

UNIT 4

Work and money

In this unit, you will:

- discuss the skills needed for different jobs
- study and practise matching names
- study and practise matching sentence endings.

Getting started



1 How do you think the people in the photo are feeling?

2 A job interview can be a difficult experience. Which of these ideas would you recommend to a friend before an interview?

- Do your homework and read up on the company history; make sure you check its marketing materials and mission statement before the interview so you can make some reference to them. Give some serious thought to what questions you can ask about the company and the job during the interview.
- Invest in some new clothes so you make a good impression at the interview. Do your best to look smart. If your clothes are coming apart at the seams, so will your hopes of getting the job.
- Have a look in a mirror before you make your way into the interview room. All your good work will come to nothing if they remember you for the piece of spinach stuck to your teeth.
- Prepare for the sort of questions most likely to come up: your strengths, what qualifies you for the job, reasons for leaving your current position. If asked about weaknesses you may have, come clean about a time when you tried to do too much – but don't tell them how you made a mess of your last relationship.
- Look the interviewer in the eyes and give him or her a strong, confident handshake. You're the kind of person who gets results – that's the message you want to give.
- Make a deliberate effort to find out the name of the interviewer and use it on several occasions during the interview.
- Make it clear that you are ambitious and are determined to work hard to get to the top and run your own business one day.
- If the interviewer makes a joke, laugh loudly to show that you've got a great sense of humour, and that you can get on well with people.
- Don't make the mistake of arriving with just minutes to spare. Give yourself plenty of time.
- Be modest about your skills. You don't want to come across as arrogant.
- Make a point of informing the interviewer of all your talents. You get things done and you've got a good business head.

3 Read the advice again and make a list of useful expressions with these verbs.

1 come 2 do 3 get 4 give 5 make

4 It's a good idea to keep a list of expressions with common verbs. What expressions do you know with these verbs?

1 go 2 find 3 take

Vocabulary builder 1

Jobs and professions

- 1** Put these jobs and professions into what you consider to be the correct categories in the table below. Each one may appear in more than one category, or they may not appear in any.

chemical engineer firefighter mental-health nurse shopkeeper
 portrait photographer professional football player ballet dancer politician
 carpenter social worker history teacher dentist computer programmer

require a lot of natural talent	require a lot of study/training	likely to be in great demand in the future	not given the recognition they deserve

- 2** Which three of the jobs in Exercise 1 would you most like to do? Which three jobs would you least like to do? Why?

- 3** Match each sentence beginning (1–12) to the correct ending (a–l).

- 1 I have to make important decisions ...
 - 2 It doesn't take a lot of courage to visit me ...
 - 3 I joined because I hoped and still hope ...
 - 4 It came as a shock to my parents ...
 - 5 I plan in detail because there's so much ...
 - 6 My motivation is not to make a fortune ...
 - 7 Helping people deal with problems is stressful ...
 - 8 I work long hours, but I always find the time ...
 - 9 It's physically demanding, and takes a lot of practice ...
 - 10 I enjoy working with people ...
 - 11 My time is taken up with research into new food products ...
 - 12 Working on efficient software solutions involves expertise ...
- a ... that can help feed the planet safely.
 - b ... but to work with my hands.
 - c ... as it really is a painless experience these days.
 - d ... in different subjects such as algorithms and formal logic.
 - e ... and creating something with lasting memories for them.
 - f ... that I was earning so much so young.
 - g ... yet incredibly rewarding at the same time.
 - h ... to make a big difference to people's lives.
 - i ... to get to the top of the profession.
 - j ... to talk to customers, as it's part of the service.
 - k ... that can go wrong in a lesson.
 - l ... that can be matters of life and death.

- 4** Which job(s) from Exercise 1 do you associate with each statement in Exercise 3?



Identifying what is required

When you are looking for the answer to a question, there is a lot of text to consider and you do not have time to re-read the whole text for each question. It is vital that you identify exactly what you are looking for – this will make the task of finding the right answer a lot easier. Check the questions and pay attention to whether you need to find a fact, a name, a number, an opinion or something else, and whether the answer is a singular or a plural, a present or a past, etc.

- 1 Underline the key words in these questions which indicate what sort of answer to look for. Then suggest what the answer could be – this will help your prediction skills.**

- 1 In addition to banks, where do people in Switzerland invest their money?
- 2 What happens to British bank accounts that are dormant for more than 15 years?
- 3 What, according to Dr King, was the most important factor which led to the banking crisis?
- 4 According to the text, who are the main instigators of banking changes in Uganda?
- 5 Which are the two most important decisions facing a couple planning to take out a mortgage?
- 6 How many people in Nigeria use their mobile phone to access their bank account?
- 7 What difficulties did the team have to overcome before they could start their business?
- 8 How were small businesses in Denmark affected by the introduction of a new business tax?

- 2 Look in your dictionary and find five expressions with *work* that you think are useful.**

Looking at words in context

In the text on page 48 about employment in Australia, there are a number of words and expressions which may not be familiar to you.

Here are tips to help you guess the meaning of unfamiliar words or expressions.

