

Unit test 8A**1** Read the text. What is the purpose of the article?

- To highlight the problems faced by working mothers.
- To persuade people to have a better work-life balance.
- To describe a new system of working called ROWE.

Maintaining a healthy work-life balance is something most workers try to achieve. But how can employers help their staff to have an equally satisfying work and home life? Some large US companies have decided to adopt a radical new approach to improve employee satisfaction, called ROWE (Results-Only Work Environment). But how does it work?

Lucy Adams, Managing Director of a marketing firm based in Denver, presides over an office where workers arrive in a leisurely fashion; the mood is positive and productivity is high. Yet a year ago, things were different. 'Our company has a 72% female workforce. We used to lose a lot of employees because they struggled to combine working nine-to-five jobs with their commitments as parents,' explains Lucy. 'Eventually they had to prioritize their families and gave up their careers. Working here is demanding. Each job carries a lot of responsibility. This makes it both difficult and expensive to recruit and train new workers. So I realized something had to change.' Lucy decided to implement the management strategy, ROWE, which was developed by Human Resource employees Cali Ressler and Jody Thompson. 'It allows workers to work when and where they want, as long as they achieve the expected results,' explains Lucy. 'After thinking it over and talking to other companies who were using ROWE, we began using it a year ago and it's been an overwhelming success.'

First, Lucy got rid of the strict nine-to-five working day. Some staff had struggled to arrive on time and would have to rush off again in the evenings, so they were given permission to begin and finish work when best suited their lifestyles. She also issued workers with laptops to manage and oversee projects from home. 'This is great for staff with family commitments,' she says. 'Many now work fewer daytime hours, but they don't mind working in the evenings when their children are in bed.' Staff can also take vacations when they want. 'One employee did a month's work in two weeks, then went traveling around New Zealand,' says Lucy.

But the most important change was in improving planning and communication between employees. 'We could no longer count on staff being at their desks between 9 a.m. and 5 p.m., so each person's goals and responsibilities needed to be explained

clearly before any project began. ROWE training workshops helped us with that, and communication has improved greatly.'

Of course there are those who say that using a management system such as this will mean companies lose control over their employees. But Lucy doesn't agree. 'It's true that some people took advantage of their new freedom at first. But this quickly became obvious in the quality of their work and consequently we had to reprimand a few employees. However, the rest of the workforce has done so well, there's a new level of trust within the company and therefore an even better atmosphere. My employees are happier, and the standard of our work has improved. It's a win-win situation for everyone.'

1 point for a correct answer

1

2 Read the article again. Are the statements below true (T), false (F), or not stated (NS)?

- The majority of the staff in Lucy's office are female. _____
- Staff often became irresponsible after they had children. _____
- The ROWE system does not pay attention to workers' results. _____
- Workers can now start and finish work at times that suit them. _____
- Staff now work fewer hours and have longer holidays. _____
- For the system to work, it was important to improve communication. _____
- Some workers left the company after the system was introduced. _____

1 point for each correct answer

7

3 Circle the correct alternative.

- A philatelist is a person *collects* / *who collects* / *which collects* postage stamps.
- The films *which I like* / *what I like* / *where I like* best are comedies.
- All the museums were closed, *which was* / *that was* / *what was* a pity.
- That's the man *I spoke to* / *whom I spoke* / *to who I spoke* yesterday.
- Picasso, *which born in Spain* / *that was born in Spain* / *who was born in Spain*, was the greatest artist of his generation.
- Tickets *which bought* / *that bought* / *bought* on the Internet are often cheaper.

Unit test 8A

7 The man *whose daughter / which daughter / who daughter* I teach is a lawyer.

8 Do you remember the time *which / when / what* you fell down the stairs and hurt your wrist?

1 point for each correct answer | 8

4 Tick (✓) the sentences where the relative pronoun can be omitted.

- 1 Patty's someone that I really love talking to.

- 2 We're going to the Byron Hotel, where we stayed last time. _____
- 3 That was the time when we flew to Sicily by helicopter. _____
- 4 The woman that she was talking to was Polish.

- 5 That's the man whose wife you work with. _____
- 6 Do you know the reason why he quit his job?

