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высшего образования
«Оренбургский государственный университет»

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РАЗВИТИЕ НАВЫКОВ АУДИРОВАНИЯ ОБУЧАЮЩИХСЯ ЭКОНОМИЧЕСКОГО НАПРАВЛЕНИЯ ПОДГОТОВКИ НА ЗАНЯТИЯХ ПО ИНОСТРАННОМУ ЯЗЫКУ

Учебное пособие

Рекомендовано ученым советом федерального государственного бюджетного образовательного учреждения высшего образования «Оренбургский государственный университет» для обучающихся по образовательной программе высшего образования по направлению подготовки 38.03.01 Экономика

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Я 62 Развитие навыков аудирования обучающихся экономического направления подготовки на занятиях по иностранному языку [Электронный ресурс] : учебное пособие / Н. В. Янкина. - Оренбург : ОГУ. - 2021.
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Учебное пособие состоит из 20 тематических разделов, содержащих аутентичные англоязычные аудио тексты экономической тематики и комплекс упражнений, направленных на развитие навыков аудирования.

Учебное пособие предназначено для обучающихся по образовательной программе высшего образования по направлению подготовки 38.03.03 Экономика.

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Введение

Развитие навыков аудирования является особенно трудным аспектом обучения иностранному языку, так как аудирование включает в себя ряд сложных, взаимосвязанных когнитивных процессов, которые должны происходить одновременно в течение долей секунды, чтобы сообщение было правильно интерпретировано.

Уделение недостаточного внимания этому навыку в преподавании и изучении иностранных языков может серьезно препятствовать развитию общего уровня владения иностранным языком.

Тот факт, что современные информационно-коммуникационные технологии присутствуют во всех сферах современной жизни, обусловил их широкое использование при развитии иноязычных способностей. Как образовательный инструмент они обеспечивают обширное прослушивание или просмотр как в прямом эфире, так и через радио, телевидение, Интернет, аудиокниги и т. д.

Условно информационно-коммуникационные технологии могут быть разделены на образовательное программное обеспечение, онлайн-ресурсы, видеоресурсы и т.д. Их использование является не только эффективным способом развития навыков аудирования у изучающих иностранный язык, но и приводит к лучшему пониманию англоязычной культуры.

Представленное учебное пособие содержит аудио файлы с оригинальной речью на английском языке. Причем, аудио записи содержат как британский, так и американский вариант современного английского языка, что с одной стороны

усложняет восприятие речи говорящих, а с другой – расширяет возможности для развития фонематического слуха студентов.

В содержании пособия выделены 4 части с учетом уровня лексико-грамматической сложности содержания: *pre-intermediate*, *intermediate*, *high intermediate*, *advanced*. Таким образом, учебный материал каждой части может быть использован как отдельно, для конкретной группы студентов с соответствующим уровнем знаний, так и последовательно, если стоит задача постепенного развития навыков восприятия на слух англоязычной речи. Каждый раздел состоит из 5 подразделов-уроков.

Тематическое содержание пособия отражает основные разделы рабочей программы по дисциплине «Иностранный язык» по направлению подготовки 38.03.01 Экономика и имеет своей целью расширить знания обучающихся о таких понятиях, как «деньги», «заработная плата», «денежные пособия», «будущая профессия», «типы компаний», «мотивация», «речевой этикет» и т.д. Кроме того, целый ряд разделов – «Культурная обусловленность бизнеса», «Работа в азиатских странах», «Аутсорсинг» – раскрывают специфику особенностей зарубежной экономики.

Каждый из 20 уроков содержит упражнения до прослушивания аудио файла (*pre-listening*), упражнения, которые необходимо выполнить при прослушивании (*while-listening*), упражнения после прослушивания (*post-listening*) и упражнения на обсуждение изученной темы (*discussion*).

Упражнения *pre-listening* знакомят обучающихся с новой лексикой, иллюстрируют контекст ее возможного употребления и тренируют в ее использовании в устной речи.

Задания *while-listening* позволяют проконтролировать, насколько правильно обучающиеся интерпретируют услышанное. На усмотрение преподавателя может быть выбрано либо одно из трех заданий, либо все три, если обучающиеся демонстрируют недостаточное понимание прослушанного текста. Кроме того, часть заданий одновременно направлены на повторение грамматических правил и

конструкций, предусмотренной программой курса: видо-временная система глагола, модальные глаголы, сослагательное наклонение и т.д.

Вопросы в заданиях Post-listening выявляют, насколько детально была понята информация, а также насколько студенты могут делать умозаключения по поводу услышанного.

Discussion способствуют развитию навыков говорения с использованием изученного лексико-грамматического и тематического содержания урока. Кроме того, в ряде заданий студентам необходимо будет проявить свои исследовательские навыки: найти, оценить и представить информацию по заданным вопросам.

В отдельном разделе помещены скрипты всех аудио файлов. Они могут быть использованы в случае возникновения затруднений при выполнении всех типов заданий, а также в качестве текстов для чтения с более подробным лексико-грамматическим анализом и комментарием.

Наличие ключей к заданиям делает возможным использование материалов пособия при организации самостоятельной работы студентов и облегчает им самоконтроль усвоения полученных знаний.

1 Pre-intermediate

1.1 Daily Routine

1.1.1.Pre-listening

1.1.1.1 Match words and word combinations with their meanings

1) routine	a) a person who likes to stay up very late
2) irregular	b) a person who likes to wake up very early
3) a night owl	c) to miss something and the time you enjoyed it
4) an early bird	d) the things you regularly do and how and when you do them
5) to feel nostalgic for something	e) to make the same journey between work and home
6) to commute	f) not done in the usual way

1.1.1.2 Translate the sentences paying attention to the words and word groups in italics

- 1) John's coming interrupted their daily *routine*.
- 2) Your behavior is *irregular*.
- 3) My boyfriend is *an early bird* and I am *a night owl*.
- 4) Jim *commutes* to Manhattan every day.

5) My father *feels nostalgic* for life before all this new technology.

1.1.1.3 Choose the right word or word group to the sentences

a) an early bird	c) commute	e) routine
b) a night owl	d) irregular	f) feel nostalgic

- 1) He was tired of the ... in his office job.
- 2) He led a very ... life.
- 3) This is one of my favorite places to get ... breakfast.
- 4) My wife is ... but I like to be in bed by 10 o'clock.
- 5) Some ... long distances while others work close to home.
- 6) The TV show made me ... for my childhood.

1.1.2 While listening

1.1.2.1 Listens to Gareth's daily routine at

<https://www.elllo.org/Audio/A1051/1092-Gareth-Routine.mp3> and answer the following questions about the interview (more than one answer is possible)

- 1) He mentions what they _____ .
 - a) eat
 - b) watch
 - c) talk about

- 2) What does he say about his routine?
 - a) He takes public transport.
 - b) He works nine hours.
 - c) He gets home late.

- 3) He says he prefers _____ .

- a) evenings
- b) mornings

4) He usually takes a _____ .

- a) bath
- b) shower

5) How does he feel about the books?

- a) childish
- b) nostalgic

1.1.2.2 Listen to the audio again and say whether the sentences are True or False?

- 1) Gareth has a different working schedule for each week.
- 2) Gareth's son wakes him up every morning about half-eight, nine o'clock.
- 3) Gareth has to go to work at 8.
- 4) Sometimes Gareth has late dinner alone.
- 5) Gareth is a nighttime bath person.
- 6) Gareth has no time to relax.
- 7) Gareth enjoys children's books.

1.1.2.3 Insert a missing word

- 1) So, Gareth, what's your ... routine like?
- 2) But on a ... my son usually wakes me up about half-eight, nine o'clock.
- 3) On weekdays, though, I usually wake up at ... a.m.
- 4) Usually if I come home late, she
- 5) I work much ... in the evening and I get more done.
- 6) They're classic children's books from ... home.
- 7) And ... great.

1.1.3 Post-listening

1.1.3.1 Answer the questions:

- 1) What does Gareth usually do in the morning at weekends?
- 2) What are his activities on weekdays?
- 3) Has Gareth learnt to be an early bird?
- 4) Does he join his son in some kid's activities? What is it?

1.1.4 Discussion

Are you an early bird or a night owl?

What do you do in the mornings?

How do you usually commute to the university?

What time do you get home after classes?

What do you do in the evenings?

1.2 Commercialization

1.2.1 Pre-listening

1.2.1.1 Match words and word combinations with their meanings

1) commercial	a) to say that you are not satisfied or unhappy about something or somebody
2) pressure	b) to feel excited and pleased about something that is going to happen
3) I am with you	c) activities to advertise and sell something

4) to complain	d) attempts to make someone do something by arguing, threatening, etc.
5) to look forward	e) I agree with you
6) promotions	f) bringing a profit

1.2.1.2 Translate the sentences paying attention to the words and word groups in italics

- 1) The film was a huge *commercial* success.
- 2) The government is facing *pressure* from environmental protectors.
- 3) I believe most of the holidays are too commercial. *Are you with me?*
- 4) He is always *complaining* that nobody listens to him.
- 5) I *am* really *looking forward* to our vocations.
- 6) They are giving free T-shirts as a special *promotion*.

1.2.1.3 Choose the right word or word group to the sentences

a) pressure	c) looking forward	e) I am with you
b) complained	d) commercial	f) promotion

- 1) The holidays are ... because people buy gifts.
- 2) They are putting ... on people to vote yes.
- 3) As for Cola, I dislike it too.
- 4) Lots of people have ... about the noise coming from the construction site.
- 5) I am ... to meeting you again.
- 6) Have you a special offer or ... for this product?

1.2.2 While listening

1.2.2.1 At <https://elllo.org/Audio/A1301/1347-Rory-HolidaysCommercialized.mp3> listen to the talk between Rory and Abidemi about whether the holidays are commercial nowadays

- 1) Rory says he _____ Christmas.
 - a) loves
 - b) hates
 - c) does not mind

- 2) Abidemi _____ with him.
 - a) agrees
 - b) disagrees

- 3) She talks about the holidays being _____.
 - a) boring
 - b) too stressful
 - c) year-round

- 4) As a kid, Rory's family would _____.
 - a) celebrate St. Patrick
 - b) do nothing special

- 5) He thinks holidays are influenced by _____.
 - a) families
 - b) traditions
 - c) companies

1.2.2.2 Listen to the audio again and choose what information is not presented in the conversation:

- 1) the price of a Christmas celebration
- 2) the calendar of holidays
- 3) the list of all the pubs and the bars

- 4) the promotion signs of St Patrick's day
- 5) the names of the companies that sell more and more products on holidays

1.2.2.3 Insert a missing word

- 1) ... you think they're too commercial?
- 2) they really are commercial ... they?
- 3) I ... know.
- 4) so I ... really complain about it
- 5) and ... already looking forward to Valentine's Day.
- 6) ... even talk about it.
- 7) ... true.

1.2.3 Post-listening

1.2.3.1 Answer the questions

- 1) What holiday does Rory think to be too commercial?
- 2) What does Abedemi love about Christmas?
- 3) What holiday are people wearing funny green hats at?
- 4) What is the goal of companies when they make holidays commercial?

1.2.4 Discussion

Have holidays become commercial in Russia as well? Provide some examples to support your opinion.

1.3 First job

1.3.1 Pre-listening

1.3.1.1 Match words and word combinations with their meanings

1) a sales assistant	a) to continue for some time
2) to go out for breakfast / lunch / dinner	b) to get money as a payment for a work
3) to last	c) to go to a different place to live or to work
4) to close down	d) a person who works in a retail store and tries to sell things to customers
5) to earn	e) to go to a restaurant or café to eat
6) to move	f) to stop working

1.3.1.2 Translate the sentences paying attention to the words and word groups in *italics*

- 1) *A sales assistant* helped me to find the right size.
- 2) *We went out for lunch* and then on to a movie.
- 3) That hot weather *lasted* for the whole month of June.
- 4) If the factory *closes down*, 600 people will lose their job.
- 5) She *was earning* good money at the bank.
- 6) He spent 5 years in this company but then *moved* to IMed.

1.3.1.3 Choose the right word group to the sentences

a) lasts	c) a sales assistant	e) closed down
b) earn	d) to go out	f) to move

- 1) ... didn't know what to answer to my question.

- 2) Would you like ... for dinner after we finish our work?
- 3) Each class ... for 45 minutes.
- 4) Paramount ... its London office in 1968.
- 5) It is not polite to ask how much money you
- 6) He was very happy ... to this company.

1.3.2 While listening

1.3.2.1 Listens to Lois at <https://www.ello.org/Audio/A0201/246-Lois-FirstJob.mp3> who talks about her first job and choose the best answer

- 1) How many days a week did she work?
 - a) Two days
 - b) Three days
 - c) Just one, Saturday

- 2) How much did she earn?
 - a) Less than 2 pounds per hour
 - b) More than 2 pounds per hour

- 3) How did she get to work?
 - a) By car
 - b) By bus
 - c) By train

- 4) How much money was she saving?
 - a) 10 pounds a week
 - b) 5 pounds a week

c) Nothing

5) How many stores did she work at?

a) 1 store

b) 2 stores

c) 3 stores

1.3.2.2 Listen to the audio again and say whether the sentences are True or False?

1) The first job Lois had was a sales assistant in a shoe shop.

2) Lois started to work at 14.

3) Now the minimum wage in England is 5 pounds.

4) Lois spent her money soon after she got it.

5) Lois didn't leave her job when she had to do her exams.

1.3.2.3 Insert a missing word

1) ... shop, yeah!

2) and I used to earn 1 pound 77 ... per hour.

3) but at the time cause I got paid at the end of the

4) So how long did you ... at this job?

5) so then they ... me to another one

1.3.3 Post-listening

1.3.3.1 Answer the questions

1) Where did Lois start to work?

2) What weekdays did Lois work?

- 3) How did she get to work?
- 4) How long did it take Lois to spend money she earned for a month?
- 5) Why did Lois quit her work?

1.3.4 Discussion

Do you have any working experience?

What was your first job?

How many days a week did you work?

How much did you earn and how did you spend money?

Was your first working experience positive? What did you learn?

Describe the work you would like to have in future: what field of industry/ business/ art; salary; working schedule; responsibilities, etc.

1.4 Money

1.4.1 Pre-listening

1.4.1.1 Match words and word combinations with their meanings

1) lottery	a) a piece of land surrounded by water
2) to invest	b) money or gifts given to people who are poor, sick, etc.
3) an island	c) a game, often organized by a state or a charity in order to make money when tickets with numbers are sold to people who can win a prize if their number is chosen
4) charity	d) very private and quiet

5) secluded	e) to do something to be busy while waiting
6) to pass the time	f) to put money, effort, time, etc. to make a profit

1.4.1.2 Translate the sentences paying attention to the words and word groups in italics

- 1) Has Christel told you about winning some money *in the lottery*?
- 2) The firm will *invest* 5 million rubles in this project.
- 3) In the center of the lake there is a small *island*.
- 4) Five percents of our profits are given to *charity*.
- 5) They drove to *a secluded area* to have a picnic.
- 6) We *passed the time* in the airport discussing our plans.

1.4.1.3 Choose the right word group to the sentences

a) the island	c) invested	e) the lottery
b) secluded	d) pass the time	f) charity

- 1) Do you think winning ... would make you happy?
- 2) It was very difficult to leave a home we had ... so much in.
- 3) It was the most memorable day of our stay on
- 4) She spoke at a ... event.
- 5) He is 80 now and live a very ... life.
- 6) How did you ... on your vocations?