- 1 Read the paragraph that the word or expression appears in so you know the topic and general focus of the text.
- 2 Focus closely on the sentence with the new word or expression. Read the words around the new item(s) and check the grammar. What part of speech is the new word or expression?
- 3 If it's a verb, does it seem to be a verb of motion, possession, emotion, speech, change, etc.?
- 4 If it's an adjective, does it seem to relate to quality, dimension, material, character, origin, etc.?
- 5 If it's a noun, does it seem to be concrete or abstract, a type of person, category of object, etc.?
- 6 Try to guess whether it has a generally positive or negative meaning.
- 7 Look at the grammar: is the verb present or past? Is it active or passive?
- 8 Look at how the word is formed. Words with prefixes such as *de-*, *il-*, *im-*, *un-* are likely to have an idea of negativity or absence. Words with suffixes such as *-ation*, *-ivity*, *-sis* are likely to relate to abstracts, qualities, processes, etc. If the word is part of a longer expression, does it seem to be literal or idiomatic?
- 9 Sometimes you can guess the meaning because the word will relate to another word or idea in the text, and may be a synonym, an opposite or an example.
- 10 Pay attention to sound, too. Often the sound of a word can give an impression of something heavy, unpleasant, loud, etc. – or the opposite.

Employees working longer to keep jobs

Australians are being asked to work longer hours as bosses delay hiring new staff in the biggest jobs slowdown in two decades, new data from the Australian Bureau of Statistics reveals.

Almost 30,000 workers were **turfed out** of their jobs in the lead-up to Christmas, with many who kept their jobs asked to shoulder an ever-increasing **burden**, the *Herald Sun* reports, as employers have been asking staff to work longer hours rather than taking on new workers.

'While there is less work available, we are also working harder, with the number of hours worked rising by 0.3 per cent in December,' Commsec chief economist Craig James said. Mr James **tipped** unemployment to rise to as high as 5.7 per cent this year.

'After holding out for the past six months, Aussie businesses have finally decided to **bite the bullet**. They have to, and that's why they have started **culling** staff – albeit modestly.'

The data came as acting Treasurer Bill Shorten warned that more jobs could be lost if conditions in Europe worsen. 'There is a tough year ahead of us in Australia, with big challenges in the global economy, which will inevitably impact on our economy,' he said.

The fall in employment in December surprised many economists who were forecasting an increase of 10,000 jobs. Part-time workers were hit hard in the lead-up to Christmas, with 53,700 stripped of employment. The figures showed full-time employment was up 24,500 last month. The unemployment figure actually remained stable on 5.2 per cent nationally, as fewer people looked for work. Mr James said the **dour** figures would force the Reserve Bank's hand for a February rate cut from the current 4.25 per cent.

adapted from www.news.com.au

3 Read the passage and then choose the correct options for each of the words in bold.

- 1 **Turfed out** is a) a noun / a verb and seems b) positive / negative.

It means:

- A given extra money.
- B given less money.
- C dismissed.
- D head-hunted.

- 2 **Burden** is a) a noun / an adjective and seems b) positive / negative.

It means:

- A money.
- B load.
- C time.
- D work.

- 3 **Tipped** is a verb of speaking / emotion.

It means:

- A gave advice.
- B predicted.
- C worried.
- D wrote on a keyboard.

4 **Bite the bullet** is a) *literal / idiomatic* and seems b) *positive / negative*.

It means:

- A choose to do something unpleasant.
- B take a risk.
- C feel positive about the future.
- D do something illegal.

5 **Culling** is a verb of a) *action / thinking* and seems b) *positive / negative*.

It means:

- A getting rid of.
- B employing.
- C behaving badly towards.
- D supporting.

6 **Dour** is an adjective of a) *quality / size* and seems b) *positive / negative*.

It means

- A impressive.
- B long term.
- C unexpected.
- D depressing.

4 Match each source of information (1–3) with the correct statement below (A–E).

There are two statements which do not match any of the sources.

1 Craig James

2 Herald Sun

3 Bill Shorten

A Economic changes in other countries will influence the situation in Australia.

B There are fewer job vacancies being advertised at present.

C Workers are being put under pressure to work more.

D Further increases in the number of people without work are likely.

E The problem of unemployment affects some groups of workers particularly harshly.

Dealing with unknown words

5 Try the following to improve your ability to deal with unknown words.

- Each day this week, find an article online or from a suitable newspaper or magazine that contains 10–15 words or expressions that you don't know.
- Spend ten minutes guessing what the words mean without using a dictionary. Then see how accurate your guesses were.
- Keep a score of how many words you guess more or less correctly each day. If your score improves from day 1 to day 7, well done. We recommend that you continue to practise like this once a week. If your score has not improved much, then continue with daily practice for two more weeks.

Exercise 4: Looking up

- 1 dictionaries
- 2 redundancy
- 3 through

Vocabulary builder 2

Paraphrase practice

Effective readers have large vocabularies. One of the keys to success in IELTS is to develop a large vocabulary of synonyms.

