



Reading

Read the four reviews. For questions 1-5, choose from the reviews A-D. The reviews may be chosen more than once.

Office Politics: Putting your political skills to work

Four reviewers comment on management consultant Delia Holland's book

A

Influencing others at work is a coveted skill, one that seemingly comes naturally to some folks. For those that struggle to get their ideas heard, develop fruitful collaborations or handle being pushed around by colleagues, Holland offers an adequate amount of help. The book provides 'instructions', more or less, on how to deal with a plethora of office situations, which some readers will likely benefit from reading. Unrealistic, though, is Holland's assertion that it can assist any and all professionals in finding ways to succeed in every situation. After reading the book, one is left with the feeling that with such diverse office dynamics in the world today and a wide range of personalities, the author could not possibly have thoroughly covered all relevant points. It is also worth noting that considering the heavy level of outside sourcing for theories and analyses, one might question the extent of the author's knowledge about the psychology of office politics.

B

Holland's unique pairing of practical advice and behavioural theory allows readers to improve their careers while broadening their knowledge of office behaviour. There's no doubt that Holland has written a book to reach a broad range of readers, from those who seek simple, useful advice to the more academic reader looking to learn why employees behave so peculiarly round the office at times. Each chapter begins with relevant skills and how to apply them, followed by theories and studies that help make sense of these skills. In a way, Holland's book is two books in one. This can be seen in the notable difference in writing styles between the tips and theories sections, with the former being manageable, while the latter requires a substantial amount of thought, as well as a bit of rereading. Nevertheless, there's something for everyone; a profound read that would appeal even to those who typically eschew self-help books.

C

Keen to provide what are essentially road maps to successfully influencing colleagues in any given situation, Holland has offered such a wide variety of tips that any office worker, in a position low or high, could take advantage of them. The author clearly intended the book to be more 'how-to' than 'why', as the tips and tactics have been frontloaded into each chapter, followed – albeit oddly at times – by theories and psychological analyses. One might expect that discussion to preface the tips rather than serve as a follow-up. Furthermore, it seems that where the author stands out is in the presentation of the how-to strategies, rather than the handling of the reasoning behind them, which is surprising given Holland's educational background. If all you seek is practical steps for strengthening your influence at work, however, Holland's book has the essentials.

D

Holland brings the how and why of office politics to your fingertips in this well-rounded self-help book. Full of individual examples and practical advice, the author neatly details steps for equipping readers with the skills to influence any situation, cleverly followed by theoretical discussions that provide reasons for our behaviour. Although necessary, these discussions are a bit on the heavy side and at times perplexing, but the author essentially explains why we do what we do, using numerous studies about workplace behaviour from leading psychologists and sociologists who specialise in the field. While readers will, generally speaking, quickly absorb the situational tips and advice, the pages will turn at a snail's pace – and sometimes back again – once the conversation turns to the reasoning behind it. Still, the theories and analyses provide a worthwhile perspective on the delicate dance that is office politics.

Which reviewer

differs from the others concerning the book's usefulness?

agrees with reviewer A about the author's grasp of office politics?

shares reviewer B's opinion about the two different elements of the book?

differs from reviewer C's opinion regarding the organisation of the book?

believes those who aren't fans of the book's genre will still enjoy it?

1 ☐2 ☐3 ☐4 ☐5 ☐

Reading: ____ / 10

Vocabulary

1 Circle the correct words.

Mohandas Gandhi

Mohandas Gandhi is known throughout the world for his ¹ **flippant** / **revolutionary** philosophy of non-violent resistance. His methods had a profound effect ² **for** / **on** independence movements around the world.

Gandhi studied law and afterwards took up a position with a firm in South Africa. There he experienced discrimination and in one incident was thrown out of his ³ **sit** / **seat** on a train and physically attacked. His experiences in South Africa influenced him ⁴ **in** / **by** a very significant way and it was there that he first began to develop his ⁵ **distinctive** / **distinct** philosophy of non-cooperation with the authorities.

After his return to India, he led numerous campaigns against poverty and inequality. His efforts focused ⁶ **through** / **on** self-rule for India, economic independence and religious harmony. He was also ⁷ **firmly** / **rightly** committed to ending 'untouchability' – a practice in which members of India's higher castes refuse to touch anything that has come in physical contact with the lowest caste. He himself led a very simple life and was a strict ⁸ **vegetarian** / **vegetable**.

His efforts finally lead ⁹ **from** / **to** the British granting India her independence in August 1947. Some people criticised Gandhi ¹⁰ **for** / **onto** the concessions he had made to the British and in January 1948, he was assassinated. His birthday, October 2nd, is a national holiday in India.

