn't talk to colleagues

David's story: took friendly culture at face value; didn't accept criticism; didn't learn from the problem

Supervisor's mistakes:

Alexandra'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 interns; didn't understand the intern's confusion

1.6 Answers will vary.

1.2 Vocabulary Work organization and responsibility

1.1

Suggested answers:

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

1.2

David Darren = COO

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

R&D: Douglas Pearson = R&D Manager + seven research scientists

Engineering: Herb Munroe = Program Manager + two software engineers and one technical writer

IT and Technical Support: Renae Pawle = IT Manager + one web developer and two support engineers

1.3

- Because Warradar is a small company.
- Because Warradar is growing fast, so it's going to change as they hire new staff.
- Because right now they don't have an HR department as such.
- The COO runs the business on a day-to-day basis. The CEO deals with strategy and she's on the board of the parent company.
- Irylis is Warradar's parent company. They took Warradar over a couple of years ago.
- He resigned when he was appointed Head of IT at a big consultancy firm but was fired after three months.
- Research and Development, Engineering, and Marketing and Sales.
- Doing Pearson coordinates development programmes; he liaises with Marketing and Engineering.

1.4

- | | | | | |
|------|------|------|------|-------|
| 1 c) | 2 c) | 3 d) | 4 a) | 5 b) |
| 6 b) | 7 b) | 8 j) | 9 d) | 10 g) |

1.5

- | | | | | | |
|-------------|---------|------|------|------|------|
| 1 alongside | 2 under | 3 as | 4 at | 5 in | 6 on |
|-------------|---------|------|------|------|------|

1.3 Grammar Past tenses and advice structures

1.1

- | | | | |
|--------------|---------------|-----------------------------|--------------|
| 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 | |

1.2

- | | | | | | |
|----------|----------|----------|-----------|-----------|-----------|
| 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

1.3

- The CEO did very well for himself. The CEO gave a party.
- The CEO challenged his team. He showed the executives the pool.
- There was a food splash. Everyone followed the CEO to the bathroom.
- The CEO crouched for his life. Everyone arrived back at the pool.
- The CEO reached the edge. The crocodile tried to catch him.
- A crocodile tried to bite the CEO. The CEO climbed out of the pool.

1.4

- had done; was proudly showing
- had built
- had just started; was
- turned around; ran back; was swimming
- had almost caught; reached
- had / 'd just managed; heard

1.5

Student A:

- | | | | | |
|------|------|------|------|-------|
| 1 c) | 2 c) | 3 d) | 4 a) | 5 b) |
| 6 b) | 7 i) | 8 d) | 9 j) | 10 f) |

Student B:

- | | | | | | | | |
|------|------|------|------|------|------|------|------|
| 1 c) | 2 d) | 3 a) | 4 b) | 5 h) | 6 g) | 7 e) | 8 f) |
|------|------|------|------|------|------|------|------|

1.6

- | | | | | |
|------|------|------|------|-------|
| 1 b) | 2 d) | 3 c) | 4 c) | 5 a) |
| 6 g) | 7 i) | 8 j) | 9 f) | 10 h) |
- (7 h) and 10 i) are also possible)

1.4 Speaking Meetings – one-to-one

1.1

Answers depend on local and work cultures. Suggested answers:

- 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.
- 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.
- 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.
- 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 unwelcome, whereas in departments like sales or marketing, where work organization is more flexible, there is usually no particular problem.
- This is the case in many English-speaking and Nordic cultures, especially in the USA. In Latin and Asian countries, the opposite is often true, with a certain lateness or even machismo associated with working late.
- 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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Siegfried Engelmann



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