1 Match the words on the left (1–19) to those on the right (a–s) that have the same or similar meanings.

- | | |
|---------------|------------------|
| 1 lucrative | a lack |
| 2 employer | b wrong |
| 3 reason | c produce |
| 4 mistaken | d belief |
| 5 shortage | e outcome |
| 6 manufacture | f characteristic |
| 7 normally | g profitable |
| 8 artificial | h undertake |
| 9 result | i attribute |
| 10 basis | j factory owner |
| 11 partly | k in part |
| 12 opinion | l various |
| 13 perform | m motive |
| 14 often | n foundation |
| 15 several | o start |
| 16 feature | p man-made |
| 17 essential | q regularly |
| 18 create | r vital |
| 19 ascribe | s generally |

2 This paragraph contains many words or expressions that have similar meanings to those in Exercise 1. How many can you find?

Any economist will agree that entrepreneurs are crucial to the development of every branch of industry. Frequently, the most successful are those serial entrepreneurs who have set up multiple businesses in the course of their careers. Research traditionally explains the success of these individuals who find themselves bosses of a string of prosperous businesses in terms of traits such as risk-taking and competitiveness. However, genetic analysis carried out in America suggests that this view may be erroneous, or at best only true to a certain extent. According to some social scientists, serial entrepreneurs are actually distinguished more by their sociability. Their findings are the first attempt to demonstrate that business success could have genetic roots. This represents a new approach to how to understand this category of entrepreneurs and the driving force behind their innovations.

Vocabulary builder 2

Paraphrase practice

Effective readers have large vocabularies. One of the keys to success in IELTS is to develop a large vocabulary of synonyms.

- 1** Match the words on the left (1–19) to those on the right (a–s) that have the same or similar meanings.

1 lucrative	a lack
2 employer	b wrong
3 reason	c produce
4 mistaken	d belief
5 shortage	e outcome
6 manufacture	f characteristic
7 normally	g profitable
8 artificial	h undertake
9 result	i attribute
10 basis	j factory owner
11 partly	k in part
12 opinion	l various
13 perform	m motive
14 often	n foundation
15 several	o start
16 feature	p man-made
17 essential	q regularly
18 create	r vital
19 ascribe	s generally

- 2** This paragraph contains many words or expressions that have similar meanings to those in Exercise 1. How many can you find?

Any economist will agree that entrepreneurs are crucial to the development of every branch of industry. Frequently, the most successful are those serial entrepreneurs who have set up multiple businesses in the course of their careers. Research traditionally explains the success of these individuals who find themselves bosses of a string of prosperous businesses in terms of traits such as risk-taking and competitiveness. However, genetic analysis carried out in America suggests that this view may be erroneous, or at best only true to a certain extent. According to some social scientists, serial entrepreneurs are actually distinguished more by their sociability. Their findings are the first attempt to demonstrate that business success could have genetic roots. This represents a new approach to how to understand this category of entrepreneurs and the driving force behind their innovations.

3 In each of these sentences, decide if the word in brackets has the same meaning as the word in bold.

- 1 The new visa restrictions could have **far-reaching** consequences for companies involved in international travel. (*serious*)
- 2 News of local terrorist activity unsurprisingly had a dramatic **impact** on hotel bookings. (*influence*)
- 3 The government is **reluctant** to increase taxes again. (*planning*)
- 4 There have been **further** complications. (*additional*)
- 5 After a successful career in banking, he **eventually** went on to become a politician. (*fortunately*)
- 6 Industry leaders agree that the decline in educational standards is a growing **problem**. (*issue*)
- 7 Price rises would be likely to **reduce** demand for our products. (*boost*)
- 8 In most countries, there is a **stigma** attached to being declared bankrupt. (*reward*)
- 9 The situation has **recently** started to show signs of improvement. (*lately*)
- 10 A period of work experience can **enhance** your CV in the eyes of future employers. (*improve*)

Choosing words from a list

Some of the exercises in the IELTS test require you to complete sentences or notes using words from a list. There are generally more words in the list than there are gaps, so you have to read carefully. Use these tips to help you.

- 1 Read the text and check what type(s) of word are required to fill each gap – nouns, verbs, adjectives, numbers, etc.
- 2 See how many of each type of word there are in the box, and see which fits best in the gap.
- 3 Check if you can use a word or phrase more than once.
- 4 Make sure you spell the words correctly when writing the answers.

4 Complete the text below using words and phrases from the box. There are more choices than gaps, so you will not need to use all of them.

as an advantage bankruptcies computer creation deposit account doing well entrepreneurs failures for a change for the best happily international job losses large managers managing proliferation rise redundancy cheque struggling suffering

No matter how difficult the business climate is, there is always some good that can come from tough trading conditions. Although 1 are obviously a very unwelcome sign that a business is not 2 , surprisingly, they can, in the long term, sometimes work out 3 If 4 companies are forced to lose people, the result can be a 5 of small companies starting up, as talented 6 turn an idea into a business, often funded by a 7

5 Think of three different ways of summarizing the key ideas of the text in Exercise 4, focusing on:

- 1 entrepreneurs
- 2 redundancy cheques
- 3 tough trading conditions.



