

Note: From the collocations listed above in this unit and in all the previous units, students can see the consistence in forming the collocation pairs that contain an adverb. When an adverb is collocated with an adjective, it usually appears in front of the adjective. However, when it's collocated with a verb, it's flexible, either before or after that verb:

pleasantly surprised, typically hierarchical, vaguely optimistic, particularly difficult (ad. + a.)

manage diplomatically / diplomatically manage (v. + ad.)

PART II

KEY TO EXERCISES

Section A

Pre-reading activities

1

- 1 overwhelmed / frustrated
- 2 contented
- 3 strong
- 4 confident
- 5 happy

2

- 1 • Yes, because of the increasing number of female managers.
- No, because men still occupy the important

- positions, and women's role is still subordinate.
- 2 • I prefer a female boss because they are more considerate and nicer.
- I prefer a male boss because they are more determined and task-oriented.
- 3 A male boss is more decisive, and a female boss is more reasonable.
- 4 Responsible, accessible, helpful, efficient, nice, bossy, mean, cold.
- 5 • No, because I don't like to do housework and it's boring.
- Yes, because it is rewarding and worthwhile to create a comfortable household environment for my family.

Reading comprehension

Understanding the text

1

- 1 Because she was pleasantly surprised that female bosses are much more accessible to their employees and much more sensitive and intimate with their employees.
- 2 Because there are still some people, both men and women, who report that they have a low tolerance for female bosses.
- 3 Her working style is more flexible, understanding, willing to give power to others and seek consensus, and more team-oriented.
- 4 Studies suggest that men are typically hierarchical, goal-oriented and feel entitled. Women, by contrast, manage diplomatically and share power.
- 5 While women may feel more comfortable with a female boss, men often have to spend a long time making concessions to the new working styles.
- 6 This example shows the conflicting male-female working styles, their entirely different ways of thinking, and their opposite attitudes toward the same situations.
- 7 Because she thinks that it stems from the whole social context of traditional roles for men and women. Men are more authoritative than

women, thus demanding more power than women.

- 8 Though a few decades ago there were fewer female bosses in leading positions, women could now be perceived to work together with men to create the best management style.

Critical thinking

2

- 1 • Men: strong, tough, direct, hierarchical, distant, impatient, rough, goal-oriented, rational, decisive, top-down.
• Women: flexible, understanding, patient, detailed, warm, careful, considerate, indecisive, diplomatic, feeling-based, bottom-up.
- 2 • Men's: more direct and decisive.
• Women's: more accessible and reasonable.
- 3 • Be nice and gentle.
• Try best to accomplish assigned tasks.
• Get her confirmation before taking any action.
• Listen rather than speak.
- 4 • Be assertive but rational.
• Be a good listener.
• Compromise when necessary.
• Be more patient and considerate.
• Share thoughts and opinions.
- 5 • Will definitely play an indispensable role.
• Will possibly outweigh men in leadership.
• Will probably become tougher than before.
• Will still face challenges and gender barriers.

Words in use

3

- | | |
|-------------|-----------------|
| 1 harness | 2 symbolic |
| 3 disposed | 4 flourishing |
| 5 violated | 6 accommodation |
| 7 infer | 8 compose |
| 9 plausible | 10 tolerance |

Word building

4

Words learned	New words formed
<i>-al / -ial</i>	
fate	<i>fatal</i>
horizon	<i>horizontal</i>
mechanic	<i>mechanical</i>
occasion	<i>occasional</i>
proportion	<i>proportional</i>
logical	<i>logic</i>
deny	<i>denial</i>
commercial	<i>commerce</i>
<i>-ity</i>	
relative	<i>relativity</i>
prior	<i>priority</i>
continue	<i>continuity</i>
actual	<i>actuality</i>

5

- | | | |
|--------------|-----------------|---------------|
| 1 actuality | 2 mechanical | 3 logic |
| 4 denial | 5 Occasional | 6 fatal |
| 7 continuity | 8 relativity | 9 priority |
| 10 commerce | 11 proportional | 12 horizontal |

Banked cloze

6

- | | | | | |
|-----|-----|-----|-----|------|
| 1 D | 2 J | 3 M | 4 H | 5 A |
| 6 O | 7 F | 8 L | 9 I | 10 C |

Expressions in use

7

- | | |
|-----------------------|---------------------|
| 1 comes down to | 2 take exception to |
| 3 make concessions to | 4 burst into |
| 5 feel at ease with | 6 on both counts |
| 7 took over | 8 stemmed from |

Structured writing

8

With a more progressive approach to diversity and a greater number of women being the leader of organizations, women today feel comfortable enough to use their natural management style at work. Their management style tends to be more communicative and relationship-oriented.

One example of their management style is being more communicative. Women usually have greater verbal ability and verbal comprehension than men. Their speaking skill is actually innate – born with it. Since they are usually more supportive, more inclined to delegate responsibilities and more willing to foster the careers of their employees than their male counterparts, they communicate more efficiently. As a result, employees are happy to share ideas with their female boss and feel excited to have their voice heard in making decisions.

Another example of women's natural management style is being more relationship-oriented. As we well understand, women are more emotionally and spiritually intelligent. This gives them the potential to be a more understanding boss than men. They know how to motivate their employees with human touches such as "get well" cards and "thank you" notes. They also know when to make concessions and accommodate their employees' personal needs because they are not as rigid and stubborn as male bosses. Employees, of course, enjoy such a relationship with their female boss.

In brief, women's natural management style helps them succeed in their workplace. The fact that women are brought up to have verbal skills and emotional intelligence is a huge advantage. It's their strength and they need to use it more instead of disguising themselves.

