

Answers

1. (a) taxi/cab
2. city centre/center
3. wait
4. door-to-door
5. reserve (a seat)
6. (the) 17th(of) October
7. 12.30
8. Thomson
9. AC 936
10. 3303 8450 2045 6837
11. B
12. A
13. B
14. C
15. C
16. A
17. C
18. A
19. C
20. B
21. attitude(s)
22. gender
23. creativity/creativeness
24. A
25. B
26. A
27. B
28. culture
29. profit(s)
30. stress/strain
31. April
32. children
33. repeated
34. human
35. magic
36. distance
37. culture
38. fire(s)
39. touching
40. intact

Answer Explanations

Section 1

WOMAN: Wow! Is it as far as that?

MAN: Yes, I'm afraid so. But you have a number of options to get you there and you can always rent a car right here at the airport, of course.

WOMAN: Right. Well, I don't really want to drive myself, so I'd like more information about public transport.

MAN: OK. In that case the quickest and most comfortable is a cab and of course there are always plenty available. But it'll cost you. You can also take a Greyhound bus or there's an Airport Shuttle Service to Milton.

WOMAN: Hmm, I think for that kind of distance a **Q₁ cab** would be way beyond my budget. But the bus sounds OK. Can you tell me how much that would cost?

MAN: Sure. Let's see that would be \$15 one way or \$27.50 return... that's on the Greyhound.

WOMAN: Oh that's quite cheap great! But whereabouts does it stop in Milton?

MAN: It goes directly from the airport here to the **Q₂ City Centre** and it's pretty fast. But you have to bear in mind that there is only one departure a day, so it depends what time your flight gets in.

WOMAN: Oh of course. Hang on, we're due to get there at 11.30 pm.

MAN: Hmm, too bad the bus leaves at 3.45, so you would have quite a **Q₃ wait** more than 4 hours.

WOMAN: Oh. I see. Well, what about the Shuttle you mentioned?

MAN: OK. That's the Airport Shuttle that will take you from the airport right to your hotel or private address. It's a **Q₄ door-to-door** service and it would suit you much better, because there's one every two hours.

WOMAN: So how much does that cost?

MAN: Let's see. Yeah, that's \$35 one way, \$65 return, so I guess it's a bit more expensive than the Greyhound.

WOMAN: Oh, that doesn't sound too bad, especially if it'll take me straight to the hotel.

MAN: But you do need to **Q₅ reserve** a seat.

WOMAN: OK, is it possible to make a booking right now? Through you?

MAN: Sure.

MAN: OK, I just have to fill this form out for you. So what date do you want to book this for?

WOMAN: The 16th of October oh, no, sorry, that's my departure date. I arrive on the **Q₆ 17th**, so book it for then, please.

MAN: So that's the Toronto Airport Shuttle to Milton. And this is for just one person or ?

WOMAN: Yes, just me, please.

MAN: Right. And you said your expected time of arrival was 11.30. So if I book your Shuttle for after 12.00 let's say, **Q₇ 12.30**: that should give you plenty of time to, you know, collect your baggage, may be grab a coffee?

WOMAN: Yeah, that sounds fine, as long as we land on time!

MAN: Well, we'll take your flight details so you don't need to worry too much about that. Now what about the fare? What sort of ticket do you want? One way or . . .?

WOMAN: Yes, that'll be fine, provided I can book the return trip once I'm there.

MAN: No problem just allow a couple of days in advance to make sure you get a seat. And what's your name, please?

WOMAN: Janet. Janet Thomson.

MAN: Is that Thompson spell with a 'p'?

WOMAN: No. its **Q₈ T-H-O-M-S-O-N**.

MAN: OK. And you'll be coming from the UK? What flight will you be travelling on?

WOMAN: Oh, it's Air Canada flight number **Q₉ AC936**, from London Heathrow.

MAN: Right. Now do you know where you'll be staying? We need to give the driver an address.

WOMAN: Yes it's called the Vacation Motel and I think it's near the town center. Anyway, the address is 24, Kitchener Street that's KITCHENER Street.

MAN: That's fine. Right, so that's \$35 to pay please. Have you got your credit card number there?

WOMAN: Yes it's a VISA card, and the number is **Q₁₀ 3303 8450 2045 6837**.

MAN: OK. Well, that seems to be everything. Have a good trip and we'll see you in Toronto next week!

WOMAN: Yes, bye oh, thanks for your help!

Section 2

Lecturer:

Thank you all for coming to my talk this evening. It's nice to see so many people in the audience. For those of you who don't know very much about PS Camping, let me start by giving you some background information about the company.

Q₁₁ The company started twenty-five years ago. It actually opened us a retail chain selling camping equipment, and then twenty years ago, it bought a small number of campsites in the UK and began offering camping holidays. The company grew rapidly and has been providing holidays in continental Europe for the last fifteen years.