Matching names

- 1 You have to relate information to a number of people, places, categories or theories, etc.
- 2 Look at the list of names, then scan the text to find them. Underline them in the text.
- 3 Remember that names may appear in several places in the text.
- 4 Check the instructions to see if names can be matched with just one or more than one option.
- 5 There may be distractors that do not match any name.

1 Read this text and choose the most suitable heading for each paragraph (A–D).

Bye, bye banknote

The End of Money by David Wolman, reviewed by Jacob Aron

A *Money in all its forms / No money in my pocket / Is money evil?*

Cash, dough or moolah – whatever you call it, you can't live without it. Or can you? Increasingly money is an abstraction residing on a computer drive. How long will it be until hard currency disappears altogether? In *The End of Money*, journalist David Wolman sets out to discover what a cashless world might look like and how we will arrive there. On the way, he gets distracted by those on the fringes of society. The book opens with Glenn Guest, a US pastor who believes credit cards and online banking are tools of Satan, designed to bring about the end of the world. An entertaining notion, but not relevant to anyone just fed up with carrying a chunk of change.

B *Cash and crime / Loose change / Currencies and copies*

Later, Wolman visits Bernard von NotHaus, creator of the Liberty Dollar currency. Until 2009, it was available electronically, in note form and as coins – though von NotHaus denied they were coins, which he says only governments can mint. Such semantic wrangling failed to prevent him being found guilty of counterfeiting. It's not surprising, as the Liberty Dollar closely mimics many features of the US dollar, using 'Trust in God' instead of 'In God we Trust' for example. It seems odd to focus on such a strange character when, as Wolman points out, alternative currencies such as the Brixton Pound in London succeed without falling foul of the law.

C *The cost of cash / Social consequences / Crime pays*

The book is better when focusing on the real implications of moving away from cash: a particularly good chapter details the mobile-banking revolution in the developing world, which is allowing countries such as Kenya to leapfrog the need for expensive ATM and banking infrastructure. Interesting, too, are the arguments for abolishing cash, such as the fact that making hard currency is a costly business, as much as 1 per cent of annual Gross Domestic Product for some countries. Cash is used to prop up crime: high-value bills provide an anonymous way to conduct illicit transactions. UK exchange offices no longer take €500 notes after an inquiry found that nine in every ten of them were used by criminals.

D *Alternative banking systems / Technological money / The future is here*

So what might replace cash? Wolman touches on energy as a unit of currency, and whizzes through virtual currencies like World of Warcraft gold, Facebook credits and Bitcoin, suggesting conversion software could let people pay using whatever they have to hand. Ultimately, though, one gets the feeling that the cashless society is already with us, at least for those that want it. Early in the book, Wolman mentions his attempt to avoid cash for an entire year, but other than a few awkward moments when splitting restaurant bills or passing lemonade stands, he rarely refers to it again – perhaps because parting with your cash is easier than you might expect.

adapted from *New Scientist*

**2 Decide which category (A–E) each of the statements below (1–8) falls into.
You may use any letter more than once.**

- A a fact or an opinion expressed by David Wolman
- B a fact or an opinion expressed by Jacob Aron
- C a fact or an opinion expressed by Glenn Guest
- D a fact or an opinion expressed by Bernard von NotHaus
- E a fact or an opinion not expressed in the text

- 1 Not having cash could reduce costs of government.
- 2 No individual has the right to make coins.
- 3 No society can manage without money.
- 4 Not all alternatives to official currencies are illegal.
- 5 Nobody should use credit cards.
- 6 No computers are designed to manage our money.
- 7 Nobody actually needs to use cash now.
- 8 Nothing is more dangerous than carrying cash with you.

3 Complete these sentences using no more than TWO WORDS AND/OR A NUMBER from the text for each answer.

- 1 One of the questions the book asks is how near is the time when we will live in a society that is
- 2 Von NotHaus was unsuccessful in defending himself against the charge of
- 3 In developing countries, people are using technology creatively to avoid the difficulties and expense involved in establishing a
- 4 As research in the UK indicates their attraction to those involved in crime, some high-value notes cannot be accepted in

Word building

4 a Without using your dictionary, look at the text and explain what these expressions mean.

Paragraph A

- 1 hard currency
- 2 sets out
- 3 on the way
- 4 the fringes of society

Paragraph B

- 5 mint (a coin)
- 6 semantic wrangling
- 7 falling foul of

Paragraph C

- 8 to leapfrog the need for
- 9 a costly business
- 10 to prop up (crime)

Paragraph D

- 11 touches on
- 12 whizzes through
- 13 have to hand

b Now check in your dictionary to see if you were right.

5 Discuss with your colleagues the advantages and disadvantages of:

- 1 cash
- 2 cheques
- 3 credit cards
- 4 money alternatives such as bartering.

Matching sentences

This task type tests your understanding of the main ideas in a text.

- 6** You are going to read a text about an important development in the theory of management. Before you read, discuss what you know about the following.