1 point for each correct answer | 6

5 Correct the sentences.

- 1 Ms Lehoux, that is seated over there, works for our main competitor.

- 2 Donna, who is my physiotherapist has moved.

- 3 I met Carla in Rome, which I was living at the time.

- 4 That's the man who's car you scratched.

- 5 Anna refused to go to the party, who upset Sam.

- 6 He's got a new girlfriend who she works in a hotel.

- 7 May I introduce you to Joseph, whom you have already met him, I think.

- 8 Do you know a shop when I can buy batteries?

1 point for each correct answer | 8

6 Join the sentences using the words in the box.

who which whose whom where when

- 1 That's the hotel. We spent the night there.

2 He has a friend. His friend lives nearby.

3 Sonia spoke to the border police. Her Russian is better than mine.

4 The sun was getting stronger by the minute. It was high in the sky.

5 Nelson Mandela was a great leader. Much has been written about him.

6 Do you remember that time? That was the time we played badminton on the lawn.

1 point for each correct answer | 6

7 Complete the sentences with the correct past or present participle using the verb in brackets.

- 1 **Having waited** (wait) for half an hour for Jane to arrive, I decided I'd had enough and left.
- 2 She called the police when she saw two youths _____ (fight) in the street.
- 3 _____ (eat) regularly, bananas provide many health benefits.
- 4 Children _____ (raise) in poverty often have fewer opportunities to succeed.
- 5 _____ (write) the letter, he put it in an envelope and posted it in the postbox.
- 6 She lay in bed _____ (think) about what she was going to do that day.
- 7 _____ (damage) by bombing, the cathedral stood as a reminder of the war.
- 8 _____ (not realize) the microphone was switched off, he carried on speaking, but no one could hear him.
- 9 On _____ (enter) the classroom, the teacher was greeted by her students.
- 10 She spent her days _____ (study) Chinese philosophy.

1 point for each correct answer | 9

Unit test 8A

8 Match the use of *just* in the sentences below with the meanings in the box.

recently equally almost right now only
absolutely exactly simply

- 1 Wait a moment, I'm *just* coming.

- 2 He's *just* like his brother in almost every way.

- 3 I've *just* about finished the housework.

- 4 Please. I *just* want to speak to you for a minute.

- 5 The present you gave Jim was *just* wonderful.

- 6 Dad's *just* finished lunch and he's having a nap.

- 7 It's not complicated. You *just* press this button.

- 8 I think these cakes are *just* as good as the ones your mum makes.

1 point for each correct answer 8

9 Write a homonym that fits in each pair of sentences. The first letter has been given.

- 1 a The bank had **b**_____ in every town in the country.
b The tree's **b**_____ must be cut each year.
- 2 a Quitting his job was a **r**_____ decision.
b Amanda is allergic to nuts and develops a **r**_____ if she eats any.
- 3 a When he saw the Queen, the ambassador gave a deep **b**_____.
b As the ship sank, the **b**_____ was the last part visible above the water.
- 4 a Bumblebees are becoming a **r**_____ sight due to pesticide use.
b I like my steak **r**_____.
- 5 a I bought a new **d**_____ of cards at the games shop.
b The water already covered the lower **d**_____ of the ship, and was rising.
- 6 a This lecture's really boring ... I don't know what he's **r**_____ on about.
b I love to go **r**_____ across the open countryside.

1 point for each correct answer 6

10 Write a homophone (a word with the same pronunciation, but a different spelling and meaning) for each word.

- 1 _____ caught
- 2 _____ wail
- 3 _____ whirled
- 4 _____ fort
- 5 _____ heir
- 6 _____ soar

1 point for each correct answer 6

11 Choose the best homophone (a or b) to complete the gap.

- 1 Sorry I can't talk much today. I'm a bit _____.
a horse b hoarse
- 2 I've just finished the first _____ of my essay.
a draft b draught
- 3 The robbers hid their _____ of gold in a cave.
a hall b haul
- 4 Tom ate a red _____ in the wood today, I hope it wasn't poisonous!
a berry b bury
- 5 She wore a _____ to cover her face.
a vale b veil
- 6 I don't know how some people can eat a three-_____ meal for lunch. It's too much.
a coarse b course
- 7 The bank offered him a _____ at 4% interest.
a loan b lone