1.4.2 While listening

1.4.2.1 At <https://www.elllo.org/Audio/A0051/067-James-Money.mp3> listen to what James would do if he was given a million dollars and answer the questions

- 1) Would James continue to work?

- a) Yes, he loves his work
- b) Only for charity
- c) No, he wouldn't work

2) Where would he live?

- a) On a tropical island
- b) In a desert
- c) On a secluded island

3) Who would he love to have with him?

- a) His family
- b) His friends
- c) Nobody

4) What would he do?

- a) Read and study
- b) Fish and swim
- c) All the above

5) Does James think that money can help make people happy?

- a) Yes
- b) No
- c) No, but it helps

1.4.2.2 Listen to the audio again and say whether the sentences are True or False?

- 1) James had won a million dollars.
- 2) James would buy a small island with a house for him and his family.
- 3) James would like his friends to come and visit him often on his island.
- 4) James would have his dog on the island.

5) James believes money can make people happy depending on what they buy with it.

1.4.2.3 Choose what James wouldn't do if he had a million dollars?

- 1) buy a small island
- 2) build a house there
- 3) invest
- 4) work
- 5) give money to charity
- 6) go boating
- 7) teach his friends

1.4.3 Post-listening

1.4.3.1 Answer the questions

- 1) How would James spend his money if he won one million of dollars?
- 2) Does Todd like James's ideas?
- 3) Are Todd and James discussing any philosophical ideas?

1.4.4 Discussion

Would you like to be given a million dollars?

What would you do?

Would it make you happy?

1.5 Speech etiquette

1.5.1 Pre-listening

1.5.1.1 Match words and word combinations with their meanings

1) a sales department	a) to phone again or in return for a phone call that have been made to you
2) lunch break	b) to phone
3) a message	c) a part of a company or firm that is responsible for selling its products
4) to call	d) a short piece of information that you give to a person when you cannot speak to him/her directly
5) to call somebody back	e) a time in the middle of the office day when workers stop to eat lunch
6) in case	f) a possibility of something happening, being needed, etc.

1.5.1.2 Translate the sentences paying attention to the words and word groups in italics

- 1) Let me introduce you to the head of our *sales department*.
- 2) I tried phoning him but he was on his *lunch break*.
- 3) She wasn't in so I left *a message* on her answer phone.
- 4) He promised *to call me back*.
- 5) Take a map *in case* you get lost!
- 6) She *calls* her father every couple of days.

1.5.1.3 Choose the right word group to the sentences

a) call back	c) message	e) call
b) in case	d) lunch break	f) sales department

- 1) We need one more employee for our
- 2) Very often I am so busy that I don't have time for my
- 3) The president sent a greeting ... to every member of the company.
- 4) I will ... later.
- 5) I will cook a chicken salad ... they are hungry.
- 6) What time did he ... ?

1.5.2 While listening

1.5.2.1 Listen to the phone conversation at https://6a63fca904fd268f15f7-d5770ffdd579eb31eaa89faeffc55fe7.ssl.cf1.rackcdn.com/LE_listening_A2_Leaving_a_message.mp3 and choose the right option

- 1) Maria is ...
 - a) in the office
 - b) in the meeting
 - c) on her lunch break

- 2) Peter needs ... Maria the new project figures.
 - a) to give
 - b) to get from

- 3) Peter might ... later this afternoon.
 - a) leave a message
 - b) be at the meeting
 - c) come back to the office

4) Peter prefers Maria ... back.

a) to come to his office

b) to call or email him

1.5.2.2 Listen to the audio again and put the sentences in order

1) Thank you. Goodbye.

2) Could you give me your number?

3) She's not in the office at the moment.

4) Could you tell her that Peter Griffin called?

5) OK. I'll tell her you called.

6) I'll give her your message when she comes back to the office.

7) Hello, is Maria Fernandez there, please?

1.5.3 Post-listening

1.5.3.1 Answer the questions

1) Where does Maria Fernandez work?

2) Does Jane expects Maria to come back to the office?

3) Does Peter leave his contact phone or e-mail?

4) What did Jane promised Peter to do?

1.5.4 Discussion

Have you ever made a phone call in English? What was the situation?

Have you faced any difficulties?

What are the usual greeting phrases?

What would you say if you want to leave a message?

What would you say if you need to take a message for someone?

2 Intermediate

2.1 Types of companies

2.1.1 Pre-listening

2.1.1.1 Match words and word combinations with their meanings

1) advantage	a) to like something more than something else
2) to think on balance	b) to get no attention deserved
3) job security	c) to become a person that other people don't know
4) to prefer	d) something that helps you to be more successful than others
5) to get lost in the shuffle	e) job is likely to be permanent
6) to become just a number	f) to consider all the facts

2.1.1.2 Translate the sentences paying attention to the words and word groups in italics

- 1) Her experience gave her a big *advantage* over her opponent.
- 2) *On balance*, I think it would be better to cancel the meeting.
- 3) No job can offer guaranteed *job security* nowadays.
- 4) What would you *prefer*: tea or coffee?
- 5) The information *got lost in the shuffle* once it reached headquarters.
- 6) If you work for a small company, you never *become just a number*.

2.1.1.3 Choose the right word group to the sentences

a) job security	c) prefer	e) on balance
b) advantage	d) get lost in the shuffle	f) just a number

- 1) It might be your ... to take a computer course of some kind.
- 2) I think ... I would prefer the old system.
- 3) Nursing is a career that has very good
- 4) I ... working early in the morning.
- 5) Refugee children in the big camps just ... and are sometimes left without food.
- 6) I wouldn't like to work in a company where I am

2.1.2 While listening

2.1.2.1 At <https://s3-us-west-1.amazonaws.com/elllo-audio/mixer-001-150/085-MXR-BigCompaby.mp3> listen to several people talking about working in big and small companies and choose the best answer

- 1) Chris would rather work for _____ company.
 - a) a big
 - b) a small
 - c) his own

- 2) Aki says being _____ was stressful.
 - a) the president
 - b) in a small company
 - c) in a big company

- 3) Prea _____ work for a big company.
 - a) wants to
 - b) would never

c) used to

4) Matthew has worked _____ companies.

a) just for small

b) only for big

c) for big and small

5) Lori would least like to work for _____ company.

a) a big

b) a small

c) her own

6) Eoin thinks it is best to work for _____ .

a) a big company

b) a small company

c) oneself

2.1.2.2 Listen to the audio again and say whether the sentences are True or False

1) Chris had a bit more freedom when working in for small companies.

2) Aki wants to try working in a small company.

3) Prae is a newly graduate.

4) Big and small companies have their own problems.

5) Lori believes that when working in a big company you often get lost in the shuffle.

6) Eoin says that small companies have standard working hours and standard working conditions.

2.1.2.3 Insert a missing word

- 1) you ... have more space and more time to work on projects that you're interested in
- 2) There were only about ... one thousand people
- 3) I ... work under the president which was quite stressful so
- 4) For now I think I ... like to work for a big company
- 5) but if I had to choose between a big company and a small company, I think ... prefer a small
- 6) I ... think that a small company would be a much nicer environment to work in

2.1.3 Post-listening

2.1.3.1 Answer the questions

- 1) What advantages does Chris believe big companies have?
- 2) Where did Aki start working: in a big or in a small company?
- 3) Does Prae have any working experience?
- 4) What does Matthew prefer?
- 5) What would Lory rather work?
- 6) What companies does Eoin think have standard working hours and standard working conditions?

2.1.4 Discussion

What are the advantages and disadvantages of working in a small company?

Why it might be interesting to work in a big company?

What would you prefer: to work in a big or in a small company? Why?

2.2A job's interview

2.2.1 Pre-listening

2.2.1.1 Match words and word combinations with their meanings

1) top-tier	a) making you feel very tired
2) to interview	b) a place or a room where people can come and relax
3) to rent	c) to pay or get a fixed amount of money for the use of a room, house, car, etc.
4) particular	d) an offer from an employer to give you a job
5) a common area	e) to ask someone to go to an event
6) to invite	f) the most important and very good
7) a job offer	g) to ask questions to see if someone are good for a job
8) exhausting	h) special or this not any other

2.2.1.2 Translate the sentences paying attention to the word groups in italics

- 1) This bank is in the *top-tier* of private banks.
- 2) We've had 200 candidates for the job but we plan *to interview* about 20 of them.
- 3) She *rents out* two rooms to students.
- 4) She wanted a *particular* type of cactus.
- 5) We just got a new television for *the common area* in our house.
- 6) We *were invited* to Lola's party.
- 7) I have been given a promising *job offer*.

8) After an *exhausting* day in the office she just wanted to get home to bed.

2.2.1.3 Choose the right word and word group to the sentences

a) interview	c) rent	e) invited	g) a job offer
b) particular	d) common area	f) top-tier	h) exhausting

- 1) Our school competes with some of the ... schools in terms of classes offered.
- 2) Most students ... rooms when they come to study in that university.
- 3) What was the most popular person you have had a chance to ... ?
- 4) Most students choose one ... area for research.
- 5) In college I spent a lot of time ... of my hostel.
- 6) They have ... 80 guests to the wedding.
- 7) I have successfully passed the interview and was looking forward to getting
- 8) We finally came to the hotel after an ... nine-hour drive.

2.2.2 While listening

2.2.2.1 Listen to Travis about getting a job after a law school at <https://www.elllo.org/Audio/A0251/255-travis-interview.mp3> and answer the questions

- 1) For how many days do the law firms come and interview students?
 - a) 2 days,
 - b) 3 days
 - c) 1 week

- 2) About how many firms come to interview students?
 - a) 300
 - b) 400
 - c) 700

- 3) Where are the interviews held?
 - a) in a hotel
 - b) in a gymnasium
 - c) in the cafeteria

- 4) What do students hope to get?
 - a) a second interview
 - b) a job
 - c) either

- 5) How long do most interviews last?
 - a) 30 minutes
 - b) 45 minutes
 - c) 1 hour

2.2.2.2 Listen to the audio again and say whether the sentences are True or False

- 1) The law school where Travis studies has a good reputation.
- 2) Companies interview students off campus.
- 3) After an interview a company invites all candidates for dinner.
- 4) Students have interview with five to ten companies in a single day.
- 5) Job interview takes a lot of time and efforts.
- 6) Travis expects a job interview with excitement.

2.2.2.3 Put sentences into a logical order to follow the steps of the interview described

- 1) Each company gets its own room in the hotel
- 2) When invited, students go to a hotel room and knock on the door and go inside and interview with a firm

- 3) The school gets about 700 firms to come for about one week and interview students on campus
- 4) Students get an offer to come back to a second interview which might lead to a job offer
- 5) If a firm likes a candidate, it invites him or her to go to lunch or to go to a dinner that night
- 6) The school rents out an entire hotel
- 7) First students will wait in a common area

2.2.3 Post-listening

2.2.3.1 Answer the questions

- 1) Where does Travis study/
- 2) How do students get job after they graduate: by themselves or the school assists them?
- 3) Does the school organize interviews for all students or only for the best ones?
- 4) What does the school do to organize interviews?
- 5) How long does the interview week last?
- 6) Does Travis look forward to the interview week? Why?

2.2.4 Discussion

Have you ever had a job interview?

What was the job you applied for?

How was the interview procedure organized: where did it happen? how many interviewers were there? how long was the interview? what were the questions?

How did you feel before, during and after the interview?

2.3 Future job

2.3.1 Pre-listening

2.3.1.1 Match words and word combinations with their meanings

1) boring	a) to buy new clothes
2) not a big deal	b) words that sales people use to make you buy things
3) a desk job	c) not interesting
4) to update one's wardrobe	d) extremely impressive
5) a people person	e) making you feel a little angry
6) mind tricks	f) not special or important
7) awesome	g) likes to meet new people, talkative
8) annoying	h) a work in an office

2.3.1.2 Translate the sentences paying attention to the words and word groups in italics

- 1) She finds opera *boring*.
- 2) It's just a game. If you lose, *not a big deal!*
- 3) His dream was to get *a desk job* in Washington.
- 4) I *update my wardrobe* twice a year.
- 5) I am *a people person* and I am pretty caring towards people.
- 6) I never use *mind tricks* to sell to my customers.
- 7) You look totally *awesome* in this dress!
- 8) It's annoying when people keep pronouncing your name wrong.

2.3.1.3 Choose the right word or word group to the sentences

a) boring	c) to update my wardrobe	e) awesome	g) a big deal
b) a desk job	d) mind tricks	f) a people person	h) annoying

- 1) She has an ... habit of interrupting.
- 2) No amount of ... could get me to buy that dress.
- 3) Not everyone is cut out for
- 4) The movie was so ... that I fell asleep
- 5) It's not ... to them.
- 6) I'd love
- 7) Dave tries hard but he is just not
- 8) Your new haircut is

2.3.2 While listening

2.3.2.1 Listen to George and Crystal <https://elllo.org/Audio/A0951/990-George-Jobs.mp3> who are discussing job options for college students

- 1) Crystal says her job is _____ boring.
 - a) usually
 - b) sometimes
 - c) never

- 2) Who wants to work in a clothing store?
 - a) Crystal
 - b) George
 - c) both of them

- 3) George says _____ a people person.
 - a) he is

- b) he is not
- 4) They say sales clerks _____ use mind tricks.
 - a) should
 - b) cannot
 - c) often

- 5) George says he is good at _____ .
 - a) doing mind tricks
 - b) reading mind tricks
 - c) being played by mind tricks

2.3.2.2 Listen to the audio again and say whether the sentences are True or False

- 1) Crystal has an unusual work.
- 2) Crystal is thinking about a new job.
- 3) George likes fashion.
- 4) George is a sociable person.
- 5) Crystal needs other people's opinion when buying a thing.

2.3.2.3 Insert a missing word

- 1) ... working at the restaurant around the station.
- 2) ... it like working in a restaurant?
- 3) Well, ... busy times.
- 4) I ... know.
- 5) I hear that ... an opening at Bloomingdale's.
- 6) I ... just go up to new people.
- 7) I think ... sort of a little annoying.
- 8) Well, you're good with mind tricks, ... you?

2.3.3 Post-listening

2.3.3.1 Answer the questions

- 1) Does George have a job?
- 2) Does Chrystal have a job?
- 3) What are George's plans for a job?
- 4) What are Chrystal's plans for a job?
- 5) What does Chrystal suggest George?
- 6) Does George like Chrystal's idea?
- 7) Is George optimistic about future?

2.3.4 Discussion

What job seems boring to you?

What job are you good for?

What job would you like to have?

2.4 Decision making

2.4.1 Pre-listening

2.4.1.1 Match words and word combinations with their meanings

1) a timeline	a) real or exact truth of a situation
2) to hold on	b) can be changed easily to adapt to any situation
3) schedule	c) a plan that shows how long something

	will take or when things will happen
4) agile	d) most of the people or things in a group
5) to work out	e) able to move quickly and easy
6) actually	f) to think carefully about how you are going to do something and plan a good way doing it
7) flexible	g) a plan of what someone is going to do and when he/ she wants to do it
8) majority	h) to wait for a short time

2.4.1.2 Translate the sentences paying attention to the words and word groups in italics

- 1) *The timeline* for the project is optimistic.
- 2) *Hold on*, I'll just take my notebook.
- 3) I am working to a very tight *scheduling*.
- 4) He has *an agile* mind and learns quickly.
- 5) We need *to work out* how we can get the idea done.
- 6) What time are you *actually* leaving?
- 7) We can be *flexible* about the date of your coming.
- 8) In the vast *majority* of cases the plan helped.