If you book a camping holiday with us, you'll have a choice of over three hundred sites. **Q₁₂ In Italy, we now have some 64 sites that we either own or have exclusive use of. France is where we have the majority of sites, and we currently have a project to expand into Switzerland.**

We also have a number of sites in Northern Spain, particularly in the mountainous region of Picos de Europa. We've upgraded all these Spanish sites, and improved them considerably from their original three-star rating.

We believe our holidays offer superb facilities for the whole family. Parents who want their children to be fully occupied for all or part of the day can take advantage of our children's activities. **Q₁₃ These are organized by our well-qualified and enthusiastic staff. Each day kicks off with a sports match, perhaps football, or volleyball, followed by an hour of drama for everyone This may include singing or dancing, mime, or other activities.** In the afternoon, there's a different art activity for each day of the week including a poster competition or model making. What's more, our sites are truly child-friendly, and, with this in mind, **Q₁₄ we operate a no-noise rule in the evenings. Children's evening activities usually finish at 9.30, or occasionally 10, and from 10.30 holiday-makers are expected to be quiet in the areas where there are tents.**

Q₁₅ We want nothing to go wrong on a PS Camping holiday, but if it does, we also want all customers to be insured. If you haven't organized an annual insurance policy of your own you'll need to take out the low-cost cover we offer and we require that you arrange this when you make your holiday reservation.

There are many advantages to choosing PS Camping and recommending it to others. **Q₁₆ As a regular customer, you'll be kept informed of special offers, and your friends can benefit from ten percent off their holiday, or book a luxury tent for the price of a standard one. In return, we'll send you a thank-you present, which you can choose from a list of high-quality items.**

When it comes to our tents, these are equipped to the highest standard. We really do think of every essential detail, from an oven and cooking rings fuelled by bottled gas, to mirrors in the bedroom areas. If you don't want to cook indoors, **Q₁₇ you can borrow a barbeque if you ask in advance for one to be made available,** and there's even a picnic blanket to sit on outside your tent. **Q₁₈ Inside, a box of games and toys can be found,** and children's tents can be hired if required. **Q₁₉ All tents have a fridge, and if you want to spend the day on the beach, for example, ask for a specially designed PS Camping cool box,** which will keep your food and drinks chilled. **Q₂₀ There are excellent washing facilities at all our sites, with washing machines and clothes lines in the central areas, along with mops and buckets in case your tent needs** cleaning during your stay. All sites have a cafe and/or a shop for those who'd rather "eat-in" than dine at a local restaurant.

Section 3

TUTOR: Well, you've both been looking at different styles of managing individuals in companies and the workplace. How's the research going Philip?

PHILIP: Well. I've been looking at why individualism. I mean individual differences, are such an important area of management studies. When you think about any organization, be it a family business or a multinational company, they are all fundamentally a group of people- working together. But it's what these individuals contribute to their places of work that makes you realize how important they are. Of course, they bring different ideas, **Q₂₁ but it is also their attitudes** and their experiences of learning. Diversity is important in these areas too.

TUTOR: So why do people behave so differently from one another at work?

PHILIP: There are lots of reasons but research has shown a lot of it comes down to personality. And the other factor is **Q₂₂ gender**. It's a well-known fact that men and women do lots of things in different ways, and the workplace is no different.

TUTOR: Did you look at the effects of this variation on companies?

PHILIP: Yes, I did. On the positive side, exposure to such diversity helps **Q₂₃ encourage creativity** which is generally an asset to a company. But unfortunately, individual differences are also the root of conflict between staff and they can lead to difficulties for management, which can sometimes be serious.

TUTOR: Thanks, Philip. So now I guess the two main things to remember here are to identify individual talent and then to utilize it. So, Janice, you were looking at identifying different talents in workers. Do you think this is easy for managers to do?

JANICE: Well, currently teamwork is in fashion in the workplace and in my opinion, the importance of the individual is generally neglected. What **Q₂₄ managers should be targeting is those employees who can take the lead in a situation** and are not afraid to accept the idea of responsibility.

TUTOR: That's true Janice but unfortunately many managers think the entire notion of encouraging individuality amongst their staff is far too hard.

JANICE: Yes, that may be true but I think one of the most important tasks of managers is **Q₂₅ to consider the needs of the individual on one hand and group cooperation**

and conformity on the other. It requires creative thinking on the part of management to avoid tension.

TUTOR: So Janice, what kind of people do you think companies should be looking for?

JANICE: Well, it has to start from the very beginning when companies are looking for new employees. When the personnel department is choosing between applicants they need to look for someone who's broken the mold and **Q₂₆ can think for themselves.** Instead, people making these decisions often use a range of psychological tests to see if a person is a problem solver, or will do as they're told. I'm not convinced these qualities are actually the most important.