1 point for each correct answer 7

12 Match phrases 1–6 with words a–f to complete the clichés.

- 1 better late than ... _____
 - 2 no pain, no ... _____
 - 3 a blast from the ... _____
 - 4 behind every great man there's a great... _____
 - 5 it's as clear as ... _____
 - 6 boys will be ... _____
- a mud
b boys
c past
d gain
e never
f woman

1 point for each correct answer 6

Unit test 8A

13 Complete the dialogues with one of the clichés (a–h).

- a a fate worse than death
- b actions speak louder than words
- c like father like son
- d don't do anything I wouldn't do
- e accidents will happen
- f sounds like just what the doctor ordered
- g it takes all sorts
- h you can't have your cake and eat it

- 1 **A** I like earning a good salary, but I wish I didn't have to work so hard.
B Well, _____.
- 2 **A** Sorry, I've broken one of your glasses.
B Don't worry, _____!
- 3 **A** He said he'd help, but he didn't.
B Well, _____. He's always been quite selfish.
- 4 **A** So, you're training to be a doctor like your dad?
B Well, you know what they say – _____.
- 5 **A** I'm going out tonight with some girls from work. I can't wait!
B Well, have fun, _____!
- 6 **A** Larry's decided to stop eating anything that's red.
B He's always been a bit odd. Oh well, _____.
- 7 **A** You sit down and I'll get you a nice cup of tea.
B Lovely! That _____.
- 8 **A** I had a meeting at work that went on for four hours!
B How horrible! That sounds like _____.

1 point for each correct answer |

8

14 Use the word in capitals to form a word that fits in the gap.

- 1 **BEG**
He saw a man _____ in the street where he lived.
- 2 **BACK**
We were completely taken _____ when she told us her news.
- 3 **LIGHT**
The young boy burnt himself _____ the fire.
- 4 **WEIGH**
If you don't start pulling your _____ you're going to get kicked off the team.

5 FASCINATE

_____ by what I'd seen, I was determined to find out as much about these beautiful sea creatures as I could.

6 HAVE

_____ completed the work which they'd contracted him for, he bowed to them and left.

7 LEARN

Once you have kids you'll find yourself on a steep _____ curve.

2 points for each correct answer

14

TOTAL	100
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Unit test 8

1 Circle the correct option to complete the sentences.

A philatelist is a person **collects** / **who collects** / **which collects** postage stamps.

- 1 The films **which** / **what** / **where** I like best are comedies.
- 2 All the museums were closed, **which** / **that** / **what** was a pity.
- 3 That's the man **I spoke to** / **whom I spoke** / **to who I spoke** yesterday.
- 4 Picasso, **which** / **that** / **who** was born in Spain, was the greatest artist of his generation.
- 5 Tickets **which bought** / **that bought** / **bought** on the Internet are often cheaper.
- 6 The man **whose** / **which** / **who** daughter I teach is a lawyer.
- 7 Do you remember the time **which** / **when** / **what** you fell down the stairs and hurt your wrist?

2 points for each correct answer	14
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2 Tick (✓) the correct sentence.

- a Ms Lehoux, that is seated over there, works for our main competitor.
- b Ms Lehoux, who is seated over there, works for our main competitor.
- 1 a Donna, who is my physiotherapist has moved.
- b Donna, who is my physiotherapist, has moved.
- 2 a I met Carla in Rome, where I was living at the time.
- b I met Carla in Rome, which I was living at the time.
- 3 a That's the man who's car you scratched.
- b That's the man whose car you scratched.
- 4 a Anna refused to go to the party, who upset Sam.
- b Anna refused to go to the party, which upset Sam.
- 5 a He's got a new girlfriend who works in a hotel.
- b He's got a new girlfriend who she works in a hotel.
- 6 a May I introduce you to Joseph, whom you have already met him, I think.
- b May I introduce you to Joseph, whom you have already met, I think.
- 7 a Do you know a shop where I can buy batteries?
- b Do you know a shop when I can buy batteries?

1 point for each correct answer

7

3 Tick (✓) the sentences where the relative pronoun can be omitted.

Patty's someone that I really love talking to.

