

PART TWO**Questions 13–22****Section One****(Questions 13–17)**

- You will hear five short recordings. Each speaker is leaving a message for someone.
- For each recording, decide what the main reason for the message is.
- Write one letter (**A–H**) next to the number of the recording.
- Do not use any letter more than once.

- 13
- 14
- 15
- 16
- 17

- A** making an apology
- B** offering to help
- C** asking for some information
- D** amending an order
- E** giving instructions
- F** cancelling an appointment
- G** making a complaint
- H** explaining a procedure

Section Two**(Questions 18–22)**

- You will hear another five recordings. Each speaker is talking about a visitor they are expecting.
- For each recording, decide what sort of visitor is expected.
- Write one letter (**A–H**) next to the number of the recording.
- Do not use any letter more than once.

- 18
- 19
- 20
- 21
- 22

- A** Management Consultant
- B** Company Solicitor
- C** Security Officer
- D** Health and Safety Officer
- E** Research Officer
- F** Human Resources Officer
- G** Training Manager
- H** Foreign Buyer

PART THREE**Questions 23–30**

Before you answer questions 23–30, go to pages 83–84.

- You will hear an interview with a married couple who run a business together.
- For each question **23–30**, mark one letter (**A, B or C**) for the correct answer.

23 According to the interviewer, why are family-run businesses considered to be so important to the economy?

- A** They are more successful.
- B** There are more of them.
- C** Their productivity is higher.

24 According to the interviewer, how long on average does a family-run business last?

- A** 15 years
- B** 22 years
- C** 70 years

25 What does Jill say can put a strain on a couple's relationship?

- A** working long hours
- B** sharing the same office
- C** taking too much time off

26 Why does Jill think childcare issues are not a problem for them?

- A** They no longer have young children to care for.
- B** They understand the difficulties of balancing work and family.
- C** They have agreed to share childcare responsibilities.

27 What does Scott do to help him relax?

- A** He takes the dog for a walk.
- B** He plays golf at weekends.
- C** He listens to music.

28 The only things Scott and Jill disagree about are

- A** financial matters.
- B** artistic matters.
- C** technical matters.

29 What does Scott miss about his previous job?

- A** his male colleagues
- B** eating out at lunchtime
- C** help with correspondence

30 Over the next few years Jill wants to

- A** export to other countries.
- B** take on more permanent staff.
- C** concentrate on design work.

PART THREE

Questions 13–18

- Read the article below about bullying and the questions on the opposite page.
- For each question 13–18, mark one letter (A, B, C or D) for the answer you choose.

BULLYING IN THE WORKPLACE

Do you know or work with someone who undervalues other people's efforts, ignores their viewpoint, even publicly insults his or her co-workers? That person is a bully and is bad news for any company, though often the people at the top don't know, or worse, don't want to know. A bully will set impossible deadlines, make fun of people and ridicule them whenever they make mistakes. The worst type will also shout and be abusive. What motivates bullies? No one is sure, but it may be that they are suffering from some kind of inferiority complex.

According to a recent survey, the situation is far worse than originally thought, and has become worse in the past year. It's quite likely that the increase is a direct result of the current business culture with its emphasis on competition and aggressive 'masculine' management styles, combined with the stress of 'job insecurity', that is, the ever-present fear of losing one's job. The survey quotes the example involving the appointment of an ageing male manager who could not come to terms with women in management positions. His relationship with the mainly female staff created massive problems throughout the whole organization. The oppressive atmosphere did nothing to promote efficient working practices, with stress levels rising and confidence and spirits

falling. It wasn't easy for the staff to report him and it took a while to convince those at the top, but they did the wise thing and got rid of him.

Bullying must be recognized and dealt with. A fair disciplinary procedure should be in place. Once a bully has been identified, employers must ensure that both sides have the opportunity to make their case and be able to appeal against any disciplinary action taken.

If you work with someone who uses inappropriate or threatening language or behaves in a rude and abrupt manner, you could be dealing with a bully. Whatever you do, you must not become a victim: if you do not fight back, you are giving the bully encouragement to continue. On the other hand, try not to get upset, you will feel worse and the bully will be very satisfied. So, keep cool, be patient and take action when you are sure you can be effective. Talk to colleagues, see what they think. Make a note of conversations, keep memos and letters, as these will be needed as evidence to back up your case. Bullies don't always realize that their behaviour is offensive, upsetting and threatening, and it may be that a few well-chosen words will defuse the situation. But if this fails, the employer will have to intervene, give proper warnings and be prepared to dismiss the persistent offender.

- 13 According to the writer, bullies are people who
- A use cruel teasing to make other people feel inferior.
 - B enjoy upsetting people by spreading bad news.
 - C cannot get on with people of the opposite sex.
 - D believe that they are better than everyone else.
- 14 According to the survey, bullying has become more common recently because
- A age and sex differences between management and staff cause tension.
 - B people are afraid they might lose their jobs if they are not strict.
 - C people feel they must be competitive and tough in order to survive.
 - D most managers prefer to ignore bullying in the workplace.
- 15 In the example, what effect did the bullying manager have on the company?
- A Staff morale was very low as a result of his behaviour.
 - B He was finally dismissed when senior management realized what was happening.
 - C People felt bad about reporting him to senior management.
 - D He got on much better with male colleagues than with female colleagues.
- 16 To deal with bullies, there should be a proper procedure so that
- A people who have been bullied can appeal to senior management against dismissal.
 - B both the person accused and the people accusing can put their point of view.
 - C management can dismiss anyone suspected of bullying other employees.
 - D everyone will know that the company has a definite policy on bullying.
- 17 If you feel you are the victim of bullying, the writer recommends that you should
- A repay bullies by being rude and aggressive to them in turn.
 - B collect evidence to prove that the person is guilty of bullying.
 - C persuade other members of staff to support you.
 - D report the situation immediately to your supervisor.
- 18 What does the writer mean by the phrase 'a few well-chosen words will defuse the situation' lines 67–68?
- A It's a good idea to give the bullies a list of words that people find offensive.
 - B Employers should be told very diplomatically about the bullies' behaviour.
 - C Bullies should be told that they will be sacked if the bullying doesn't stop.
 - D Bullies might change their behaviour once it is pointed out to them.