2.4.1.3 Choose the right word or word group to the sentences

a) schedule	b) Hold on	c) actually	d) majority
e) agile	f) worked out	g) timeline	h) flexible

- 1) We need some kind of ...for this project to be finished.
- 2) ..., I'll be back to you in a minute!
- 3) His new book is still well ahead of ...
- 4) The best organizations use ... approach to stay in the market.

- 5) We have ... several compromises.
- 6) Labor costs have ... fallen.
- 7) The government needs to be more ... with its tax policy.
- 8) The ... of students get state grants.

2.4.2 While listening

2.4.2.1 Listen to a meeting where colleagues are making a decision at https://6a63fca904fd268f15f7-d5770ffdd579eb31eaa89faeffc55fe7.ssl.cf1.rackcdn.com/LE_listening_B1_Making_a_decision.mp3 and choose the best ending

- 1) The goal of the meeting is to ...
 - a) decide on the role of each team member.
 - b) agree when each phase of the project will happen.
 - c) improve team communication.

- 2) Emiko wants ...
 - a) to be told what to do.
 - b) everyone to make a decision together.
 - c) to check the decision with the head office.

- 3) David ...
 - a) prefers a structured approach.
 - b) is happy to take a flexible and agile approach.
 - c) agrees with the decision they make in the end.

- 4) Carolina doesn't say much at first because ...
 - a) she doesn't have a specific opinion on the topic.
 - b) she is worrying about something else.
 - c) she is considering people's suggestions.

- 5) The decision they take is based on ...
 - a) a vote.
 - b) a recommendation from Jani's boss.
 - c) a majority decision to follow the team leader.

2.4.2.2 Put the expressions in the correct group

a) asking for opinion	b) giving opinion	c) agreeing	d) disagreeing
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- 1) I don't think I agree with you.
- 2) How do you feel?
- 3) That's right.
- 4) It would be best to ...
- 5) I'm sorry I don't think so.
- 6) What do you think?
- 7) I agree with you on that point.
- 8) I think we should ...

2.4.3 Post-listening

2.4.3.1 Answer the questions

- 1) Is Emiko enthusiastic about the meeting?
- 2) Why does David interrupt Jani?
- 3) Do they have a full plan of the project?
- 4) Does Carolina agree with David?

5) Have they come to a decision?

6) What is the final decision?

2.4.4 Discussion

Is it easy for you to take a decision? Illustrate your answer with some life situation.

How are the decisions made in an organization?

What is the role of the leader?

2.5 Work – life balance

2.5.1 Pre-listening

2.5.1.1 Match words and word groups with their meanings

1) work – life balance	a) time that you spend working in your job in addition to your normal working hours
2) current	b) to move apart
3) concept	c) the ability to give a right amount of time to your work and to your life outside work (family, interests, etc.)
4) overtime	d) to do something that you haven't been able to do recently
5) common	e) happening now
6) to separate	f) to be able to use to get something
7) to catch up	g) happening often and to many people and in many places
8) to access	h) a principle or idea

2.5.1.2 Translate the sentences paying attention to the words and word groups in italics

- 1) You can't have a proper *work – life balance* if you are in the office for 12 hours a day.
- 2) What is your *current* job?
- 3) It is very difficult to define *the concept* of beauty.
- 4) They are working *overtime* to have the work finished.
- 5) It is very *common* to see couples who dress alike.
- 6) At school they always tried *to separate* Jane and me because we chat a lot.
- 7) I have *to catch up on* my reading.
- 8) People should have easy *access* to medical services.

2.5.1.3 Choose the right word or word group to the sentences

a) concept	c) to catch up on	e) access	g) overtime
b) separates	d) common	f) work balance	h) current

- 1) It can be difficult to get the right
- 2) In the ... economic situation changing careers may not be a good idea.
- 3) I didn't understand this
- 4) We have 15 hours of ... this week.
- 5) Smith is a very ... name in Britain.
- 6) This high wall ... the building from a nosy street.
- 7) I need ... some sleep.
- 8) Many customers now ... their accounts online.

2.5.2 While listening

2.5.2.1 Listen to a radio interview about maintaining a good work–life at https://6a63fca904fd268f15f7-d5770ffdd579eb31eaa89faeffc55fe7.ssl.cf1.rackcdn.com/LE_listening_B1_Work_life_balance.mp3 and choose the best answer

1) Is Chris Svensson's book popular?

- a) Not very popular
- b) Very popular
- c) It is new and not many people have heard about it.

2) What is the traditional understanding of "work – life balance" concept?

- a) Work and private life are separated
- b) People work too much overtime and have no private life
- c) People are free to manage work and life

3) Do people work overtime?

- a) Often
- b) Sometimes
- c) Never

4) How has technology changed the work flexibility?

- a) People can do some tasks from their phones from home.
- b) Their working hours can be easily checked.
- c) Robots can do their work for them.

5) Traditional divisions between work and life are fading. What does this mean for employees?

- a) Everyone has to do overtime, all the time.
- b) People have to work while they're on holiday.
- c) They can be flexible to work when and where it suits them.

2.5.2.2 Listen to the audio again and say whether the sentences are True or False

- 1) Chris Svensson's book *No more nine to five* is about the work – life balance in the modern working world.
- 2) Traditions to separate working life and private life have been changing.
- 3) People still work from nine in the morning until five or six in the evening.
- 4) IT devices make your working hours and working locations more flexible.
- 5) There is much more freedom now with choosing your own working manner.

2.5.2.3 Put the ideas into the correct group

a) Traditional workplaces	b) Modern workplaces
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- 1) Hobbies and sports can be done at other times, also during the day.
- 2) Hobbies and sports only in the evening or at weekends.
- 3) Fixed working hours.
- 4) Flexible working hours.
- 5) No working at weekends or on holidays.
- 6) Possible to work at weekends or while on holiday.

2.5.3 Post-listening

2.5.3.1 Answer the questions

- 1) When does the interview with Chris takes place?
- 2) What did Chris describe first: traditional workplaces or modern workplaces?
- 3) Does Chris believe that working all your time is very important?
- 4) Does Chris find advantages in modern mobility?
- 5) Does Chris agree that many employees now have more freedom to do their work from different locations and at different times?

2.5.4 Discussion

Do you think work and private life should be separated?

Can you give your recipe of work – life balance?

3 High-Intermediate

3.1 E-mails

3.1.1 Pre-listening

3.1.1.1 Match words and word groups with their meanings

1) to scan	a) something you do often that you shouldn't do
2) handy	b) to take a lot of your time and energy
3) a bad habit	c) a word or phrase that is not used accurately
4) to dominate your life	d) something more important than others of the same kind
5) a piece of advice	e) an object or machine invented for a particular purpose
6) a loose term	f) to read quickly to find information
7) a device	g) some advice
8) major	h) convenient

3.1.1.2 Translate the sentences paying attention to the words and word groups in italics

- 1) He *scanned* the document to find the date planned.
- 2) It is *handy* to live close to my office.
- 3) My *bad habit* is coming late.
- 4) My new job *dominates* my life.
- 5) He always gives a piece of advice.
- 6) I play sports but to say I am an athlete is *a loose term*.
- 7) A mouse is *a device* that makes it easier to select different options from computer menus.
- 8) There are two problems with this situation, one major and one minor.

3.1.1.3 Choose the right word or word group to the sentences

a) advice	c) handy	e) a loose term	g) device
b) habit	d) dominate	f) scan	h) major

- 1) The listening ... was concealed in a pen.
- 2) I think I will take your
- 3) Taking notes in classes is a useful
- 4) Do you ... Instagram every day?
- 5) What ... app would you like to demonstrate?
- 6) Nerd is ... for being smart.
- 7) Citrus fruits are a ... source of vitamin C.
- 8) They work as a team, no one os allowed to

3.1.2 While listening

3.1.2.1 Listen to Paul and Aimee on how often they check and respond to e-mails at <https://www.ello.org/Audio/A1301/1341-amy-email-habits.mp3> and choose the best option

- 1) Paul likes to check _____.
 - a) the weather
 - b) the score
 - c) the news

- 2) He says it can _____ your life.
 - a) dominate
 - b) improve
 - c) ruin

- 3) Now he tries to check it _____ a day.
 - a) once
 - b) twice
 - c) three times

- 4) Their feelings are _____.
 - a) similar
 - b) different

- 5) Paul thinks he should _____.
 - a) read more
 - b) get a new phone
 - c) work out more

3.1.2.2 Listen to the audio again and say whether the statements are True or False

- 1) Paul browses the net as he wakes up.
- 2) Aimee believes that checking e-mails is better right after you wake up.
- 3) Paul is sure one needs at least 30 minutes a day to check e-mails.
- 4) Aimee prefers reading books to looking at smart phone.
- 5) Paul is thinking about using phone less.

3.1.2.3 Say who each statement belongs to?

a) Paul	b) Aimee
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- 1) Recently, I'm trying to stop using my electronic devices so much.
- 2) And so I wake up and I'm checking different websites and checking Facebook to see if there're any messages or any great news over the course of the night.
- 3) Yeah, I think it's quite addictive things, isn't it?
- 4) And it's something I think that doesn't need to be in the morning routine so much.
- 5) Check once in the morning, once in the evening, that's it.
- 6) But you use it for so many different things.
- 7) Oh, good for you.

3.1.3 Post-listening

3.1.3.1 Answer the questions

- 1) What does Aimee use her phone for?
- 2) How does Paul consider his checking messages right after he wakes up: a good habit or a bad habit?
- 3) Why does Aimee believe that checking messages right after you wake up is not a good idea?
- 4) What advice has Paul heard about checking e-mails?
- 5) Does Aimee think the advice can work? Why?

3.1.4 Discussion

Do you use e-mails?

Who do you usually write them to or get them from?

What device do you use?

How much time a day do you spend for e-mails writing and reading?

Are emails as popular as instant messaging?

3.2 Outsourcing

3.2.1 Pre-listening

3.2.1.1 Match words and word groups with their meanings

1) a recording	a) to contract people outside your company or in another country to do a specific task
2) to outsource	b) a written copy of spoken words
3) a digital assistant	c) to put things together in a group or combine them
4) to hire	d) useful
5) a transcription	e) an offer to do work or provide services for a specific price
6) to cobble	f) to sign a contract with someone to do a specific job
7) convenient	g) a computer program or device that is connected to the internet and can understand spoken questions and instructions, designed to help you to make plans, find answers to

	questions
8) a bid	h) sound saved on a disc and can be replayed many times
9) to edit	i) to cut a part off a photograph or picture so that it is a particular size or shape
10) to crop	j) to make changes in a text or film

3.2.1.2 Translate the sentences paying attention to the words and word groups in italics

- 1) She *edits* a women's journal.
- 2) I bought *a recording* of Maria callas singing Verdi.
- 3) The city accepted the lowest *bid* for the bridge-building project.
- 4) We plan *to outsource* a few more jobs this year.
- 5) *Digital assistants* are becoming more popular every year.
- 6) I *was hired* by the first company I applied for.
- 7) Many court cases have *transcription* files that go with them.
- 8) We *cobbled* all the plans together by a central idea.
- 9) My secretary will call you to find a convenient time for you to meet.
- 10) If the pictures *are well cropped*, you can send them out.

3.2.1.3 Choose the right word or word group to the sentences

a) recording	b) to hire	c) a transcription	d) outsourcing	e) crop
f) digital assistant	g) cobble	h) edited	i) convenient	j) bid

- 1) Janet ... books for a number of publishers.
- 2) We actively support your ... to bring this company to the market.
- 3) Have you heard the new ... of Mozart's Requiem?
- 4) Do you think ... is a good idea?

- 5) What is the smartest ... ?
- 6) We have ... a public relations consultant to improve our image.
- 7) We don't have much food in refrigerator, but I'm sure I can ... together something for lunch.
- 8) Pronunciation is shown by
- 9) It is simple and ... to use.
- 10) Can we benefit if we ... production?

3.2.2 While listening

3.2.2.1 Listen to Todd and Julia at <https://s3-us-west-1.amazonaws.com/ello-audio/views-1201-1250/1245-Todd-Outsource.mp3> and learn how many things can be outsourced around the world. Choose the best option for each sentence. More than one option is possible

- 1) What did Todd used to do for ello?
 - a) translation
 - b) transcription
 - c) audio recording
 - d) illustration

- 2) Todd's digital assistants specialize in ____?
 - a) video production;
 - b) everything
 - c) one thing
 - d) teaching English

- 3) People who work for Todd are in ____.

- a) Japan
- b) Spain
- c) South America
- d) India

4) Most people who work for Todd _____.

- a) only work for him
- b) work for others too
- c) are in college
- d) have other jobs

5) For Todd, hiring contractors _____.

- a) isn't too expensive
- b) does more for ello
- c) takes a lot of time
- d) is stressful

3.2.2.2 Listen to the audio again and say whether the sentences are True or False

1) In the past Todd did everything for his web site himself.

2) Doing everything by himself he learnt a lot.

3) Now Todd has 6 to 7 assistants to develop his web site.

4) Todd employs assistants from agencies.

5) Todd usually pays people by the hour.

6) Todd likes his people to work only for him.

7) Sometimes Todd is not satisfied with the work of his contractors.

3.2.2.3 Insert the missing verb and comment on the tense form

1) I would ... the audio that's step one.

2) And then I would ... the audio.

- 3) And then I would ... it.
- 4) And then after I would transcribe it, I would ... the quiz.
- 5) And then I would ... photos for the audio.
- 6) And then I would ... the multimedia which was usually flash.
- 7) Then I would organize it and ... it on to a web server.

3.2.3 Post-listening

12.3.1 Answer the questions

- 1) How long did Todd worked without assistants?
- 2) What does Todd mean when saying he outsources a lot now?
- 3) Why do people work as freelancers?
- 4) Why does Todd like utsourcing?

3.2.4 Discussion

Do Russian firms use outsourcing?

What industries and productions are outsourced?

If firms use outsourcing what countries do they usually hire freelancer from?

What challenges a firm faces when using outsourcing? What are the ways to meet them?

What are the benefits of outsourcing?

Would you like to work as a freelancer? Why?

3.3 Work from abroad

3.3.1 Pre-listening

3.3.1.1 Match words and word combinations with their meanings

1) to freelance	a) the place where someone is going to
2) a nomad	b) to have a very strong wish for something
3) an itinerary	c) to do a work for different organizations rather than working all the time for a single organization
4) a destination	d) a very deep canyon where you cannot see its bottom
5) to quit	e) a member of a group of people who travel from one place to another, rather than living in one place all the time
6) to reference	f) to mention
7) to crave	g) a plan or a list of the places you will visit on a journey
8) to report to	h) to stop doing something
9) an abyss	i) to be responsible to someone at work
10) normalcy	j) a general feeling of being normal and having a normal routine

3.3.1.2 Translate the sentences paying attention to the words and word groups in italics

1) She *freelanced* for years while her children were in school.