1 We're going to the Byron Hotel, where we stayed last time.

2 That was the time when we flew to Sicily by helicopter.

3 The woman that she was talking to was Polish.

4 That's the man whose wife you work with.

5 Do you know the reason why he quit his job?

1 point for each correct answer 5

4 Circle the correct option to complete the sentences.

She called the police when she saw two youths **fought** / **fighting** in the street.

1 **Having waited** / **Waiting** for half an hour for Jane to arrive, I decided I'd had enough and left.

2 **Eaten** / **Eating** regularly, bananas provide many health benefits.

3 Children **having raised** / **raised** in poverty often have fewer opportunities to succeed.

4 **Writing** / **Having written** the letter, he put it in an envelope and posted it in the post box.

5 She lay in bed **thinking** / **thought** about what she was going to do that day.

6 **Having been damaged** / **Having damaged** by bombing, the cathedral stood as a reminder of the war.

7 **Not realizing** / **Didn't realize** the microphone was switched off, he carried on speaking, but no one could hear him.

8 On **entered** / **entering** the classroom, the teacher was greeted by her students.

9 She spent her days **having studied** / **studying** Chinese philosophy.

1 point for each correct answer 9

5 Tick (✓) the correct homophone to complete the gap.

Sorry I can't talk much today. I'm a bit

a horse **b** hoarse

1 I've just finished the first ... of my essay.

a draft **b** draught

2 The robbers hid their ... of gold in a cave.

a hall **b** haul

3 Tom ate a red ... in the wood today. I hope it wasn't poisonous!

a berry **b** bury

4 She wore a ... to cover her face.

a vale **b** veil

5 I don't know how some people can eat a three-... meal for lunch.
It's too much.

a coarse **b** course

6 The bank offered him a ... at 4% interest.

a loan **b** lone

7 Malcolm is the ... to his grandfather's fortune.

a air **b** heir

8 The soldiers ... to gain control of this hillside.

a fought **b** fort

1 point for each correct answer

8

6 Write a homonym that fits in each pair of sentences. The first letter has been given.

a The bank had **b r a n c h e s** in every town in the country.

b The tree's **b r a n c h e s** must be cut each year.

1 a Quitting his job was a **r _ _ _** decision.

b Amanda is allergic to nuts and develops a **r _ _ _** if she eats any.

2 a When he saw the Queen, the ambassador gave a low **b _ _**.

b As the ship sank, the **b _ _** was the last part visible above the water.

3 a Bumblebees are becoming a **r _ _ _** sight due to pesticide use.

b I like my steak **r _ _ _**.

4 a I bought a new **d _ _ _** of cards at the games shop.

b The water already covered the lower **d _ _ _** of the ship, and was rising.

5 a This lecture's really boring ... I don't know what he's

r _ _ _ _ _ on about.

b I love to go **r _ _ _ _ _** across the open countryside.

2 points for each correct answer

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 10

7 Read part one of the article. Then mark the sentences *T* (true) or *F* (false).

New ways of working

Maintaining a healthy work–life balance is something most workers try to achieve. But how can employers help their staff to have an equally satisfying work and home life? Some large US companies have decided to adopt a radical new approach to improve employee satisfaction, called ROWE (Results-Only Work Environment). But how does it work?

Lucy Adams, Managing Director of a marketing firm based in Denver, presides over an office where workers arrive in a leisurely fashion; the mood is positive, and productivity is high. Yet, a year ago, things were different. ‘Our company has a 72% female workforce. We used to lose a lot of employees because they struggled to combine working nine-to-five jobs with their commitments as parents,’ explains Lucy. ‘Eventually, they had to prioritize their families and gave up their careers. Working here is demanding. Each job carries a lot of responsibility. This makes it both difficult and expensive to recruit and train new workers. So, I realized something had to change.’

Lucy decided to implement the management strategy, ROWE, which was developed by Human Resource employees Cali Ressler and Jody Thompson. ‘It allows workers to work when and where they want, as long as they achieve the expected results,’ explains Lucy. ‘After thinking it over and talking to other companies who were using ROWE, we began using it a year ago and it’s been an overwhelming success.’