9

婚纱礼服的颜色和款式可取决于婚礼参与者的宗教和文化。例如，在西方文化中新娘通常会选择白色的婚纱，而在中国，传统的结婚礼服是红色的。虽然白色已成为当今婚纱礼服在世界各地最受青睐的颜色，可是这在维多利亚时期之前并不是一个普遍的潮流。白色在1840年成为了一个受欢迎的选择，那年维多利亚女王在她的婚礼上穿了一件白色的礼服。官方的婚礼照片被广泛刊登后，很多新娘都仿效女王选择白色。很多人相信白色象征着童贞，尽管这不是她们选择白色的初衷。就款式而言，婚纱礼服曾一度是前面短短的、后面是长长的裙摆。这种趋势一直持续到20世纪60年代后期，那个时期全长裙边的设计恢复了流行。

10

China is home to silk, thereby having a variety of arts related to silk, one of which is embroidery. Embroidery, with at least two or three thousand years of history, is one of the Chinese traditional folk arts and crafts. Since most embroiderers are women, it's also called "women's needlework". Embroidery has been much-loved by the Chinese people. It can be used to beautify clothing and things. For example, clothes, quilts, pillowcases etc. can be embroidered with beautiful designs, or a piece of embroidery can be made for a special ornament. There are four most famous types of embroidery in China: Suxiu from Suzhou, Yuexiu from Guangdong, Xiangxiu from Hunan, and Shuxiu from Sichuan, each having its own style and theme. Among the four, Suzhou embroidery has enjoyed the highest reputation.

Section B

Reading skills

1

1 C 2 B 3 B 4 A

Reading comprehension

Understanding the text

2

1 D 2 C 3 A 4 C
5 D 6 A 7 B 8 C

Critical thinking

3

- 1 Similarities: family-oriented, busy with house chores, cook meals, take care of children, clean rooms, do laundry.
- 2 • Help and support the husband.
 - Educate and behave children morally.
 - Maintain the order of home.
 - Keep the family healthy.
- 3 • The husband: The man is supposed to have more responsibilities for his family since he is physically stronger than his wife.
 - The wife: The woman, to some degree, is more persevered in overcoming difficulties and she is always family-oriented.
 - Both: Even though they share different family responsibilities, they both play important and indispensable roles as parents, husband or wife. Two incomes are always better than just one.
- 4 • Advantages: able to take good care of family, including their diet and health; more communication with family; help children with their schoolwork.
 - Disadvantages: a lot of stress, exhausted, less aware of the outside world, lose social contact.

- 5 • Work outside: have many contacts, communicate with more people, be informed of the outside world, be of more help financially.
- Stay home: take better care of family, pay more attention to children, provide healthier food to family, keep the rooms clean, help the husband / wife.

Language focus

Words in use

4

- | | | |
|------------|--------------|--------------|
| 1 bounced | 2 tolerate | 3 supplement |
| 4 condemn | 5 overflowed | 6 swear |
| 7 resemble | 8 compounded | 9 disgusting |
| 10 trim | | |

Expressions in use

5

- | | |
|-----------------------|-----------------------|
| 1 convert to | 2 was revolted by |
| 3 was comprised of | 4 busied himself with |
| 5 fussed over | 6 is unique in |
| 7 exerting themselves | 8 substituted for |

Sentence structure

6

- 1 Having no idea about their thoughts and opinions, I would rather give up the attempt to guess what their reaction will be.
- 2 To avoid making mistakes, I would rather be home alone and not communicate with anybody.
- 3 The old man would rather be living in the past, for things are much more different today than they were in the past.

7

- 1 I couldn't stand bad manners and thought my leaving was anything but rude, so I got the next train back home and left him there.

- 2 They usually look very nice and even generous, but in terms of integrity, they are anything but honest.
- 3 When the two young people got married, many people attended the wedding ceremony, yet it was anything but modern.

Collocation

Warm-up

- | | |
|------------------|--------------------------|
| 1 strong urge | 2 particularly difficult |
| 3 demanding job | 4 make concessions |
| 5 social context | 6 management style |

8

- | | |
|-------------------|---------------|
| 1 plausible | 2 context |
| 3 management | 4 pleasantly |
| 5 great | 6 strong |
| 7 subtle | 8 conflicting |
| 9 personal | 10 typically |
| 11 diplomatically | 12 vaguely |

Unit project

Objectives

- Help students learn more about various management styles.
- Enable students to know how to do online research.
- Offer students the opportunity to show their talent in performance.
- Help students acquire more writing and speaking skills.
- Enable students to know how to cooperate with their group members.

Teaching tips

- 1 Ask each group to prepare a list of valid, thought-provoking questions for the talk show. See the following for reference:
 - In what ways are you happy or unhappy with

your work?

- How can you effectively communicate with your employees?
 - What strategies do you usually use to deal with your employees' concerns?
 - How do you manage to accomplish different goals and tasks at work?
 - Who do you feel to work with more easily, males or females? Why?
 - What has been the most impressive anecdote since working in your current position?
- 2 When grouping the class, it is recommended that students are mixed in each group, female mixed with male, outgoing students mixed with relatively shy ones, to make the talk show more dynamic, practical and entertaining.
 - 3 The talk show presentation may take up to two-class period of time, depending on the size of the class. If the class is time constrained and there is no enough time to finish all the talk shows, shorten the time slot to 5-6 minutes for each talk show. It's flexible.
 - 4 When evaluating each group's talk show, provide students with a rating sheet indicating A (Excellent), B (Good), C (Satisfactory), D (Poor), and E (Very poor). Let students rate the talk shows by checking one of the five scales for each group anonymously. Get the rating sheet ready beforehand. It could be as simple as this one:

Group	A	B	C	D	E
1					
2					
3					
4					
5					