2) After being *a nomad* for the past few years it will be nice to finally unpack my suitcases.

3) The company is not responsible for changes in prices and *itineraries*.

4) Sochi is a popular *destination*.

5) We've done what we can. Let's *quit*.

6) He spoke about his ambitious plans, *referencing* a writer and motivator Dale Carnegie.

7) It was the sweet life he had always *craved*.

8) He has so many bosses that he never knows who *to report to*.

9) His house sits on the edge of *an abyss*.

10) I finally realized I wanted *normalcy* again.

3.3.1.3 Choose the right word or word group to the sentences

a) the itinerary	b) quit	c) freelance	d) report	e) a normalcy
f) reference	g) abyss	h) destination	i) the nomads	j) crave

1) I would rather ... from home than work in an office.

2) The film follows ... as they cross the desert with their camels.

3) On this stage of ... I suggest visiting the eastern part of the country.

4) At the border you will be asked your ... and how long you plan to stay.

5) I wish you'd all ... complaining.

6) The book does not ... anything written in the last 10 years.

7) Many home-based business owners ... independence and flexibility.

8) You will ... directly to the boss.

9) The economic ... between developed and undeveloped countries is widening.

10) The main office gradually returned to

3.3.2 While listening

3.3.2.1 At <https://s3-us-west-1.amazonaws.com/ello-audio/views-1201-1250/1247-Todd-Overseas.mp3> listen to Todd and Julia discussing the possibilities for working online from anywhere in the world. Choose the best option for each sentence. More than one option is possible

- 1) During his year as a nomad, Todd _____.
 - a) met many people
 - b) lived in five countries
 - c) did web work
 - d) worked in restaurants

- 2) What is a problem with online work?
 - a) You need a computer
 - b) You feel lonely
 - c) It's competitive
 - d) You can't work outside

- 3) The idea of complete freedom was ____ for Todd.
 - a) exciting
 - b) motivating
 - c) paralyzing
 - d) frightening

- 4) Todd realized that he wanted to have ____ again.
 - a) a boss
 - b) an office
 - c) a schedule
 - d) normalcy

- 5) Julia thinks that having complete freedom is ____.
 - a) a test of values
 - b) everybody's dream
 - c) terrifying
 - d) impossible

3.3.2.2 Listen to the audio again and say whether the sentences are True or False

- 1) Todd has a positive experience of working abroad.
- 2) Todd had the choice of place and time to work.
- 3) Todd enjoyed his loneliness.
- 4) Julia believes that freedom does not always make people happy.
- 5) Julia is sure that working abroad might be interesting.

3.3.2.3 Insert missing words. What part of speech are they?

- 1) I was ... a nomad.
- 2) I ... was just doing web stuff but it was an interesting experience.
- 3) I mean ... I said that I was gonna just travel the world.
- 4) ... it was a little apartment.
- 5) And then working out what it is they ... value.

3.3.3 Post-listening

3.3.3.1 Answer the questions

- 1) How long did Todd worked abroad?
- 2) What was he doing?
- 3) How did other people find Todd's way of living and working?
- 4) Did Todd expect to feel lonely?
- 5) What happened one day that made Todd quit working abroad?
- 6) What did Julia compare Todd's state on that day to?
- 7) What job does Todd have now?
- 8) What does Julia think the constraints of freedom bring to one's life?
- 9) Would Todd like to work abroad again?

3.3.4 Discussion

What are the pluses and minuses of working online?

Have you ever tried working online? What kind of job was it?

Would you prefer freelance or work in an office? Why?

3.4 Motivation

3.4.1 Pre-listening

3.4.1.1 Match words and word combinations with their meanings

1) a reward	a) someone who studies how people behave in social situations
2) an incentive	b) to do something
3) a social psychologist	c) a fact that shows clearly that something is true
4) a promotion	d) to cut wood into pieces with an axe, knife or other sharp instrument
5) to chop wood	e) something that stimulates you to work harder, start a new activity, etc.
6) to perform	f) to make someone willing to work hard
7) evidence	g) a move to a more important job or position in a company
8) to motivate	h) something that you get because you have done something good or helpful or have worked hard

3.4.1.2 Translate the sentences paying attention to the words and word groups in italics

- 1) They have to work very hard for very little *reward*.
- 2) Companies have *an incentive* to maximize efficiency.
- 3) I want a job with good prospects for *promotion*.
- 4) After graduation *social psychologists* work in different businesses.
- 5) He was chopping wood in the yard.
- 6) Computers can *perform* a variety of tasks.
- 7) At present we have no *evidence* of life on other planets.
- 8) We may never know what *motivated* him to quit this job.

3.4.1.3 Choose the right word or word group to the sentences

a) incentive	c) motivate	e) the evidence	g) to chop
b) social psychologist	d) performing	f) reward	h) promotion

- 1) I'm not doing it for monetary
- 2) The high financial rewards provide a significant
- 3) What are my chances for ... if I stay here?
- 4) She told us she worked as a ... in Athens.
- 5) He went outside ... some more wood for the fire.
- 6) She was fired for not ... the duties outlined in her contract.
- 7) These figures are being given as ... of economic growth.
- 8) To ... others, a boss needs to have strong leadership skills.

3.4.2 While listening

3.4.2.1 Listen to the audio at https://6a63fca904fd268f15f7-d5770ffdd579eb31eaa89faeffc55fe7.ssl.cf1.rackcdn.com/LE_listening_B2_A_talk_about_motivation.mp3 and choose the best answer

1) We try to motivate workers in the same way that we try to motivate ...

- a) our children
- b) ourselves

2) In the Glucksberg experiment, the people who were offered a reward finished ... than people who were not offered one.

- a) later
- b) faster

3) The people who were offered smaller rewards in Ariely's experiment performed ... than those offered bigger rewards.

- a) better
- b) worse

4) In Ariely's experiment, people were ... creative when they were concentrating on achieving a goal.

- a) more
- b) less

5) People who choose the way they work ... get better results.

- a) always
- b) never

3.4.2.2 Match the sentence halves

1) Glucksberg's experiment shows that people solve a problem faster when	a) they are doing a simple task.
2) Ariely's experiment shows that people	b) they can make choices about their work.

are less creative when	
3) The same results as Glucksberg's experiment have been found when	c) they are offered a bigger reward.
4) An incentive works for people when	d) the experiment is repeated.
5) Incentives will no longer work for motivating people at work when	e) they are doing the jobs of the future.
6) The example of the big tech companies shows that people work better when	f) they are not given an incentive.

3.4.2.3 Put the words in the right order to make imperative sentences

- 1) a them offer reward.
- 2) do faster this
- 3) room your tidy
- 4) the job just do well
- 5) your workers give freedom

3.4.3 Post-listening

3.4.3.1 Answer the questions

- 1) Do we motivate people only at work?
- 2) What can we offer to motivate people in business?
- 3) In what kind of tasks do rewards work?
- 4) Why does a bigger reward lead to a worse performance of a task?
- 5) What might motivate people when they do some creative work?

3.4.4 Discussion

What are the basic ways to motivate people?

What motivates you best?

3.5 Cultural diversity at work

3.5.1 Pre-listening

3.5.1.1 Match words and word combinations with their meanings

1) diversity	a) to support people to buy, like, use something
2) isolation	b) a situation when people have the same rights, advantages, etc.
3) a workplace charter	c) many different types of people or things
4) equality	d) a place or location for organizing a meeting, a concert, etc.
5) inclusion	e) someone who trains or educates people
6) to promote	f) when someone feels alone and unable to meet or speak to other people
7) a venue	g) becoming a part of a group
8) a trainer	h) a formal list of values and aims of a company or firm

3.5.1.2 Translate the sentences paying attention to the words and word groups in italics

- 1) The islands are well-known for their linguistic *diversity*.
- 2) Retirement can often cause feelings of *isolation*.
- 3) Our *workplace charter* was adopted a year ago.
- 4) Women have yet to achieve full *equality* with men in the workplace.
- 5) She is being considered for *inclusion* into the Olympic team.
- 6) This institute will *promote* an understanding of the politics and culture of the Arab world.
- 7) We need to book *a venue* for our corporate event.
- 8) Many companies employ outside *trainers* to teach management skill to their staff.

3.5.1.3 Choose the right word or word group to the sentences

a) isolation	c) inclusions	e) trainer	g) workplace charter
b) equality	d) the venue	f) diversity	h) to promote

- 1) Cultural ... is a central feature of modern British society.
- 2) After all the visitors had left, she felt a complete
- 3) The company won't change its ... every six months.
- 4) The government must ensure ... of opportunities for all unemployed.
- 5) Two more stories were chosen for ... into the book.
- 6) The meeting was organized ... the trade between the two countries.
- 7) The negotiations are still on Monday but ... has been changed.
- 8) I work as a teacher

3.5.2 While listening

3.5.2.1 Listen to a team meeting on diversity at https://6a63fca904fd268f15f7-d5770ffdd579eb31eaa89faeffc55fe7.ssl.cf1.rackcdn.com/LE_listening_B1_Team_meeting_about_diversity.mp3 and choose the best option

- 1) The team has grown and become ... diverse in the past.

- a) less
- b) more

2) To respect and value other people's differences is ...

- a) easy
- b) a challenge
- c) just a feeling

3) The company is going to create ... to encourage diversity, equality and inclusion.

- a) new jobs
- b) a new management team
- c) a new workplace charter

4) They will involve ... when creating a new charter.

- a) the whole team
- b) the management team

5) Nina would like to have some ...

- a) workshops
- b) fun venue
- c) team-building sessions

3.5.2.2 Listen to the audio again and say whether the sentences are True or False

1) Stefano is going to look for a trainer who specializes in running diversity workshops.

2) Brenda is going to talk to people about their different opinions.

3) Nina is going to research other organizations and their diversity.

4) Stefano suggests running some workshops and getting ideas from the employees how to create a more inclusive workplace.

5) Nina is thinking about having some team-building sessions to experience the value of diversity for themselves.

3.5.2.3 Insert the missing modal verb and comment its usage

1) But it ... also be a challenge for some people to respect and value people's differences.

2) Many people are simply unaware of the isolation that some team members ... feel because they are different.

3) Well, we ... to create a workplace charter.

4) ... they won't even pay attention to it.

5) We ... run some workshops and get ideas from the employees about how we can create a more inclusive workplace.

6) Stefano, ... you look for a successful trainer who specializes in running workshops and team-building sessions on diversity and inclusion?

7) And Brenda, ... you find a fun venue?

3.5.3 Post-listening

3.5.3.1 Answer the questions

1) What are the firm's people different in?

2) What will a new workplace charter promote?

3) What is the positive impact of having diversity at work?

4) Do people like the idea of changes in the firm?

3.5.4 Discussion

How do you understand the concept of "cultural diversity" at work?

Are the companies culturally diverse in your region? Provide some examples.

What are the benefits of cultural diversity at work?

What are the challenges of cultural diversity at work? How can we manage them?

4 Advanced

4.1 Salary

4.1.1 Pre-listening

4.1.1.1 Match words and word combinations with their meanings

1) discrepancy in wages	a) to cause harm or difficulty to innovation
2) barely getting by	b) to wait for a moment
3) to hurt innovation	c) to be paid too much
4) to hang on	d) the difference between how much money people earn
5) to lose out	e) not to dislike
6) to have nothing against	f) to not have an advantage that other people have
7) grossly overpaid	g) having very little money to buy basic things
8) salary cap	h) an upper limit on the amount that employees in a company or industry can be paid

4.1.1.2 Translate the sentences paying attention to the word groups in italics

1. In modern Europe women have achieved social equality with men, but *discrepancy in wages* still exists.

2. Many emerging economies are growing fast, but in some countries the majority of people *are barely getting by*.
3. The lack of money provokes the lack of motivation and *hurts innovation*.
4. Sally's on the phone. Would you like *to hang on*?
5. Some economists believe that when we raise corporate taxes, the cost is passed on to consumers and people *lose out*.
6. I *have nothing against* professional athletes, but I think their salaries are too high.
7. I think some top managers get *grossly overpaid*.
8. The employees' union is opposed to *a salary cap*.

4.1.1.3 Choose the right word or word group to the sentences

a) discrepancy	c) innovation	e) lose out	g) overpaid
b) barely get by	d) hang on	f) nothing against	h) salary cap

1. For all my extra hours at work I deserve to be
2. They hoped for a luxury life but ... instead.
3. ... and creative thinking are keys for the prosperity of a company.
4. He found out the ... in salary with his other colleagues.
5. Can you ... ? I have another call.
6. She has ... studying abroad.
7. When you do not respect people, you will always ... in the end.
8. The NBA's ... was set at \$109,140,000 for the 2020/21 league year.

4.1.2 While listening

4.1.2.1 Listen to the talk at <https://www.elllo.org/Audio/A0951/984-Greg-Salary.mp3> and choose the best option

- 1) Greg is not sure _____ .

- a) if a salary cap is a good idea
- b) how much the cap should be

2) Greg says not enough people are _____ .

- a) working hard
- b) getting by

3) Todd thinks a cap would hurt _____ .

- a) a motivation
- b) the wrong people

4) Greg has _____ with people getting rich.

- a) a problem
- b) no problem

5) Greg talks about millions of people not _____ .

- a) making much
- b) having work

6) Todd thinks the problem is _____ .

- a) morality
- b) management

4.1.2.2 Listen to the audio again and say whether the sentences are True or False

1) Greg supports the discrepancy in wages.

2) Todd is sure that high salaries motivate people.

3) Greg wants all people to have a good life standard.

4) Todd wants people who create some special products or outcomes to get

millions and billions of dollars.

5) Greg and Todd have different opinions on the problem of high wages.

4.1.2.3 Make the halves of the sentence

1) I'm not sure how much it should be,	a) that are making more money than millions of people in the world make combined.
2) I'm against the idea mainly because,	b) you know, I think that hurts innovation.
3) I think that there's no proof to say that these people are making these products	c) which millions of people across the world are not having.
4) You have executives of some major international corporations	d) but definitely the discrepancy in wages is way too great.
5) Those people deserve a good life standard	e) because they're making such tremendous amounts of money.

4.1.3 Post-listening

4.1.3.1 Answer the questions

- 1) What life examples does Greg give to illustrate the discrepancy in wages?
- 2) What company does Todd give as an example to prove his opinion that results depend on salary?
- 3) Who of the two – Greg or Todd – is sure that any society can have a fair income system?

4.1.4 Discussion

Do you like the idea of having a salary cap in a company? Give your arguments.