TUTOR: So do you think being a good team player is overrated?

JANICE: No. it's not overrated. You do need to learn the rules and learn them fast. No individual can get around this if you're working in an organization.

TUTOR: So how should managers deal with this?

JANICE: Rewards. When an individual demonstrates the behavior the organization expects, some kind of incentive can be given. What's important here is that **Q₂₇ this happens right at the beginning** so new recruits learn the rules of the system immediately. Also, the incentive should be something the individual actually wants, and this isn't always just money.

TUTOR: To come back to you. Philip. You were saying that recognition of good performers is essential. What else should managers be looking for?

PHILIP: Well, managing people means you not only have an understanding of your employees, but you also **Q₂₈ recognize the culture** of the organization. In fact, for some organizations, creativity and individuality may be the last thing they want to see during working hours!

TUTOR: Very true.

PHILIP: Yes, but managing people isn't as easy as it looks. For example, change in the workplace can be quite tricky, especially if there's a need to increase profit. And at times like these managers may have to give **Q₂₉ priority to profit** rather than individual staff needs.

TUTOR: Yes. and that creates difficult situations for people.

PHILIP: Yes but what's important is that managers are able to deal with quite high levels of personal stress. During times of change, they should be thinking **Q₃₀ not only about the strain on their staff' but take time out to think of themselves.**

TUTOR: Absolutely. So what are the implications of that for..

Section 4

Good afternoon, everyone!

This is the first seminar in preparation for our archaeological fieldwork in Namibia: we are fantastically lucky to have received partial research funding for this trip from our Institute so I shall expect 200% attention and participation from you all. First in this seminar. I'm going to give a brief introduction to contemporary research on rock art and in the second part, I'm going to give you some do's and don'ts for our fieldwork trip in **Q₃₁ April** so please listen very carefully.

I'm first going to focus on the interpretation of rock art in Namibia. We are very fortunate to be going to an area where you can find some of the most important sites in the entire world. And I hope to show you how easy it is for everyone to make mistakes in looking at cultures which are different from our own the first and most important lesson we have to learn. In Namibia there are both paintings and engravings that's where the surface of the rock is cut out. Many of the engravings show footprints of animals and most scholars used to think that the purpose of these was simple and obvious: this rock art was like a school book with pictures to teach **Q₃₂ children** about tracks: which track belonged to which animal – giraffe, lion and so on. But there were some mysteries. First, when you look at a typical Namibian painting or engraving, you see the tracks are **Q₃₃ repeated**, there are dozens of tracks for the same animal. You'd expect just one clear illustration if the reason the aim was to teach tracking.

Now there were two more problems. Why are some of the engravings of animals very accurate as you'd expect all clearly identifiable and others quite unrealistic? And another mystery some of these unrealistic animals that's in the engravings seem to be half- **Q₃₄ human**. Some, for example, have got human faces. Many researchers now think that these were pictures the wise men engraved of themselves. They believed they could use **Q₃₅ magic** to control the animals they had drawn, so the hunters could then catch them for food.

This shows you some of the dangers of coming from one culture to another, as we'll be doing, without understanding it fully. Scholars imagined that children looked at rock art pictures to learn to track just because they themselves had learnt skills from pictures:

many researchers now believe that rock art had a much more complex purpose. And we'll talk more about it next week!

Now before I invite you to join in a discussion in this second part of the seminar. I'd like to make some very important points about our fieldwork and in fact any field trip to look at rock art.

We're going to a number of sites, and we won't always be together. The single largest problem faced by people who manage the sites is – yes. I'm sure you've guessed damage caused by visitors, even though it's usually unintentional.

Whenever you do go to a site, don't forget you can learn many things from observing at a **Q₃₆ distance** instead of walking all over it. This can really help to reduce visitor pressure. People often say. 'Well, there's only two of us and just this one time', but maybe thousands of people are saying the same thing.

And then some basic rules to guide you – we'll have our own camp near a village, but remember never to camp on a site if you go on your own. It may be disrespectful to the people of that **Q₃₇ culture** and certainly don't make **Q₃₈ fires**, however romantic it may seem. It's really dangerous in dry areas, and you can easily burn priceless undiscovered material by doing so.

So, how are we going to enjoy the rock art on our field trip? By looking at it drawing it and photographing it – NEVER by **Q₃₉ touching** it or even tracing it. Rock art is fragile and precious. Remember that climbing on rocks and in caves can destroy in a moment what has lasted for centuries. So no heroics in Namibia, please! Try to be extra careful and help others to be too.

And lastly please don't even move rocks or branches to take photographs you should leave the site **Q₄₀ intact**. I'm sure I can rely on you to do that. Well, that's about all I want to say before today's first discussion, but if you have any questions please ask them now and don't forget you'll find some fascinating information about world-wide sites on the Internet. Right, first question then?