Name

Class

The article focuses on one new system of working. T

- 1 The majority of the staff in Lucy's office are female. ____
- 2 Staff often left the company after they had children. ____
- 3 The atmosphere in Lucy's office is very different today than it was a year ago. ____
- 4 Lucy developed the ROWE system with three colleagues from her firm. ____
- 5 The ROWE system does not pay attention to workers' results. ____
- 6 Overall, the purpose of this part of the article is to highlight the problems faced by working mothers. ____

1 point for each correct answer

6

8 Read part two of the article. Then mark the sentences T (true) or F (false).

First, Lucy got rid of the strict nine-to-five working day. Some staff had struggled to arrive on time and would have to rush off again in the evenings, so they were given permission to begin and finish work when best suited their lifestyles. She also issued workers with laptops to manage and oversee projects from home. ‘This is great for staff with family commitments,’ she says. ‘Many now work fewer daytime hours, but they don’t mind working in the evenings when their children are in bed.’ Staff can also take vacations when they want. ‘One employee did a month’s work in two weeks, then went travelling around New Zealand,’ says Lucy.

But the most important change was in improving planning and communication between employees. ‘We could no longer count on staff being at their desks between 9 a.m. and 5 p.m., so each person’s goals and responsibilities needed to be explained clearly before any project began. ROWE training workshops helped us with that, and communication has improved greatly.’

Of course, there are those who say that using a management system such as this will mean companies lose control over their employees. But Lucy doesn’t agree. ‘It’s true that some people took advantage of their new freedom at first. But this quickly became obvious in the quality of their work and consequently we had to reprimand a few employees. However, the rest of the workforce has done so well, there’s a new level of trust within the company and therefore an even better atmosphere. My employees are happier, and the standard of our work has improved. It’s a win–win situation for everyone.’

Name

Class

Workers can now start and finish work at times that suit them. T

- 1 The staff now work fewer hours and have longer holidays. ____
- 2 Lucy gives an example of a member of staff using her company laptop to work from New Zealand. ____
- 3 For the system to work, it was important to improve communication. ____
- 4 The author acknowledges that some people think ROWE is a bad idea. ____
- 5 Some workers were told off after the system was introduced. ____
- 6 Overall, ROWE allows staff to improve their work–life balance while also improving business productivity. ____

1 point for each correct answer	6
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Total	65
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1 Read these sentences aloud. Which need pauses? Write in any necessary punctuation.

- 1 My mum whose cakes are the best in the world never taught me to cook.
- 2 I was shown to my room at which point I decided to look for another hotel.
- 3 The daughter who's expecting a baby lives nearby.
- 4 Her eldest daughter who's expecting a baby lives nearby.
- 5 My grandchildren don't play outdoors enough which worries me.
- 6 Anna is a friend who never lets you down.
- 7 This gold watch left to me by my grandfather is my most valuable possession.
- 8 What I hate about air travel are the endless queues.

 **8.1** Listen and check.

2 The words below are all from Unit 8. They contain the consonant sounds /ʃ/ /tʃ/ and /ʒ/ /dʒ/.
Read them aloud and write them in the correct box.

passengers	nurture	prejudice	delicious	measure
technician	usual	huge	patience	pressure
nature	encouraged	pleasure	chef	creatures
sufficient	energetic	option	session	research

/ʃ/ social	/tʃ/ children	/ʒ/ Asia	/dʒ/ gender

 **8.2** Listen and check.

3 Read aloud and transcribe these sentences from phonemic script.

- 1 /peɪʃəns ɪz ə vɜ:ʃu: / _____
- 2 /ðə ʃefs fu:d wəz dɪlɪʃəs æz ju:ʒuəl / _____

- 3 /ðæt fɪʃ ɪz hju:ɔʒ / _____
- 4 /saɪəntɪsts hævnt dʌn səfɪʃənt rɪsɜ:ʃ jət / _____

- 5 /preʃ ət wɜ:k ɪznt ə pleʒə / _____
- 6 /wɪtʃ ɪz mɔ:r ɪmpɔ:tənt neɪtʃ ə nɜ:ʃə / _____

 **8.3** Listen and check.

 Refer to the separate **Phonetic symbols pdf**