4.2 Welfare

4.2.1 Pre-listening

4.2.1.1 Match words and word combinations with their meanings

1) welfare	a) a meaning of a word or phrase that is suggested or implied
2) a loser	b) reduced to poverty
3) connotation	c) a very bad situation that is continuous and difficult to stop
4) deep down	d) to stop the number, level, or size of something from increasing
5) impoverished	e) a problem or a difficult situation
6) a vicious cycle	f) dole – money paid by a government to people who are poor, sick or who do not have jobs
7) hand they have been dealt	g) true feeling
8) to keep something down	h) somebody who is not successful in what he or she does
9) resentment	i) taking something important or necessary away from something or somebody
10) predicament	g) things in your life that you can't control
11) entitlement	k) the right to do or have something
12) deprivation	l) a feeling of anger about situation that you think is unfair

4.2.1.2 Translate the sentences paying attention to the words and word groups in italics

1. I get my *dole* twice a week.
2. This guy is a born *loser*!
3. In western countries, living with your parents after graduating university has negative *connotations*.
4. I always appear confident during a presentation, but *deep down*, I'm actually a little nervous
5. I have to exercise *to keep* my weight *down*.
6. I sympathize with your *predicament*.
7. We have to destroy, once and for all, *the vicious cycle* of poverty and economic stagnation.
8. Falling coffee prices made many Third countries economies *impoverished*.
9. Paris Hilton had very rich parents. She was *dealt* a lucky *hand*.
10. She was filled with deep *resentment* at being passed over for the promotion.
11. Many people are still not aware of the *entitlements* they may be able to get.
12. Sleep *deprivation* causes memory loss and other problems.

4.2.1.3 Choose the right word or word group to the sentences

a) looser	c) entitlement	e) predicament	g) deprivation
b) connotation	d) dole	f) resentment	h) a vicious cycle

- 1) I have been on the ... for two years now.
- 2) I am a constant ... on love.
- 3) 'Ignorant' means not having knowledge, but it also has a negative ... when used informally as meaning stupid.
- 4) He felt considerable ... towards Sheila for making him work late.
- 5) The amount of money you earn does not affect your ... to child benefit for your children.

- 6) He says the company is in the same ... as it was 10 years ago.
- 7) It may lead to a considerable degree of social
- 8) Poor productivity causes low salary and so on, in a

4.2.2 While listening

4.2.2.1 At <https://www.ello.org/Audio/A1051/1094-Rachel-Welfare.mp3> listen to Todd and Rachel discussing how people feel about welfare in the United States and choose the best option. More than one option is possible

- 1) Todd says the welfare is _____ .
 - a) seen negatively
 - b) temporary
 - c) accepted

- 2) If you are on welfare some people feel you are _____ .
 - a) lazy
 - b) a loser
 - c) a victim

- 3) He thinks people in impoverished areas _____ .
 - a) want to be on welfare
 - b) do not like being on welfare
 - c) are not happy about being on welfare

- 4) He thinks people on welfare _____ .
 - a) are stuck in a cycle
 - b) might have resentment
 - c) need to work harder

- 5) For single mothers there _____ .
 - a) is no child care

- b) is a support from police
- c) a lot of opportunities

4.2.2.2 Listen to the audio again and say whether the sentences are True or False

- 1) In the USA people get only short-term welfare when they lose their job.
- 2) Both in the USA and Britain people in impoverished areas do not have the same quality of education and job opportunities.
- 3) In Britain they do not have communities where all people live on welfare.
- 4) In Britain the cost of childcare is enough for single mothers not to work.
- 5) In the USA single mothers do not have any childcare support from the government.

4.2.2.3 Match the sentence halves

1) If you lose your job	a) then people really look at you negatively.
2) If you tell somebody that you're on welfare,	b) it has a really negative connotation.
3) There's welfare which is kind of more long-term like	c) you can get money from the government.
4) If you're on welfare,	d) it could really have affects, you know, later on in life.
5) If they're not	e) if you have children.
6) If they don't have a strong parent figure at home,	f) then it leads their children to be more susceptible to crime or to life in crime.

4.2.3 Post-listening

4.2.3.1 Answer the questions

- 1) Do people get any support if they lose job in the USA?

- 2) Do people in impoverished areas in the USA want to be on welfare?
- 3) Are there people in Britain who live all their lives on welfare?
- 4) What might financial insecurity lead kids to in a single-parent families?
- 5) Are welfare systems the same in the USA and in Britain?

4.2.4 Discussion

What categories of people get welfare in Russia?

Find the statistics that demonstrates how many people are there in each category and what is the amount of the welfare?

Does the word “welfare” have positive or negative meaning among Russian people?

4.3 International business

4.3.1 Pre-listening

4.3.1.1 Match words and word combinations with their meanings

1) to hire	a) to be the place that only few people visit
2) obviously	b) to say without much thought
3) secluded	c) to come to mind
4) off the beaten track	d) to appear rapidly
5) to say off the top of my head	e) to give a job
6) to stick out	f) the people you know and who can help you
7) to pop up overnight	g) having no many visitors
8) connections	h) in a way that is easy to understand or see

4.3.1.2 Translate the sentences paying attention to the words and word groups in italics

- 1) We plan *to hire* 3 specialists more.
- 2) She was *obviously* very upset.
- 3) This village *is secluded* in jungles.
- 4) While travelling, I try to stay *off the beaten track*.
- 5) *Off the top of my head* I can recommend only one place to visit there.
- 6) For fashion, one place that *sticks out* is Paris.
- 7) In early spring snowdrops *pop up overnight*.
- 8) He only got a job because of his *connections*.

4.3.1.3 Choose the right word group to the sentences

a) hire	c) secluded	e) off the top of my head	g) pop up overnight
b) obviously	d) off the beaten track	f) sticks out	h) connections

- 1) We have to ... a public relations consultant to improve our image.
- 2) She prefers a ... beach.
- 3) “What’s the capital of Mauritania?” – “I don’t remember. ... it is Nouakchott.
- 4) ... the university can’t function without teachers.
- 5) In a recession, homeless people seem to
- 6) The farmhouse we stayed in was completely
- 7) Nothing ... in this situation.
- 8) He has some ... in Washington.

4.3.2 While listening

4.3.2.1 Listen to Dan, an American ex-pat who talks at about nice places to run business in Asia <https://www.elllo.org/Audio/A1301/1324-Dan-Location.mp3> and choose the ending. More than one is possible

1) Dan likes the Philippines for _____ .

- a) its beaches
- b) its costs
- c) its English

2) Bangkok is good for _____ .

- a) food
- b) connectivity
- c) nightlife

3) Nha Trang is _____ .

- a) secluded
- b) off the beaten path
- c) lively

4) China is good if you _____ .

- a) are business focused
- b) are low on funds
- c) need a factory

5) Shaman is nice because it is _____ .

- a) like Taipei
- b) very green
- c) a big city

4.3.2.2 Listen to the audio again and say whether the sentences are True or False

1) Dan believes the best choice where to work in Asia depends on what business you have.

- 2) Bali is a nice place to combine relaxing and working.
- 3) Workers are less expensive in Manila than in other Philippines cities.
- 4) Dan visited only business cities in China.
- 5) Dan likes Shaman most of all.

4.3.2.3 Put words and words expressions to the right column

a) the Philippines	b) Bangkok	c) Bali	d) Nha Trang	e) Shanghai	f) Shaman
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- 1) a more relaxed environment,
- 2) secluded
- 3) a famous place for going to hire English speakers
- 4) futuristic
- 5) a great night life, the best food in the entire world
- 6) very international
- 7) does have sort of a charm
- 8) nature-oriented
- 9) a hundred different nationality of food

4.3.3 Post-listening

4.3.3.1 Answer the questions

- 1) Where does Dan live?
- 2) Are workers less expensive in the capital or south cities of the Philippines?
- 3) What city in Asia is a transport hub?
- 4) What country does Dan have business contacts with?

- 5) Has Dan explored China well?
- 6) What city in China looks European-like?
- 7) Is the number of cities in China increasing or decreasing?

4.3.4 Discussion

- What is the economic structure of your region?
- What are the benefits of working in your region?
- What are the most popular jobs and professions here?
- Are there any joint enterprises here?
- Is the region developing new technologies and productions?
- What are the perspective priorities?

4.4 Innovations in economy

4.4.1 Pre-listening

4.4.1.1 Match words with their meanings

1) to grasp	a) to stop developing or making progress
2) innovation	b) causing problems and preventing something from continuing in its usual way
3) to stagnate	c) different from what is usual or from the way most people do things
4) incremental	d) causing or being an example of great change, extreme

5) disruptive	e) the end of something that used to exist
6) architectural	f) to understand something, especially something difficult
7) radical	g)
8) unconventional	h) a new idea, method or invention
9) a demise	i) relating to architecture
10) evaluation	j) increasing in amount of value gradually and by regular amount

4.4.1.2 Translate the sentences paying attention to the words in italics

- 1) I think I *have grasped* the main points of the presentation.
- 2) Our goal is to encourage *innovation* in industry.
- 3) Growth is expected *to stagnate* next year.
- 4) Mr. Smith said that the progress on reforms would be *incremental*.
- 5) Night work can be very *disruptive* to home life.
- 6) This article presents empirical studies from *architectural* literature.
- 7) During bad economic times *radical* steps may be necessary to restore the confidence of consumers.
- 8) He has an *unconventional* attitude toward work.
- 9) The *demise* of the company was sudden and unexpected.
- 10) They took some samples of products for *evaluation*.

4.4.1.3 Choose the right word to the sentences

a) radically	c) grasp	e) incremental	g) unconventional	i) disruptive
b) stagnated	d) architectural	f) demise	h) innovations	j) evaluation

- 1) He has a good ... of this problem.

2) ... in information technologies have transformed the way we work, study and rest.

3) His career has

4) We have some ... improvements in staff's efficiency.

5) Mike's parents thought I was a ... influence.

6) Ground Zero is the most emotive ... project of our time.

7) His views are not ... different from my own.

8) His business methods were ... but successful.

9) Huge corporations led to the ... of small, family-owned companies.

10) Experts will do a thorough ... of the project before it starts.

4.4.2 While listening

4.4.2.1 Listen to the business podcast at https://6a63fca904fd268f15f7-d5770ffdd579eb31eaa89faeffc55fe7.ssl.cf1.rackcdn.com/LE_listening_C1_Innovation_in_business.mp3 and choose the best option

1) This podcast focuses on some of the ... of innovation.

a) downsides

b) key types and stages

c) popular ideas

2) Incremental innovation involves a series of

a) large-scale changes

b) steps before a real innovation

c) small changes

3) ... innovation involves introducing a change that has an impact on the existing market.

a) Disruptive

b) Architectural

4) Radical innovation can lead to

a) the death of existing markets

b) the growth of existing markets

5) Architectural innovation involves ...

a) creating a new market

b) old technology for a new usage

c) creating a new technology

4.4.2.2 Put the stages of innovation in the right order

1) evaluation

2) idea generation

3) implementation

4) support

5) experiment

4.4.2.3 Listen to the audio again and match the sentence halves. Comment on the verb's tense forms

1) You will hopefully have a better grasp	a) and the companies currently serving that market.
2) Incremental innovation focuses on	b) in reverse to machines that blow out air.
3) The innovations will disrupt the market	c) the death of music CDs.
4) The first touchscreen smartphones disrupted	d) of the topic of innovation.
5) Their advanced airflow technology from their vacuum cleaners was applied	e) existing markets and technologies.

6) The birth and growth of digital and downloadable music has practically led to	f) the demise of traditional TV within a few short years.
7) Film and TV streaming services may lead to	g) the mobile phone industry.

4.4.3 Post-listening

19.3.1 Answer the questions

- 1) Why is innovation important?
- 2) What would happen to organizations and societies without innovation?
- 3) What are the missions of innovation?
- 4) What type of innovation improves existing products and services?
- 5) What is an example of Disruptive innovation?
- 6) What is an example of Architectural innovation?
- 7) What is an example of Radical innovation?

4.4.4 Discussion

What are the key types of innovation?

Can you give your own examples of each type of innovation mentioned in the audio?

What are the five stages of innovation?

What is the most challenging of the stages? Why?

What are the preconditions for any innovation?

Do you believe that any innovation has a positive effect?

4.5 Work burnout

4.5.1 Pre-listening

4.5.1.1 Match words and word combinations with their meanings

1) blue	a) to die from being under water too long
2) to deal with	b) to have physical or mental pain
3) work burnout	c) to cope with
4) a case study	d) not believing that people have good, honest and sincere reasons for doing something
5) drowning	e) a detailed examination of a person, process or situation over a period of time
6) to dry up	f) enjoying life and not worrying about things
7) to suffer	g) a mood of sadness
8) cynical	h) a formal agreement to meet or visit somebody at a particular time and place
9) happy-go-lucky	i) to come to an end and no more is available
10) appointment	j) the feeling of always being tired because you have been working hard

4.5.1.2 Translate the sentences paying attention to the words and word groups in italics

- 1) I have been feeling a kind of *blue*.
- 2) How is he *dealing with* his overweight problem?
- 3) With longer vocations you would see less *burnout* and higher productivity.
- 4) She published a series of *case studies* on how business used this new marketing technology.

- 5) Many people *drowned* when the boat overturned.
- 6) Foreign investments may *dry up*.
- 7) Do you *suffer* from any allergy?
- 8) The public is *cynic* about the new election technology.
- 9) He was a big, *happy-go-lucky* chap, ever smiling and pleasant.
- 10) I'd like to make *an appointment* with Dr, Evans, please.

4.5.1.3 Choose the right word or word group to the sentences

a) suffered	c) dried up	e) have drowned	g) to deal with	i) appointments
b) burnout	d) cynical	f) blue	h) case study	j) happy-go-lucky

- 1) I don't know what's wrong – I just feel
- 2) I had no idea how ... with the problem.
- 3) Long and extra work hours have led to ... and frustration.
- 4) A detailed ... of the two companies identifies present practices and the need for and the barriers against work flexibility.
- 5) If it wasn't for the life jacket I would
- 6) The work soon
- 7) I think he ... a lot when he left his last job.
- 8) I have always been pretty ... about his ideas.
- 9) I will be the only one who will miss this ... colleague.
- 10) If he didn't have a secretary, he wouldn't remember any of his

4.5.2 While listening

4.5.2.1 Listen to the audio at <https://6a63fca904fd268f15f7-d5770ffdd579eb31eaa89faeffc55fe7.ssl.cf1.rackcdn.com/professionals-podcasts-work-burnout.mp3> and choose the best option

- 1) Pam ...
 - a) wrote the book together with Steve
 - b) described Steve's case in her book
 - c) recovered from work burnout and wrote the book about this

- 2) Steve ...
 - a) had a serious case of burnout
 - b) is having a serious case of burnout
- 3) With ... people lose much more than energy
 - a) stress
 - b) burnout

- 4) When having burnout Steve started feeling really ...
 - a) happy-go-lucky
 - b) optimistic
 - c) negative

- 5) ... helped to Steve.
 - a) medicines
 - b) meditation
 - c) Pam's book

4.5.2.2 Listen to the audio again and say whether the sentences are True or False

- 1) Pam has written a book about health problems at work.
- 2) Burnout and stress are not the same.
- 3) People do not always know when they have burnout.
- 4) Steve's personality changed when he was ill.
- 5) Steve made an appointment with a doctor.

4.5.2.3 Insert a missing preposition

a) back	b) about	c) out	d) for	e) up	f) about	g) from
---------	----------	--------	--------	-------	----------	---------

- 1) I'd like to thank you both ... coming along today.
- 2) Steve has just recovered ... work burnout.
- 3) Palm helped Steve to get his health ... again.
- 4) Steve couldn't even face getting ... in the morning.
- 5) Steve enjoyed the things he felt quite strongly
- 6) Meditation calms the mind and helps to shut ... the world's distractions.
- 7) Aren't we just talking ... stress here?

4.5.3 Post-listening

4.5.3.1 Answer the questions

- 1) How did Pam and Steve meet?
- 2) How are stress and burnout connected?
- 3) Who supported Steve when he suffered from burnout?
- 4) Has Steve ever taken anti-depressants?
- 5) How does meditating help to get rid of burnout?