- 1 Henry Ford
- 2 mass production
- 3 how to motivate workers
- 4 the need for flexibility at work
- 5 the relationship between managers and workers

- 7** Read the text to check what it says about the topics in Exercise 6.

Scientific Management in the workplace

The car and computer manufacturing plants, the work environments we go to every day; the hospitals we are treated in, and even some of the restaurants we might eat in all function more efficiently due to the application of methods that come from Scientific Management. In fact, these methods of working seem so commonplace and so logical to a citizen of the modern world that it is almost impossible to accept that they were revolutionary only 100 years ago.

Scientific Management was developed in the first quarter of the 20th century; its father is commonly accepted to be F.W. Taylor. Taylor recognized labor productivity was largely inefficient due to a workforce that functioned by “rules of thumb.” Taylor carried out studies to ensure that factual scientific knowledge would replace these traditional “rules of thumb.” The backbone of this activity was his “time-and-motion study.” This involved analyzing all the operations and the motions performed in a factory, and timing them with a stopwatch. By knowing how long it took to perform each of the elements of each job, he believed it would be possible to determine a fair day’s work.

Work, he contended, was more efficient when broken down into its constituent parts, and the management, planning, and decision-making functions had been developed elsewhere. As this implies, Taylor viewed the majority of workers as ill-educated and unfit to make important decisions about their work.

Taylor’s system ensured the most efficient way would be used by all workers, therefore making the work process standard. Invariably, managers found that maximal efficiency was achieved by a subdivision of labor. This subdivision entailed breaking the workers’ tasks into smaller and smaller parts. In short, he specified not only what was to be done, but also how it was to be done and the exact time allowed for doing it.

One theory based on the Scientific Management model is Fordism. This theory refers to the application of Henry Ford’s faith in mass production—in his case, of cars—and combined the idea of the moving assembly line with Taylor’s systems of division of labor and piece-rate payment. With Fordism, jobs are automated

or broken down into unskilled or semi-skilled tasks. The pace of the continuous-flow assembly line dictated work. But Ford’s theory retained the faults of Taylor’s. Autocratic management ensured a high division of labor in order to effectively run mass production; this led to little workplace democracy, and alienation. Equally, with emphasis on the continuous flow of the assembly line, machinery was given more importance than workers.

The benefits of Scientific Management lie within its ability provide a company with the focus to organize its structure in order to meet the objectives of both the employer and employee. Taylor found that the firms that introduced Scientific Management became the world’s most carefully organized corporations.

Scientific Management, however, has been criticized for “de-skilling” labor. As jobs are broken down into their constituent elements, humans become little more than “machines” in the chain. Their cognitive input is not required: it is best if they do not have to think about their tasks. Yet the average intelligence of employees has risen sharply; people have been made aware of their value as human beings. They are no longer content to receive only financial reward for their tasks. It has been recognized that productivity and success are not just obtained by controlling all factors in the workplace, but by contributing to the social well-being and development of the individual employee.

Higher levels of access to technology and information, as well as increased competition, present another difficulty to theory of Scientific Management in the 21st century. Modern organizations process huge amounts of input, and employees no longer work in isolated units cut off from the organization at large. Managers recognize they are unable to control all aspects of employees’ functions, as the number layers of information factored into everyday decisions is so high that it is imperative employees use their own initiative. High competition between organizations also means that companies must react fast to maintain market positions. All this forces modern companies to maintain high levels of flexibility.

In the era during which Scientific Management was developed, each worker had a specific task that he or she had to perform, with little or no real explanation of why, or what part it played in the organization as a whole. In this day and age, it is virtually impossible to find an employee in the developed world who is not aware of what his or her organization stands for, what their business strategy is, how well the company is performing, and what their job means to the company as a whole. Organizations actively encourage employees to know about their company and to work across departments, ensuring that communication at all levels is mixed and informal.

Another weakness in Scientific Management theory is that it can lead to workers becoming too highly specialized, therefore hindering their adaptability to new situations. Nowadays, employers not only want workers to be efficient, they must also exhibit flexibility. In conclusion, it can be seen that Scientific Management is still very much part of organizations today. Its strengths in creating a divide between management functions and work functions have been employed widely at all levels and in all industries. In addition, its strengths in making organizations efficient through replacement of “rules of thumb” with scientific fact ensured its widespread application.

adapted from www.articlecity.com

8 Complete this task.

Questions 1–6

Complete each sentence with the correct ending **A–H**.

According to the article:

- 1 Productivity
- 2 Time-and-motion analysis
- 3 Decision-making
- 4 Subdivision of labour
- 5 Fordism
- 6 A worker

- A** meant a job was reduced to a number of basic elements.
- B** was considered undesirable in the role of the workers.
- C** became specialized in certain unchanging work routines.
- D** measured the exact time it took to do each part of a job.
- E** carefully calculated what was required for the success of a business.
- F** was an application of a theory to mass production.
- G** took a critical view of the style of management.
- H** suffered as a result of established inefficient practices.

Questions 7–14

Complete this summary using the list of words **A–N** below.