___ / 10

2 Complete the sentences with the correct form of these verbs.

auction benefit collaborate hand in refute take in

- I was completely _____ by your Halloween disguise – I didn't recognise you even for a moment!
- The house will be _____ next week and whoever offers the most money will be able to purchase the property.
- The newspaper owner _____ accusations that he had tapped the phones of several leading politicians; he says that his accusers have no proof of their claims.
- George is going to _____ his notice on Monday and is beginning his new job two weeks later.
- Sandra's been looking very tired recently; I think she would _____ from a few days off work to rest and relax.
- The director is planning to _____ on the costumes for this historical drama with a well-known fashion designer.

___ / 6



3 Complete the sentences with the correct form of the words in bold.

- | | |
|---|------------------|
| 1 In the nineteenth century, wealthy families would hire a _____ to teach their children in the privacy of their own home. | GOVERN |
| 2 Productivity is seriously affected by _____ and the management are trying to discourage staff from taking unauthorised leave. | ABSENT |
| 3 Excessive consumption of sugar is known to have a _____ effect on the human body. | DETRIMENT |
| 4 If we want to save enough money to go on holiday, we'll have to cut down on our monthly household _____. | EXPEND |
| 5 Using a _____ phone while driving may seem safe, but your concentration is impaired by talking even if you are not actually holding the device. | HAND |
| 6 Keith's _____ behaviour at the school party got him into a lot of trouble with the head teacher. | OUTRAGE |
| 7 Thousands of _____ fled the city, in a desperate attempt to escape from the fighting. | REFUGE |
| 8 The _____ Kray twins of London were responsible for a series of violent crimes including kidnap and murder. | FAME |

____ / 8

4 Choose the correct meaning for each sentence.

- | | |
|---|--|
| 1 This zip is stuck fast!
a I can undo it very quickly.
b I can't undo it at all. | 4 She was very short with me.
a She was quite rude.
b I'm taller than her. |
| 2 I'm paid peanuts for my job at the supermarket.
a They pay me a lot.
b They pay me very little. | 5 The new manager really fired up the staff with his speech.
a They were made redundant.
b They felt enthusiastic. |
| 3 I think you're too hard on Peter.
a You treat him too harshly.
b You make him work too much. | 6 When it came to the vote, three people abstained.
a They voted against something.
b They didn't vote at all. |

____ / 6

Vocabulary: ____ / 30

Grammar

1 Complete the second sentence so it has the same meaning as the first sentence, using the word in bold. You must use between three and six words, including the word given.

- I wish my performance in my end-of-year exams hadn't been so poor.
REGRET
I _____ poorly in my end-of-year exams.
- He has too little experience for the job.
ENOUGH
He _____ the job.
- I think it would be a good idea to leave the car in the multi-storey car park.
BETTER
You _____ the car in the multi-storey car park.
- It is with pleasure I inform you that we have clinched the deal.
PLEASED
I _____ you that we have clinched the deal.

____ / 8

2 Complete the sentences with *it* or *there*.

- _____ looks as if you were wrong about the exam results.
- _____ is likely to be a period of uncertainty in the first phase of the project.
- I know you're upset, but _____ is no reason to cry.
- _____ is no secret that Kyle would like to take over as managing director.
- I take _____ that you know how to reach our offices.
- _____ is no knowing how Jenny will react to the news.

____ / 6

3 Circle the correct words.

- Will / Shall** you make me an appointment with the radiologist, please?
- I've explained it lots of times, but I just **can't / may not** seem to get my meaning across.
- You are not **able to / allowed to** take your phone with you into the exam room.
- If you're bored, we **would / could** go into town and do some shopping.
- I'm sorry, but I **am not allowed to / won't be able to** meet the deadline.
- May / Will** I be excused from class because I'm feeling unwell, please?
- Would / May** you lend me a couple of pounds as I'm a bit short of money?
- Would / Shall** I put the letters into the individual pigeonholes?

____ / 8

4 Complete the sentences with these words and phrases.

can't can't have don't have to might be might have mustn't ought to ought to have

- I _____ late for dinner tonight as I've got a lot of reports to finish.
- The meeting _____ been cancelled, but I'm not sure. Why don't you call and ask?
- That girl with the blonde hair _____ be Rea – I thought Rea had dark hair?
- We _____ be late or our instructor will be cross.
- He _____ won a cycling race – he doesn't know how to ride a bike!
- Sally _____ train harder if she wants to win the championship.
- You _____ come, but I'd really appreciate it if you did.
- You _____ phoned and told me that you weren't coming.

____ / 8

Grammar: ____ / 30

Writing

Read this writing task.

Personal qualities and professional qualifications are both important when you are looking for a job. What qualities do you think you need in order to be successful in your career? Support your opinion with reasons.

Write your essay. (220-260 words)

Writing: ____ / 10

Mark: ____ / 80