4.5.4 Discussion

Have you ever experienced work burnout?

Was it a serious case?

Did you realize you had a burnout?

What were the symptoms?

Did you visit a doctor?

Have you recovered from burnout?

What helped you?

Scripts

1.1 Daily Routine

Rebecca: So, Gareth, what's your daily routine like?

Gareth: My routine is actually a little irregular. I have a different working schedule for each day of the week, but on a weekend my son usually wakes me up about half-eight, nine o'clock, and after that we go downstairs, and I get him some cereal, like he likes at the moment chocolate rice Krispies and he has a bowl of them and we watch Toy Story. He loves Buzz and Woody.

Rebecca: Every weekend the same movie?

Gareth: Exactly. Again and again and again. Yeah, so we watch it a lot. On weekdays, though, I usually wake up at six a.m. I have to go to work at eight, so I commute on the bus and train and that takes an hour and a half. It takes a long time, and then I work. I get home about sevenish. I have dinner with my wife. Usually if I come home late, she waits and she'll have dinner with me, and sometimes she'll wait until like nine.

Rebecca: Whoa!

Gareth: Yeah, pretty late, so it's really nice.

Rebecca: Are you a morning shower person or a nighttime bath, relax person?

Gareth: Yeah, so actually I think I'm a kind of night owl. I work much better in the evening and I get more done. In the morning I'm a little bit like a zombie, but these last

years, working have kind of trained me to be an early bird. Waking up so early, as I do, I've kind of adapted to it, so. But I much prefer the evening.

Rebecca: So you would come home from work and eat dinner and then take like the bath to calm down to go to bed at night?

Gareth: No, actually I prefer showers than baths, but yeah, I usually relax with my family and watch a movie or read a book. My son's really into Dr. Zeuss books. They're classic children's books from back home and they're great. Even for me, like that's the good thing about having kids, you kind of get reattached to your, and feel kind of nostalgic about your old activities like the things that you did when you were a child.

1.2 Commercialization

Abidemi: So Rory, do you think holidays these days ... do you think they're too commercial? What do you think?

Rory: I mean, they really are commercial aren't they? Christmas especially. It seems to start earlier and earlier every year, so now you hear Christmas songs like in November and maybe even in October, and the stores start to have decorations. It is too commercial? I don't know. I love Christmas, you know. So I love all the Christmas lights, but there is a lot of pressure on people to spend a lot of money at Christmas.

Abidemi: That's true. I think I am with you on that. I love Christmas. I love everything that comes with it: the songs, the food, the family time, so I can't really complain about it, but I think the year, the calendar year, has just become one big holiday thing, where you start off, you know ... I don't know, you start whenever. December Christmas finishes and we're already looking forward to Valentine's Day. Valentine Day finishes – Easter, St. Patrick's Day. So it's like one continuous holiday coming up right after the other. So ...

Rory: And things like St Patrick's Day – when I was a kid – my family's Irish. We never celebrated St. Patrick's Day at all. I mean nothing. Didn't even talk about it. But now, all the pubs, and the bars, have promotions. The restaurants have promotions. You can buy green beer. People are wearing funny hats. It seems to me like completely a commercial holiday.

Abidemi: That's true.

Rory: It doesn't seem to be related to St Patrick at all.

Abidemi: That's true. That's true. Why do you think it's becoming more and more like that?

Rory: I guess just that companies see it – the way to sell more products.

1.3 First Job

Todd: Lois, what was your first job?

Lois: The first job I had was a sales assistant in a shoe shop.

Todd: Oh, shoes

Lois: Shoe shop, yeah! When I was fifteen, I got my first job and I used to work every Saturday for maybe 8 hours a day and I used to earn, 1 pound 77 pence per hour.

Todd: It doesn't sound like very much

Lois: No, so in England now, the minimum I think is maybe 5 pounds.

Todd: Oh, wow!

Lois: So by the time I'd got the bus to Bournemouth, the town, and bought my breakfast at McDonald's, and then gone out for lunch and then got the bus home, I had no money left, but at the time cause I got paid at the end of the month, I always thought I had money, because suddenly all this money would appear in my bank account, but then I would have already spent it all, within the day of work.

Todd: Wow. So how long did you last at this job?

Lois: I worked all together I think in three different shoe shops, so the first one I worked in for a year and then that one closed down, so then they moved me to another one, the same company, and then from that one I moved to another one, but then I had to leave my job when I had to do my exams at school cause I needed to study.

1.4 Money

Todd: James!

James: Yo!

Todd: If you had a million dollars...

James: Mm-hm

Todd: If you won the lottery...

James: Yes.

Todd: What would you do?

James: I would buy a small island, build a house there, and invest the rest of my money so that I would never have to work again.

Todd: OK, So are you talking about a tropical island, or...

James: A tropical island, yeah, or maybe I would give it all to charity and have a bridge named after me.

Todd: That's two different things there. How about the island? Would you want to be alone, on a secluded island or?

James: No, I would want all of my friends to come and visit me often.

Todd: OK. Nice. So how would you pass the time on this island?

James: I would read books. I would study. I would go swimming, go fishing, and play with my dog.

Todd: OK. Do think money can make people happy, can buy happiness?

James: No, but it can sometimes make it easier. It depends on what you buy.

1.5 Speech etiquette

Jane: Hello, this is the sales department. Jane Solomon speaking.

Peter: Hello, is Maria Fernandez there, please?

Jane: No, I'm sorry. She's not in the office at the moment. She's on her lunch break.

Peter: Oh. Could you take a message, please? Could you tell her that Peter Griffin called?

Jane: Sure. Could you give me your number?

Peter: It's 0-7-4-6-0 double 9-0-1 double 8.

Jane: Thanks. That's 0-7-4-6-0 2-9-0-1-2-8.

Peter: Sorry, no. It's 0-7-4-6-0 9-9-0-1-8-8.

Jane: 9-9-0-1-8-8.

Peter: Yes. Please ask her to call me back, and tell her it's about the PXO project. I need the new project figures.

Jane: The PXO project. Right. I'll give her your message when she comes back to the office.

Peter: Thank you. In case I'm in a meeting when she calls back, can I give you my email address too?

Jane: Of course.

Peter: Great. It's P-E-T-E-R dot G-R-I-F-F-I-N at F-R-E-S-H dot com.

Jane: Can I read that back to you?

Peter: Sure.

Jane: That's P-E-T-E-R dot G-R-I-F-F-I-N at F-R-E-S-H dot com.

Peter: Yes, that's it.

Jane: OK. I'll tell her you called.

Peter: Thank you. Goodbye.

Jane: Goodbye.

2.1 Types of companies

Chris / England

I suppose there are advantages to both, working for a small company, you might have more space and more time to work on projects that you're interested in, but a big company, I suppose, you might think, you have more job security, so on balance I think I'd prefer to work for a big company, but I've worked for small companies in the past and there was a bit more freedom involved in those jobs.

Aki / Japan

Actually, I want to try working in a big company. The first job I got, it quite a small company. There were only about maybe one thousand people and my department only had

about six people in it and it was quite small. I had to work under the president which was quite stressful so, if I work in a bigger company, I guess I don't really have to work under the president and go under all that stress.

Prae / Thailand

For now I think I would like to work for a big company because I'm really new to the working ... because I'm a newly graduate and I think it would be nice to learn all the system in the big company first.

Matthew / England

I've worked for big companies and for small companies and they all have their own problems but in general I prefer working for small companies.

Lori / Canada

Well, I'd rather have my own business to be honest, but if I had to choose between a big company and a small company, I think I'd prefer a small one because I think if you work for a big company often you get lost in the shuffle and you become just a number rather than a real person, so if I had to choose, I'd go with the small one.

Eoin / England

I used to think that a small company would be a much nicer environment to work in but having actually worked for a small company, now I'm much more in favor of a big companies and standard working hours and standard working conditions.

2.2 A job's interview

Todd: So you're in law school, Travis.

Travis: Yes, I'm in law school.

Todd: Normally, how do you get a job after you finish law school?

Travis: Well, the law school that I'm at is considered to be a top-tier law school and so my law school has a lot of power to get companies to actually come to my law school and interview with students at the school. And the way my law school does it is every year in the summer, the last week of summer before school starts, they get about 700 firms to come for about one week and interview students on campus and it's called early interview

week. So during this early interview week, basically the school rents out an entire hotel and every firm will be there for about one day and so, it's like every day you have about 150-200 firms on any particular day. Each with their own room in the hotel and so the students will wait in a common area and when it's their time to interview they'll go to a hotel room and knock on the door and go inside and interview with that firm and they'll get maybe 20 or 30 minutes with that firm. And then afterwards if the firm likes them the firm might actually invite them to go to lunch or to go to a dinner that night and they'll be selected so maybe every day, a firm will interview as many as 50 candidates but only invite maybe 5 or 6 of them to go out to dinner with them that night. So this lasts about 4 or 5 days and at the end of that, other than being really tired. Hopefully, you've gotten a couple of job offers, well not job offers but basically an offer to come back to a second interview which will hopefully, eventually lead to a job offer. So, for the students it's quite difficult. Over the course of a week some students will interview with as many as 25 firms, over a four or five day period so they can be interviewing anywhere from five to as many as ten firms in a single day. So if you're interviewing 10 firms in a single day, each 30 minutes long, you're going to be there a long time. At least 5 or 6 hours of straight interviewing, going from one room to the next room to the next room, to the next room to interview with a firm.

Todd: Sounds pretty exhausting.

Travis: It's really exhausting and I'm not looking forward to it at all.

2.3 Future job

George: Where are you working these days?

Crystal: I'm working at the restaurant around the station.

George: What's it like working in a restaurant?

Crystal: Well, it's ... busy times are busy, but boring sometimes. It's just usual work: washing dishes, serving and then that it's pretty much. Not a big deal job. I really like it, but at the same time I'm looking for more. I think I should look for a desk job or something.

George: Oh, a desk job!

Crystal: What about you?

George: I don't know. Maybe I could work at a ... maybe a clothing store.

Crystal: Oh, really!

George: I do enjoy fashion, and I need to update my wardrobe, so a little discount would be nice.

Crystal: I hear that there's an opening at Bloomingdale's.

George: Oh, awesome!

Crystal: You should give it a try.

George: Maybe. But then again I'm not a very ... I'm not really a people person, though.

Crystal: A people person! What do you mean?

George: I can't just go up to new people and start talking to them. It's a little difficult for me.

Crystal: Well, on my point of view, I think that's a little ... sometimes I think that's sort of a little annoying. One time like this lady at the market, she just started talking me, "Oh, this looks good on you!" OK, I don't need that. You know.

George: Yes, they use some very strong mind tricks to get you to buy things.

Crystal: Yeah. Well, you're good with mind tricks aren't you?

George: I'm good at being played by mind tricks, but now good at doing mind tricks.

Crystal: Aye! Well, I guess you still have nine months left.

George: Yeah, it's a little depressing though.

2.4 Decision making

Jani: Thanks for coming, everyone. So, we're here today to define the timeline for our new project.

Emiko: Yes, Jani, that's a great idea.

Carolina: OK. What do you need from us?

Emiko: Hold on a moment. I think we need to decide between us what to do, to make sure it works for all departments.

Jani: Yes, exactly, don't worry. We're going to discuss this and make a decision together. Let's first think about the scheduling of each project phase. What do you think, Emiko?

David: Can I interrupt? I think we should first be clear about the process we'll use to make the decision. How are we going to do it?

Jani: Ah, yes. Good point. Well, I think the best way is for each of you to give your opinion and then we can discuss and make a decision.

David: OK. That sounds good.

Emiko: Yes, that works for me too. I know we're still planning the structure of the later phases of the project, but I think we should begin phase one as soon as possible. We can work out the rest later, as we go along.

David: I'm sorry, I don't think so. How can we start phase one if we're not fully clear on where the rest of the project will take us? We might make a wrong decision and waste time.

Jani: I agree with you on that point, David. However, we'll waste too much time if we wait until everything is planned before we actually start working on the project. I think we should take an agile approach.

David: Agile approach?

Jani: Well, it means that we start quickly and then adapt as we go along.

Emiko: That's right.

Jani: Carolina, you've been very quiet.

Carolina: Um ... I'm sorry. I didn't want to interrupt. I'm listening ... and thinking.

David: Do you agree we should get the plan right first, and then start with phase one?

Carolina: I'm sorry, David. I don't think I agree with you. It's important to have a good plan. But plans can change, even the good ones – and business changes often. We need to be flexible, and we also need to move quickly.

Jani: OK. So should we take a vote?

Emiko: Well, you're the project leader. Let's go with your decision.

Carolina: Yes, I'll follow your lead, Jani.

David: Well, I guess that's decided then. We'll follow your agile approach, Jani. Start quickly and keep planning the later stages of the project.

Jani: Yes, that's right.

David: I still don't think this is the right decision, but I'm happy to go with the majority. We should add some space into the schedule later for additional work this "flexibility" will need.

Jani: Don't worry, David, we will. OK, so it's decided then. We'll start phase one as soon as possible, and in the background we'll continue planning the later phases and adapt them as we go along.

2.5 Work – life balance

Presenter: Good morning, everyone. On today's show, we've got Chris Svensson with us, the author of *No more nine to five*, the new best-selling book about work – life balance in the current working world. Good morning, Chris. Thanks for coming.

Chris: Thanks for having me, Anna.

Presenter: So, Chris, tell us about your book and how the concept of a work – life balance has been changing?

Chris: Well, in the more traditional workplaces, people's working lives and their private lives are, or were, clearly divided. People often work from nine in the morning until five or six in the evening. People sometimes stay late in the office and work in the evenings. This is called working overtime.

Presenter: OK, and what else?

Chris: Well, in these environments it isn't common for people to work at the weekend or while they're on holiday. They can clearly separate their working lives and their private lives. And the evenings, weekends and holidays are free to focus on non-work areas of life, such as hobbies, interests, sports, spending time with the family and friends, and so on. It's important and healthy not to spend all your time just working, right?

Presenter: Right! So what has changed? How are things different now?

Chris: Well, for a start, most people can now access their work emails from their mobile phones. So they are more likely to quickly reply to an important mail in the evening or at the weekend. The same goes for laptops. It's easier to access your work in the evenings from home or even from your hotel when you're on holiday.

Presenter: That doesn't sound like much of a work – life balance. It sounds like all work.

Chris: Exactly, but this new mobility brings a lot of advantages with it. More people are now able to work flexibly, so if they need to leave the office early one afternoon to be with their family, they can catch up on work that evening from home or somewhere else.

Presenter: That sounds good. So, what you're saying is that although traditional divisions between work and life are fading, many employees now have more freedom to do their work from different locations and at different times.

Chris: Yes, that's it.

3.1 E-mails

Paul: So Aimee, do you always check your emails in the morning?

Aimee: Probably. Probably. Recently, I'm trying to stop using my electronic devices so much. So I think in the morning, I need to do other things but very often, I will quickly scan my phone and check because my phone is also my alarm clock, so it's right there. It's too handy.