Scientific Management theories are responsible for many of the procedures in evidence in today's companies. The key to this was the 7 analysis of what each job involved in order to replace 8 with scientific knowledge. True efficiency could only be reached when the different processes in the workplace were made 9 Ford applied these principles to car production, where workers did specific jobs on the 10 However, the theory was criticized for viewing people as 11 , as they were expected to be able to perform their tasks without 12 Their motivation, according to the theory, was supposed to be simply 13 Nowadays, companies recognize that the best results also depend on other factors, such as promoting the 14 of the workers and their professional and personal development.

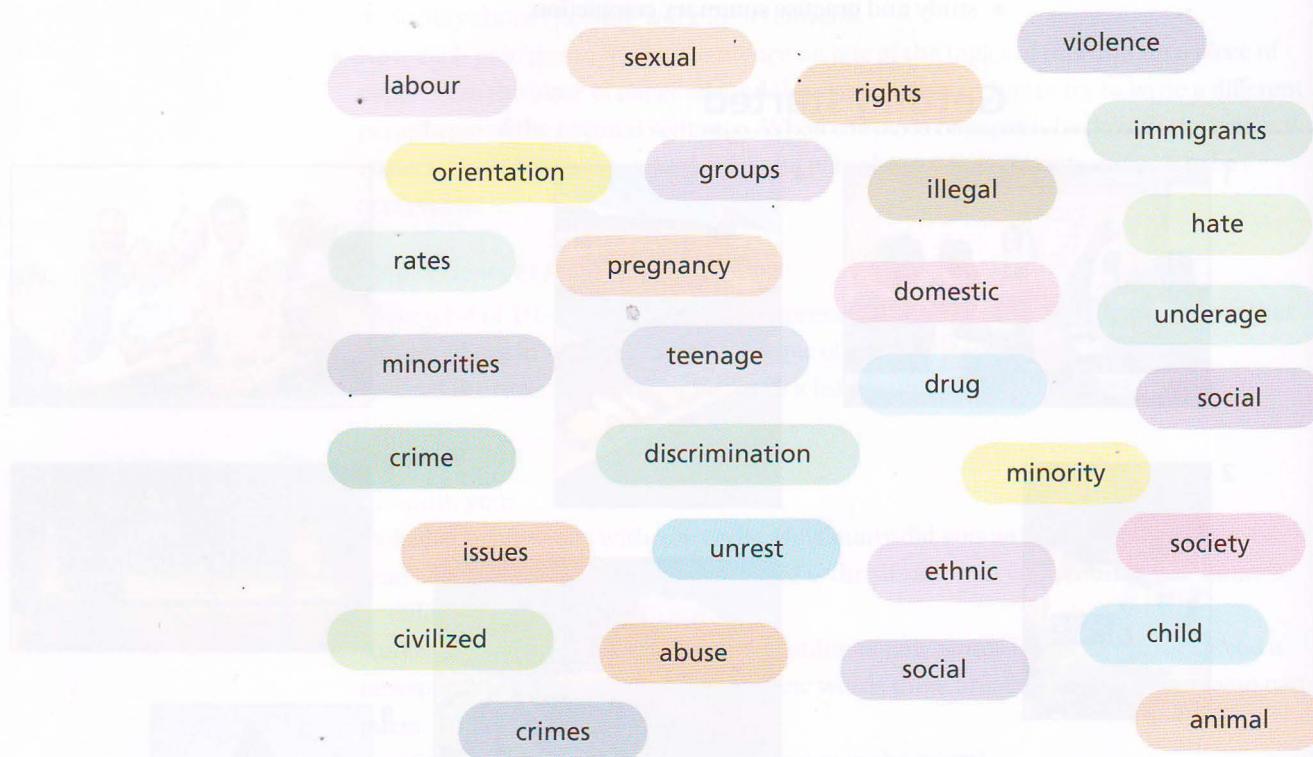
- | | |
|-------------------------------|-------------------------------|
| A labour productivity | H de-skilling |
| B time-and-motion | I division of labour |
| C moving assembly line | J financial reward |
| D stopwatch | K standard |
| E thinking | L machines |
| F rules of thumb | M average intelligence |
| G backbone | N social well-being |

Vocabulary builder

Social issues

- 1** How many paired expressions about social issues can you make using these words?

Example: *social issues*



- 2** Discuss these questions.

- In your opinion, what are the most serious social issues affecting people where you live?
- Which problems could be solved by the following?
 - better education
 - improved job opportunities
 - greater respect for individuals
 - more extensive healthcare

Word building

- 3** Rank these expressions according to how useful you think they are.

antisocial behaviour
high society
in today's society
know him socially
social climber
social engineering
social life
social skills
social work
socialite
unsocial hours



Spotlight on exam skills 1

Summary completion

1 Complete these extracts with expressions from Exercise 1 on page 58.

A

One of the 1 **social issues** I feel most strongly about is 2 I don't think most young girls are ready to accept the responsibilities that go with motherhood. What's more, it almost guarantees that they will be unable to finish their education, and in all likelihood, that will have severe consequences for the sort of work they will be able to find, if any.