Paul: Yeah. I'm always one that wake up – I don't know, I've got this really bad habit where I think something major has happened during the night. And so I wake up and I'm checking different websites and checking Facebook to see if there're any messages or any great news over the course of the night. Yeah, it's a really bad habit, you know. It starts to kind of dominate your life. Yeah, I think it's quite addictive things, isn't it?

Aimee: Yeah. I've been thinking about it a lot recently. And it's something I think that doesn't need to be in the morning routine so much. It's good to just get your head

ready before you – your head and your body ready before you start thinking about checking emails and stuff.

Paul: I agree. I heard somebody – there was a piece of advice, I can't remember where I heard it from. But it was just to check your emails twice a day. You know, you don't need to do more than that. Check once in the morning, once in the evening, that's it. Check your news websites, maybe twice a day rather than every 30 minutes or something.

Aimee: Yeah, that's –

Paul: Yeah. I think it requires discipline, doesn't it?

Aimee: It does.

Paul: Yeah.

Aimee: It's good advice but I don't know if it's very practical because if you're using a smart phone, which I do, then you're using it first, it's got so many different functions and you need it for – need it, I guess is a loose term. But you use it for so many different things. So it's always there, you know. Always there. However, I did start reading a book the other day, so I'm trying to stop looking at my phone and start reading a book instead.

Paul: Oh, good for you. Yeah.

Aimee: Thanks.

Paul: That's good move. Yeah, I should perhaps do that myself.

3.2 Outsourcing

Julia: Hey Todd, just talking about your website. Do you do everything on that site, all the recordings, the editing, everything?

Todd: I used to. Yeah, I think up till the first, for the first six years I did everything. I did, I would record the audio that's step one. And then I would edit the audio and then I would transcribe it and then after I would transcribe it, I would write the quiz and then I would find photos for the audio and then I would make the multimedia which was usually flash, then I would organize it and upload it on to a web server. So, yeah, I used to do everything.

Julia: Ah, you're multi-skilled.

Todd: Yeah, well I learned from it. I learned how to do a little of everything so it was good. But now I actually outsource a lot.

Julia: What does that mean? You have other people do those parts for you?

Todd: Yeah. Like usually I have now around six to seven people around the world that help me out. So I just find people, like digital assistants online, and they specialize in one thing and then I hire them through different agencies and then they do the work for me. So it's great.

Julia: And how do you choose who you are going to use for those tasks?

Todd: Well usually what you do is you post a job on a site, you place a bid or you just post a job and then different contractors post a bid and you can look at their experience and then if you find somebody that's say an audio editor or a transcriptionist or a photo editor then you hire them and you could either pay them one set fee for like one job or you can pay them by the hour and I usually pay people by the hour. So like right now I have a transcriptionist who works from Spain, she's a retired secretary and she does all the transcriptions for me now so there's fewer mistakes. There's a student in America who's Chinese who finds my images and she crops them now. It's like a part time job. There's a guy in India who edits a lot of my audio now so he's a professional sound engineer.

Julia: Wow.

Todd: Yeah, and I send him the audio and he does that.

Julia: So these people are all working like freelancers in their specific field?

Todd: Yeah, usually what they do is they are professional and maybe they moonlight at night, they do a little extra work or in some cases they just have a part time job and they want to make a little extra money working online or it's their career actually and they work for many people so they'll cobble together many contracts with different people. Like for example the transcriptionist, I know that she does transcription work for five or six contractors or companies so she's always busy. And actually everybody who works for me has contracted work with other people, so yeah, so it's great.

Julia: And you have direct contact with these people or do you just deal with them via the agencies?

Todd: You can. Well it's an online agency. I use a company called oDesk and I also use another company called Freelancer and they can contact me through there. They usually don't like you to email directly but usually you have to give them your email and then sometimes they email me and we just, you know, contact back and forth. And it's great, we have, we use DropBox. So DropBox is a service where we can all share the same folder so we can just share files online and they do whatever work I need done and that's it.

Julia: Wow, it sounds great.

Todd: Yeah.

Julia: Convenient.

Todd: Yeah, it's great.

Julia: Are you always happy with the quality of the work you get then?

Todd: Usually most people are really good. I mean sometimes you get contractors that aren't the best but yeah it's good. And you know the thing is it doesn't cost that much money. You know you might have let's say somebody does ten hours of work one week and you know they make ten dollars an hour, I mean in some countries that's a lot of money, that's pretty good money so they get a pretty decent wage and you get really good value for your money and it's a real big help for me. I can do more with the website by outsourcing it.

3.3 Work from abroad

Julia: OK, so we've talked about freelancing your skills and living and working abroad. Have you ever done that? Have you ever lived and worked in a...

Todd: Like digitally, just like a kind of nomad?

Julia: Yeah.

Todd: Yeah, I did. I did it for a year. I was actually a nomad. I lived in five different countries and I did all my work online. I mainly was just doing web stuff but it was an

interesting experience. I mean I had never, I thought it would be the perfect life and when I told people what I was going to do, everybody said that's amazing. You know, I mean basically I said that I was gonna just travel the world and I would just work from whatever city I was in. I would choose my own itinerary and my own destination and I would work when I wanted to and, yeah, I did it for ten months.

Julia: And then why did you quit?

Todd: Well, I think you referenced it earlier. It actually became incredibly lonely. I was surprised how lonely I became. I would meet people but you would always meet people as a tourist and you didn't have family and you didn't have your social network. You didn't have people that you would see every day at work.

Julia: No workmates?

Todd: Right. You got no workmates, no-one to go out and have a drink with and after a while you really crave like social interaction and not always being the stranger, not always being the new person, like people that know your name and yeah, so after a while I gave it up. I remember the big thing that changed is one day I was in my hotel room, actually it was a little apartment, and I realized I had nowhere to go, I had no-one to see and I can go anywhere in the world. I had complete freedom. I could go to the airport and buy a ticket to Paris and go to Paris that day or I can go to Buenos Aires or Sydney. I could have gone anywhere in the world. There was nothing to stop me. No schedule, no appointments, no-one to report to and it was actually kind of frightening. Like it was almost paralyzing.

Julia: It's like standing on the edge of an abyss looking down.

Todd: It was. It was like, you know, I realized I wanted normalcy again. I wanted to have a schedule. I wanted to, you know, have the norm that I had before so I went back to teaching at university and now in my university job I have a lot of time to travel in between but just living around the world going from place to place, yeah, it wasn't so great.

Julia: Well, I think it's great that you had the chance to explore this option. I'm sure everyone would benefit maybe from trying it and then working out what it is they really value because I'm sure we all think wow freedom, absolute freedom, isn't that like the

ultimate goal but then when you have it, you realize well actually no, some of those constraints that I had were quite good.

Todd: Right.

Julia: They gave me a sense of being or they give structure to my life or meaning to my life.

Todd: Totally, totally and actually now that I've done it, I would do it again. I would know how to do it right. I would do it different than I did it before so, yeah, I learned. I'm not saying it's not worth it, I'm just saying it's not all it's cracked up to be.

Julia: No, and I guess ten months is a long time maybe that's the only thing, enough of a...

Todd: Exactly.

Julia: But it sounds cool though. I can see the attraction definitely.

3.4 Motivation

So we think we know how to motivate people, right? Offer them a reward. Do this and you'll get this. Do this faster, earn more money. Do this better than everyone else, here's a promotion. We offer incentives when we want people to do things. We do it at work, at school, even at home with our kids. Tidy your room and you can watch TV.

But when social psychologists test whether incentives work, they get surprising results. Sam Glucksberg, from Princeton University, America, set people a problem to solve and told them he was going to time them to see how long they took. Then he put them in two groups. He offered one group a reward for finishing fast. Five dollars for anyone finishing in the top 25 per cent and 20 dollars for the person who finished the fastest of all. To the other group he offered no incentive, but he told them he was going to use their times to calculate an average time.

The first group, the ones with the reward, solved the problem faster, you'd think, right? Well, no, they actually took three and a half minutes longer than the group who just thought they were being timed. Incentive didn't work. In fact, it made them slower. This

experiment has been repeated, with the same results, many times. But in business we still offer bonuses, promotions and rewards to staff.

That's fine if we want them to do something simple, like chop wood. We'll pay you more if you chop the wood faster. An incentive works then. But if we want someone to do something complex, something creative, something where they have to think, rewards don't work. They might even have the opposite result, and make people perform worse. Another study, by Dan Ariely, showed that the bigger the reward, the worse the subjects performed on a complex task. The reward made them focus so hard on the result that they couldn't think creatively any more.

And this all matters because more and more simple jobs will become automated. We'll be left with creative, problem-solving jobs that computers will never do. And we need to find a way to motivate people to do those jobs when we've proved the traditional incentives don't work.

So what does work? Giving your workers freedom; freedom to work on the things they want to work on, freedom to choose when, where and how they work. Want to work from home three days a week, get up late and work into the night instead? Fine. Just do the job well. And evidence shows people who choose the way they work get results. Companies that give employees time during the week to work on things that interest them and are not part of their regular job achieve amazing things. Some of the big tech companies are good examples of this, with ping-pong tables and areas to relax in ...

3.5 Cultural diversity at work

Nina: As you know, our team has grown a lot in the past year and we feel we need to address the diversity in the team.

Brenda: How do you mean, "address the diversity"?

Nina: Well, we all know that diversity in teams is a good thing, but it can also be a challenge for some people to respect and value people's differences. We've got a really diverse team here – people of different nationalities, backgrounds, religions, ages ... and sometimes I don't feel we make the most of this.

Stefano: Yes, and even if it isn't specifically challenging, many people are simply unaware of the isolation that some team members may feel because they are different.

Brenda: So, what does this mean? What are we going to do?

Nina: Well, we need to create a workplace charter. You know, one that promotes equality, diversity and inclusion.

Brenda: That sounds like a good idea. But will people just see it as something the management team has created? Maybe they won't even pay attention to it.

Nina: I know. That's why we're going to involve everyone in creating it.

Stefano: That's a good idea. We could run some workshops and get ideas from the employees about how we can create a more inclusive workplace.

Nina: Exactly. I was thinking that before that we could run some team-building sessions so they can experience the value of diversity for themselves.

Brenda: Yes, I like that. Many people see diversity as something negative, often because there are different opinions or ways of doing things.

Nina: Yes, I know, but if there's no diversity, then the risk is that we all work in the same way, think the same and see the world the same. This makes it hard to be creative and to innovate.

Stefano: I completely agree, Nina. OK. So, what do you want us to do?

Nina: Stefano, can you look for a successful trainer who specializes in running workshops and team-building sessions on diversity and inclusion?

Stefano: Sure. I'll be happy to.

Nina: And Brenda, can you find a fun venue? Somewhere that is quite diverse itself. Something that's not the usual seminar-style environment?

Brenda: Sure. That'll be fun.

Nina: And I'm going to do some further research into how other organizations are benefiting from their diversity. I can share this with the whole team.

4.1 Salary

Todd: So Greg in the last one we were talking about minimum wage, and this is one of the topics in your book and it's about income disparity. One of the chapters is about income disparity. Now the opposite would be should there be a salary cap, which would mean that basically you could only earn so much, like let's say you can only earn five million dollars, ten million dollars. Nobody could earn more than that. What do you think about that concept?

Greg: I personally agree with a salary cap. I'm not sure how much it should be, but definitely the discrepancy in wages is way too great. There're too many people who have to ... a husband and a wife work hard forty hours or more, both of them. They're barely, barely getting by, and then you got all these other people who are just buying Rolls-Royce cars and Mercedes, and country clubs and it's just not fair.

Todd: But, well, for one, though I mean, Mercedes and Rolls-Royce and those are products that provide jobs, so I would argue with that. Actually, as you can probably tell, I'm against the idea mainly because, you know, I think that hurts innovation. You know, you look at people like the CEO of a very powerful internet company or software company, and you know, take Google for example, I'm sure that they make more than ten million, but their service is used so much around the world, that they should get that money, and if people couldn't ... hang on... if people couldn't get ... couldn't earn that salary then maybe they wouldn't have the same motivation and drive to be successful and that people would lose out as a result.

Greg: I think that there's no proof to say that these people are making these products because they're making such tremendous amounts of money. What came first: the product and then they got the money in most cases. There's ... these people could be ... society can have all sorts of wonderful products and still have a fair income system, and I have nothing against people becoming rich or making a good salary, a very good salary, but not such an incredible gap. You have executives of some major international corporations that are making more money than millions of people in the world make combined. The opposite side of not having a cap is that you have people who are making too little, and those people are also working hard. Those people deserve validation. Those people deserve a good life standard which millions of people across the world are not having.

Todd: Well, I think ... well, I agree with you about that. I agree with you about that. That there're people who work hard and that they're under compensated, but ... and they're a lot of people that get grossly overpaid but I think that's just a problem of management and that in some cases so people do deserve millions and millions, perhaps billions of dollars if they have really contributed to the product or the outcome. So, basically we're gonna disagree on this one.

Greg: Yeah.

4.2 Welfare

Rachel: So what about America? If you lose your job what happens?

Todd: Well, we have what you have. It's not called the dole though, it's called welfare, and basically what happens is if you lose your job, you can get money from the government, but it's really short-term. I think it's only six months or a year, but the biggest difference I think between Europe and America is the word. We call it welfare. And welfare is really negative. If you tell somebody that you're on welfare, or even on unemployment, then people really look at you negatively.

Well, actually let me clarify. There're two: There's welfare which is kind of more long-term like if you have children, and then there's unemployment which is money you get from the government if you don't have a job. If you're on unemployment, it's not as bad but people still kind of look at you like you're a loser. That you should go out and find a job, and if you're on welfare, it has a really negative connotation. People look at you like you're just lazy basically.

Rachel: Is that true if you're in a community where, like, the majority of people are on welfare? Are there any places like that in America?

Todd: Yeah, there are some really impoverished areas that have a lot of people on welfare and I imagine that they probably look at it differently but I think that maybe deep down. They probably wouldn't want to be on welfare. I mean the main problem is those people probably weren't given the same quality of education. They don't have the same job opportunities, so deep down they probably wish they had a better job, but they don't,

so they're kept in this vicious cycle that keeps them down, so I think that there might even be resentment and because they have resentment for basically the terrible hand they've been dealt in life they look at welfare almost like an entitlement because that's basically the predicament they've been given.

Rachel: Yeah, that sounds similar to areas of Britain with like extreme deprivation. There are places like that where three generations have been on the dole sort of thing.

Another problem is for single mothers. Sometimes, the cost of childcare means that it's not actually worth them getting a job. Is it the same in America?

Todd: Yeah, definitely. We don't have any government supported childcare. And actually there's been instances where law enforcement people like sheriffs and police officers have said that they actually prefer that some single mothers are on welfare because if they're not then it leads their children to be more susceptible to crime or to life in crime, so if they don't have a strong parent figure at home, it could really have affects, you know, later on in life, so it really is sort of this vicious cycle for single mothers in poor areas that they don't have child care. They don't have education. They don't have job opportunities, and so it's really kind of hard for them to get out, and they feel almost hopeless.

Rachel: Yes, it sounds like we have something in common even though our welfare systems are so different, but I hope these people, their children especially can get out of this cycle.

4.3 International business

Todd: So, I'm here with Dan, and Dan lives in Bali, Indonesia where he runs his business operations. And we're going to talk about good cities to do business.

So Dan what are your favorite cities or cities that you think would be a good place to start up an international business?