B

Police figures confirm that 3 have increased enormously over the past decade, with burglary and car theft rising dramatically in all areas of the country. While it is impossible to attribute this to one single cause, it is often pointed out that 4 is a frequent motive for crime, as addicts struggle to get money to feed their addiction, which is why it should be a top priority to address the issue of drugs.

C

A mark of any 5 is how it tolerates people from different backgrounds and people who have different lifestyles or viewpoints. We have made tremendous progress in dealing with intolerance of all sorts. The end of 6 in the workplace means that women are no longer paid less than men for the same job. Similarly, you can't discriminate against gay people on the grounds of their 7 These are positive steps.

D

I am fundamentally against exploitation in all its forms. It is therefore right that clothing companies should ensure that no children are involved in the manufacture of the clothes they sell because 8 robs the youngest and most vulnerable members of society of their childhood.

There are also other issues closer to home that rarely get the attention they deserve. The phenomenon of 9 is still huge, mostly husbands against wives, but there are cases where the wives are the guilty parties.

E

In a multicultural society, different communities have to learn to get along with one another. Most people would say that

10 bring colour and new perspectives that are to be welcomed. They tend to work hard, often doing the jobs we consider beneath us. But in times of unemployment, it is common for people to blame 'outsiders' and in particular

11 for taking 'our' jobs, and extremists call for them to be repatriated.

F

I don't think it's right that in the name of science we torture millions of innocent creatures just so we can have better cosmetics, shampoos or even medicines. The systematic mistreatment of dogs, cats, mice, rats, rabbits and others in this way is abuse, pure and simple, and we should be ashamed of it. Because I believe in **12** , I won't wear fur, either.

G

How tolerant are we really? We preach tolerance, the acceptance of those who differ from us, but the reality is that **13** occur every day in all our cities.

People are insulted, attacked or worse for being black, or gay, or followers of a different religion. Ask any members of **14** and they will tell you they know someone who has experienced this personally, and that it makes them feel like second-class citizens.

H

Civil disturbance, the breakdown of law and order, is a symptom of deep problems in society and is often sparked by a single incident that comes after a lengthy period of **15** It can generally be understood as a form of protest. In many cases, peaceful demonstrations have become violent as a small group which may or may not be organized causes chaos by their actions, whether planned or unplanned.

Every sentence in a text serves a purpose. Each sentence in some way relates back to the previous one, for example by adding more information, giving a contrasting opinion or supporting an opinion with an example. Understanding how sentences relate to one another is a key reading skill. It is also very useful when completing notes or summaries.

E

In a multicultural society, different communities have to learn to get along with one another. Most people would say that

10 bring colour and new perspectives that are to be welcomed. They tend to work hard, often doing the jobs we consider beneath us. But in times of unemployment, it is common for people to blame 'outsiders' and in particular **11** for taking 'our' jobs, and extremists call for them to be repatriated.

F

I don't think it's right that in the name of science we torture millions of innocent creatures just so we can have better cosmetics, shampoos or even medicines. The systematic mistreatment of dogs, cats, mice, rats, rabbits and others in this way is abuse, pure and simple, and we should be ashamed of it. Because I believe in **12** , I won't wear fur, either.

G

How tolerant are we really? We preach tolerance, the acceptance of those who differ from us, but the reality is that **13** occur every day in all our cities. People are insulted, attacked or worse for being black, or gay, or followers of a different religion. Ask any members of **14** and they will tell you they know someone who has experienced this personally, and that it makes them feel like second-class citizens.

H

Civil disturbance, the breakdown of law and order, is a symptom of deep problems in society and is often sparked by a single incident that comes after a lengthy period of **15** It can generally be understood as a form of protest. In many cases, peaceful demonstrations have become violent as a small group which may or may not be organized causes chaos by their actions, whether planned or unplanned.

Every sentence in a text serves a purpose. Each sentence in some way relates back to the previous one, for example by adding more information, giving a contrasting opinion or supporting an opinion with an example. Understanding how sentences relate to one another is a key reading skill. It is also very useful when completing notes or summaries.

2 Read the extracts in Exercise 1 again to find expressions that are examples of:

- | | |
|----------------|------------------------------|
| 1 causes | 5 illustrations and examples |
| 2 consequences | 6 generalizations |
| 3 facts | 7 definitions |
| 4 opinions | 8 predictions |

These are common patterns in texts:

start with:

- general point
- statement
- opinion
- question
- problem

move on to:

- specific details
- qualification of the statement
- support for the opinion
- answer
- solution



3 Which of the above patterns can you find in the extracts in Exercise 1?

4 Complete these paragraphs so they are true for you.

In my country, one of the biggest social challenges we face at the moment is 1 (issue), which is 2 (definition). People say the solution could lie in 3 (doing what?). This would involve 4 (which measures?).

Societies are based on both trust and tradition. An example of this is 5 (example of trust). In my country, opinions are divided about traditions. Some people think it is important to keep traditions such as 6 (example of tradition). On the other hand, others do not worry so much when traditions are lost. To give an example, it is no longer common for young people in particular to 7 (example of a tradition young people don't follow now). What this shows is that 8 (your interpretation of what is happening to traditions). In my opinion, in the near future, it is likely that 9 (prediction about future development).

It is impossible for groups, individuals or societies to resist change. One problem these days is that change is happening more quickly than before as a result of 10 (cause(s) of change). Of course, for some people, this is unwelcome and may even represent a threat to values and a way of life they hold dear. These people are likely to try to protect the life they are familiar with by 11 (actions they may take to do this). Others, for example 12 (groups who are in favour of change), are more open to change.

5 Which social issues have appeared most recently in your national news? Summarize the stories, paying attention to who, where, what, why, when and how.

Exam practice

6 You should spend 20 minutes on this task.

I can put my cash card into an ATM anywhere in the world and take out a fistful of local currency, while the corresponding amount is debited from my bank account at home. I don't even think twice: regardless of the country, I trust that the system will work.

The whole world runs on trust. We trust that people on the street won't rob us, that the bank we deposited money in last month returns it this month, that the justice system punishes the guilty and exonerates the innocent. We trust the food we buy won't poison us, and the people we let in to fix our boiler won't murder us.

Society is an interdependent system that requires widespread co-operation to function. People need to act in ways that are expected of them, to be consistent and compliant. And not just individuals, but organizations and systems. But in any co-operative system, there is an alternative, parasitic strategy available – cheating. A parasite obtains the benefits of widespread co-operation while at the same time taking advantage of it. There are – and always will be – robbers, crooked banks and judges who take bribes. So how do we ensure that the parasites are kept to a small enough minority to not ruin everything for everyone?

The paradox is that it is in our collective interest to be trustworthy and to co-operate, while it is in our individual self-interest to be parasitic and defect, or cheat. If too many defect, society stops functioning, the crime rate soars, international banking collapses and judicial rulings become available for sale to the highest bidder. No one would trust anyone because there wouldn't be enough trust to go around.

If we can increase the benefits of co-operation or the costs of defection, we can induce people to act in the group interest because it is also in their self-interest. These mechanisms have been called societal pressures. A bank's reputation in the community is a societal pressure. So is the lock on the ATM that keeps criminals out.

In reality, there is a complex interplay of societal pressures. The most basic are moral systems regulating our own behaviour. Most of us try not to treat others unfairly because it makes us feel bad and we know they will treat us badly in return. Most don't steal because we feel guilty – and there are consequences when we are caught. We recognize it is in our long-term self-interest not to act in our immediate self-interest.

Morals and reputation worked well enough for primitive lifestyles, but these began to fail as society grew too large. Trust is personal and intimate among people who know each other, and morals and reputation are easily limited to an in-group. Institutional systems – laws – formalized reputational systems, and security technologies allowed societal pressures to scale up as we expanded into ever-larger groups.

This trust isn't absolute, of course. Not every societal pressure affects everyone equally. Some care more about their reputations, others are naturally law-abiding and still others are better at picking locks. But the goal isn't total compliance, just to limit the scope for defection. Criminals still target ATMs, and the occasional rogue bank employee steals money from accounts. But for the most part, societal pressures keep defector damage small enough to keep the system intact.

But sometimes the scope is too great, and underlying systems come crashing down. Overfishing has destroyed breeding stocks in many places. Crime and corruption have devastated some countries. The international banking system almost collapsed in 2008. But in general, societal pressures work as a delicate balance between co-operation and defection. The balance isn't static – technological changes disrupt it all the time. The changes can be related to defecting, so ATM-based 'card-skimmers' make it easier for criminals to steal my codes and empty my bank account. Or they may be related to security, with computerized auditing technology making it more difficult for fraudulent transactions to go through the system unnoticed.

Life becomes dangerous and insecure when new technologies, innovations and ideas increase the scope of defection. Defectors innovate. New attacks become possible. Existing attacks become easier, cheaper, more reliable or more devastating. More people may defect, simply because it's easier to. In response, society must also innovate, to reduce the scope of defection and restore the balance. This dynamic is as old as civilization.

Global banking, terrorists with nuclear weapons, genetic engineering, bio-weapons, pandemics: we now have such dangerous systems that a few defectors can wreak havoc so great that reactive rebalancing might not be enough. Worse still, by the time that society realizes the gravity of the situation, irreversible damage may already have been done.

To add to the complexity, not all defectors are bad. Neither co-operation nor defection relate to any absolute standard of morality. It is defectors who are in the vanguard for change, such as those who helped escaped slaves in the US before the civil war. It is defectors who agitate to overthrow the repressive regimes they live under.

How to achieve the balance is at the core of many of our debates about introducing laws to police the Internet. Anonymity is essential to freedom and liberty and saves the lives of dissidents everywhere. Yet it also protects criminals. Copyright both protects and stifles innovation. The big challenge will be to understand how to simultaneously provide both more societal pressure to deal with the threats of technology, and less pressure to ensure an open, free and evolving society.