Dan: Well, it really depends what kind of business you're doing, I suppose. If you are an English speaker and you like to hire other English speakers, the Philippines are a famous place for going to hire English speakers. A good city to do that would be like Cebu City in the south of the Philippines, or Davao in the south of the Philippines. You can also

look at Manila but it's not such a nice city, and the workers are a little bit more expensive there.

If you're looking for lifestyle like a great lifestyle, maybe you're not hiring so much or doing financial things but it's just on your laptop, say, Bangkok is a great place. Some of the best food in the entire world, you've got great night life, and you can travel anywhere from Bangkok.

Bali obviously is a great place, if you're not such a city person and you like a more relax environment but it's still very developed. I mean, you can eat a hundred different nationality of food, walk down the street and you can get food from all around the world, whereas if you want something a little bit more of an adventure and secluded, sort of off the beaten track, you could select Nha Trang in South Central Vietnam.

Todd: Now, you have connections in China, could you recommend any places in China?

Dan: Well, unfortunately for me in China is that a lot of my travel there has been super business focused. And I'm always going to the place where there's the factory or the bank or the connection. And so I haven't really gotten a great chance to explore places that you might go for lifestyle. But off the top of my head, there're two places that stick out. One is Shanghai.

And really to me, you know, I've been to a lot of big cities, but Shanghai is a whole another level of big. It's like the movie Blade Runner mixed with the movie The Matrix. I mean, it is so futuristic and I just – it really blew me away to be in the city. And it also has hints of Europe. I mean, Shanghai is famous for being famous in the 1920s and '30s with ex-patriots coming there, and it's very international. And it really does have sort of a charm that a lot of places in China lack because cities in China are so new; a 10 million person city just sort of pops up overnight.

Another place that sticks out for me is Shaman, and that's close to Taipei and it's one of the nicer big cities in China. There's a lot of more nature-oriented green park stuff like that. So those would be the two places, but especially Shanghai, I feel like I could live there for a few years.

4.4 Innovations in economy

Welcome to today's Business4U podcast. The focus of this podcast is to think about innovation and why it's important, and also to look at different types and stages of innovation. By the end of it, you will hopefully have a better grasp of the topic of innovation and be able to better understand and drive innovation in both your working and personal lives.

So, why is innovation important? Well, simply put, without innovation it would be difficult to make progress. Organizations and societies would stagnate. Innovation is what drives us forward. It's what forces us to compete in the business world. It's what leads to better products and services, and solutions to new and existing problems. From a business point of view, it's also something which is necessary for survival.

Four key types of innovation are incremental, disruptive, architectural and radical.

Incremental innovation involves innovating in increments, or small stages. Step by step. It focuses on existing markets and technologies and aims to make improvements and design changes to existing products and services.

Disruptive innovation aims to bring new ideas, like technology or processes, to existing markets. In that sense, the innovations will disrupt the market and the companies currently serving that market. The first touchscreen smartphones disrupted the mobile phone industry because up to then, mobile phones had buttons and keypads.

Architectural innovation involves taking successful ideas from one market or industry and applying them to a new or different market. This often happens when people think of other unconventional uses of existing technology. A good example of this can be seen in vacuum company Dyson's entry into the hand dryer and hairdryer market. Their advanced airflow technology from their vacuum cleaners was applied in reverse to machines that blow out air. In the case of these examples, it's personal hairdryers and hand dryers in public toilets.

And finally, we come to radical innovation. This is where a completely new idea is created for a market that doesn't exist yet. It's often what we think of when we think of innovation and it often swallows up existing markets. For example, the birth and growth of

digital and downloadable music has practically led to the death of music CDs, and even DVDs. Similarly, film and TV streaming services may lead to the demise of traditional TV within a few short years.

Moving on from types of innovation, let's have a quick look at five key stages of innovation.

The first stage is ***Idea generation***. This is where you think of the initial idea and develop it into a more detailed proposal or plan.

The next stage is ***Support***. You need to check if you can get support for it, for example from senior leaders or stakeholders in your company. If you're innovating in your personal life, then the support you might need could be from friends or family. Do they think it's a good idea and do they think it would work?

The third step is to ***Experiment and test*** out the idea. This could mean creating a sample or a prototype of it, if it's a product. Or if it's a service, you could test out a basic version of it.

The fourth step is ***Evaluation***. You need to assess how successful your experiments were and what chances of larger success your idea will have.

And finally, you then need to actually ***Implement*** your idea. That's the fifth stage.

So, there you have it. We've looked at four key types of innovation: incremental, disruptive, architectural and radical, and also five stages of successful innovation: firstly, idea generation. Then, get support. Next, experiment and test out the idea. The fourth stage is evaluation and finally implementation.

4.5 Work burnout

Henry: I'd like to thank you both for coming along today. Pam, this is your new book: *Taking the blues out of work: How to deal with work-related health problems*.

Pam: Yes.

Henry: And Steve, you've just recovered from work burnout, one of the most serious – and common – work-related problems, yes?

Steve: Yes, that's right. I'm in the book! Pam used me as a case study.

Pam: Yes. Steve came along to my clinic for help. He had a serious case of burnout. He followed a course of therapy and ...

Steve: ... and she helped me to get my health back again.

Henry: Well, that's great. It's good to hear there's a happy ending. Pam, could you tell us what work burnout actually is? Aren't we just talking about stress here? Is there a difference?

Pam: Yes, there is a difference! A very big difference. But that's a good question because most people make the mistake of thinking that burnout is just another word for stress – so I'll start with that. Everyone understands stress. We live in a world where stress is part of our everyday lives. Burnout can be the result of too much stress, but it isn't the same thing. I once heard somebody say that if stress is like drowning in an overload of work, burnout is more like being all dried up. With stress we lose our energy, with burnout we lose much more – our motivation, our hope. And one very important difference between stress and burnout is that we know when we are stressed, but we don't usually realize we are suffering from burnout ...

Henry: ... until it's too late.

Pam: Exactly.

Henry: Steve, how did you know that your problem was more serious than just being stressed?

Steve: Well, I didn't realize myself. Other people realized first. I changed my behavior and started feeling really negative and cynical about everything. That wasn't me at all. I've always been a happy-go-lucky sort of bloke. It got to the point where I felt so hopeless and depressed that I couldn't even face getting up in the morning. My wife made me an appointment with the doctor. He was helpful and referred me to Pam.

Pam: Steve was lucky to have the support of his family and friends. It's difficult to get better on your own. It's important to do normal things – exercise, socialize, go for a walk, meet a friend for a coffee ...

Henry: And did Steve need medication?

Steve: No.

Pam: We decided to try with everything else first. Medication can be effective – anti-depressants aren't the same these days as they used to be – but Steve got better without any. In fact, it was something he felt quite strongly about.

Steve: I don't even like taking an aspirin unless I really have to, so I think I made a real effort to listen to Pam and do the things she suggested. I even started meditating!

Henry: Meditating?

Pam: Yes, it can really help. It calms the mind and helps to shut out the world's distractions.

Henry: And how are you now, Steve?

Steve: I feel great. Better than I have for years.

Henry: Well, I'm glad to hear it. Now let's talk a bit about ... (fade out)

Keys

1.1.1.1 1d, 2f, 3a, 4b, 5c, 6e

1.1.1.3 1e, 2d, 3a, 4b, 5c, 6f

1.1.2.1 1ab, 2ac, 3a, 4b, 5b

1.1.2.2 1F, 2F, 3T, 4F, 5T, 6F, 7T

1.1.2.3 1 daily, 2 weekend, 3 six, 4 waits, 5 better, 6 back, 7 they're

1.2.1.1 1f, 2d, 3e, 4a, 5b, 6c

1.2.1.3 1d, 2a, 3e, 4c, 5f

1.2.2.1 1a, 2a, 3c, 4b, 5c

1.2.2.2 1, 3, 5

1.2.2.3 1 do, 2 aren't, 3 don't, 4 can't, 5 we're, 6 Didn't, 7 That's

1.3.1.1 1d, 2e, 3a, 4f, 5b, 6c

1.3.1.3 1c, 2d, 3a, 4e, 5b, 6f

1.3.2.1 1c, 2a, 3b, 4c, 5c

1.3.2.2 1T, 2F, 3T, 4T, 5F

1.3.2.3 1 shoe, 2 pence, 3 month, 4 last, 5 moved

1.4.1.1 1c, 2f, 3a, 4b, 5d, 6e

1.4.1.3 1e, 2c, 3a, 4f, 5b, 6d

1.4.2.1 1c, 2a, 3b, 4c, 5c

1.4.2.2 1F, 2F, 3T, 4T, 5T

1.4.2.3 4, 7

1.5.1.1 1c, 2e, 3d, 4b, 5a, 6f

1.5.1.3 1f, 2d, 3d, 4a, 5b, 6e

1.5.2.1 1c, 2b, 3b, 4b

1.5.2.2 7, 3, 4, 2, 6, 5, 1

2.1.1.1 1d, 2f, 3e, 4a, 5b, 6c

2.1.1.3 1b, 2e, 3a, 4c, 5d, 6f

2.1.2.1 1a, 2b, 3a, 4c, 5a, 6a

2.1.2.2 1T, 2F, 3T, 4T, 5T, 6F

2.1.2.3 1 might, 2 maybe, 3 had to, 4 would, 5 I'd, 6 used to

2.2.1.1 1f, 2g, 3c, 4h, 5b, 6d, 7d, 8a

2.2.1.3 1f, 2c, 3a, 4b, 5d, 6e, 7g, 8h

2.2.2.1 1c, 2c, 3a, 4c, 5a

2.2.2.2 1T, 2F, 3F, 4T, 5T, 6F

2.2.2.3 3, 6, 1, 7, 2, 5, 4

2.3.1.1 1f, 2c, 3h, 4a, 5g, 6b, 7, 8e

2.3.1.3 1h, 2d, 3b, 4a, 5g, 6c, 7f, 8e

2.3.2.1 1b, 2b, 3b, 4c, 5c

2.3.2.2 1F, 2T, 3T, 4F, 5F

2.3.2.3 1 I'm, 2 What's, 3 it's, 4 don't, 5 there's, 6 can't, 7 that's, 8 aren't

2.4.1.1 1c, 2h, 3g, 4e, 5, 6a, 7b, 8d

2.4.1.3 1g, 2b, 3a, 4e, 5f, 6c, 7h, 8d

2.4.2.1 1b, 2b, 3a, 4c, 5c

2.4.2.2 1d, 2a, 3c, 4b, 5d, 6a, 7c, 8b

2.5.1.1 1c, 2e, 3h, 4a, 5g, 6b, 7d, 8f

2.5.1.3 1f, 2h, 3a, 4g, 5d, 6b, 7c, 8e

2.5.2.1 1b, 2a, 3b, 4a, 5c

2.5.2.2 1T, 2T, 3F, 4T, 5T

2.5.2.3 1b, 2a, 3a, 4b, 5a, 6b

3.1.1.1 1f, 2h, 3a, 4b, 5g, 6c, 7e, 8d

3.1.1.3 1g, 2a, 3b, 4f, 5c, 6e, 7h, 8d

3.1.2.1 1c, 2a, 3b, 4a, 5a

3.1.2.2 1T, 2F, 3F, 4T, 5T

3.1.2.3 1b, 2a, 3a, 4b, 5a, 6b, 7a

3.2.1.1 1h, 2a, 3g, 4f, 5b, 6c, 7d, 8e, 9j, 10i

3.2.1.3 1h, 2j, 3a, 4d, 5f, 6b, 7g, 8c, 9i, 10e

3.2.2.1 1bc, 2c, 3bd, 4bd, 5ab

3.2.2.2 1T, 2T, 3T, 4T, 5T, 6F, 7F

3.2.2.3 1 record, 2 edit, 3 transcribe, 4 write, 5 find, 6 make, 7 upload

3.3.1.1 1c, 2e, 3g, 4a, 5h, 6f, 7b, 8i, 9d, 10j

3.3.1.3 1c, 2i, 3a, 4h, 5b, 6f, 7j, 8d, 9g, 10e

3.3.2.1 1bc, 2b, 3cd, 4cd, 5a

3.3.2.2 1F, 2T, 3F, 4T, 5T

3.3.2.3 1 actually, 2 mainly, 3 basically, 4 actually, 5 really

3.4.1.1 1h, 2e, 3a, 4g, 5d, 6b, 7c, 8f

3.4.1.3 1f, 2a, 3h, 4b, 5g, 6d, 7e, 8c

3.4.2.1 1a, 2a, 3a, 4b, 5a

3.4.2.2 1f, 2c, 3d, 4a, 5e, 6b

3.4.2.3 1 Offer them a reward. 2 Do this faster. 3 Tidy your room. 4 Just do the job well.
5 Give your workers freedom.

3.5.1.1 1c, 2f, 3h, 4b, 5g, 6a, 7d, 8e

3.5.1.3 1f, 2a, 3g, 4b, 5c, 6h, 7d, 8e

3.5.2.1 1b, 2b, 3c, 4a, 5c

3.5.2.2 1F, 2F, 3T, 4T, 5T

3.5.2.3 1 can, 2 may, 3 need, 4 maybe, 5 could, 6 can, 7 can

4.1.1.1d, 2g, 3a, 4b, 5f, 6e, 7c, 8h

4.1.1.2 1g, 2b, 3c, 4a, 5d, 6f, 7e, 8h

4.1.2.1 1b, 2a, 3a, 4b, 5a, 6b

4.1.2.2 1F, 2T, 3T, 4T, 5T

4.1.2.3 1d, 2b, 3e, 4a, 5c

4.2.1.1 1f, 2h, 3a, 4g, 5b, 6c, 7g, 8d, 9l, 10e, 11k, 12i

4.2.1.3 1d, 2a, 3c, 4f, 5c, 6e, 7g, 8h

4.2.2.1 1ab, 2ab, 3bc, 4ab, 5ab

4.2.2.2 1T, 2T, 3F, 4T, 5T

4.2.2.3 1c, 2a, 3e, 4b, 5f, 6d

4.3.1.1 1e, 2h, 3g, 4a, 5b, 6c, 7d, 8f

4.3.1.3 1a, 2c, 3e, 4b, 5g, 6d, 7f, 8h

4.3.2.1 1c, 2ac, 3ab, 4ac, 5bc

4.3.2.2 1T, 2T, 3F, 4T, 5F

4.3.2.3 1c, 2d, 3a, 4e, 5b, 6f, 7e, 8f, 9c

4.4.1.1 1f, 2h, 3a, 4j, 5b, 6i, 7d, 8c, 9e, 10g

4.4.1.3 1c, 2h, 3b, 4e, 5i, 6d, 7a, 8g, 9f, 10j

4.4.2.1 1b, 2c, 3a, 4a, 5b

4.4.2.2 2, 4, 5, 1, 3

4.4.2.3 1d, 2e, 3a, 4g, 5b, 6c, 7f

4.5.1.1 1g, 2c, 3j, 4e, 5a, 6i, 7b, 8d, 9f, 10h

4.5.1.3 1f, 2g, 3b, 4h, 5e, 6c, 7a, 8d, 9j, 10i

4.5.2.1 1b, 2a, 3b, 4c, 5b

4.5.2.2 1T, 2T, 3T, 4T, 5F

4.5.2.3 1f, 2g, 3a, 4e, 5b, 6c, 7f

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