

Inglês II
Exame Época Normal

4 June 2012

18:00

Time allowed: 2 hours

A. Writing (13.5 points)

Consider Figure 1.

Figure 1: **4 Kinds of motivation**



* These 3 don't work – and yet companies keep using them

+ Only this one creates positive, sustainable motivation

In light of what we have studied, to what extent is the above analysis appropriate for recent graduates who are working in their first job today?

Write a text (1 – 1½ pages) in answer to the prompt above. Your text will be marked on relevance and breadth of content, textual organisation and information flow, appropriacy and range of vocabulary and structures, and grammatical accuracy.

B. Reading (4.55 points)

Read the following text and answer the questions that follow.

Schumpeter

Down with fun

1. ONE of the many pleasures of watching “Mad Men”, a television drama about the advertising industry in the early 1960s, is examining the ways in which office life has changed over the years. One obvious change makes people feel good about themselves: they no longer treat women as second-class citizens. But the other obvious
5. change makes them feel a bit more uneasy: they have lost the art of enjoying themselves at work. The ad-men in those days enjoyed simple pleasures. They puffed away at their desks. They drank throughout the day. They had affairs with their colleagues. They socialised not in order to bond, but in order to get drunk.

10. These days many companies are obsessed with fun. Wal-Mart orders **its** cashiers to smile at all and sundry. Acclaris, an American IT company, has a “chief fun officer”. TD Bank, the American arm of Canada’s Toronto Dominion, has a “Wow!” department that dispatches costume-clad teams to “surprise and delight” successful workers.

15. The cult of fun is deepening as well as widening. Google is the acknowledged champion: its offices are blessed with volleyball courts, bicycle paths, a yellow brick road, a model dinosaur, regular games of roller hockey and several professional masseuses. But now two other companies have challenged Google for the jester’s crown—Twitter, a microblogging service, and Zappos, an online shoe-shop.

20. This cult of fun is driven by three of the most popular management fads of the moment: empowerment, engagement and creativity. Many companies pride themselves on devolving power to front-line workers. But surveys show that only 20% of workers are “fully engaged with their job”. Even fewer are creative. Managers hope that “fun” will magically make workers more engaged and creative. But the problem is that as soon as fun becomes part of a corporate strategy it ceases to be fun and becomes its opposite—
25. at best an empty shell and at worst a tiresome imposition.

- The most unpleasant thing about the fashion for fun is that it is mixed with a large dose of coercion. Companies such as Zappos don’t merely celebrate wackiness. **They** more or less require **it**. Compulsory fun is nearly always cringe-making. Twitter calls its office a “Twooffice”. Boston Pizza encourages workers to send “golden bananas” to
30. colleagues who are “having fun while being the best”. Behind the “fun” façade there often lurks some crude management thinking: a desire to brand the company as better than its rivals, or a plan to boost productivity through team-building. Twitter even boasts that it has “worked hard to create an environment that spawns productivity and happiness”.

If it’s fun, it needn’t be compulsory

35. While imposing ersatz fun on their employees, companies are battling against **the real thing**. Many force smokers to huddle outside like furtive criminals. Few allow their employees to drink at lunch time, let alone earlier in the day. A regiment of busybodies—from lawyers to human-resources functionaries—is waging war on office romance, particularly between people of different ranks. Hewlett-Packard, a computer-maker,
40. recently sacked its successful chief executive, Mark Hurd, after a contractor made vague allegations—later quietly settled—of sexual harassment. (Oracle, a rival, quickly snapped up Mr Hurd.)

- The merchants of fake fun have met some resistance. When Wal-Mart tried to impose alien rules on its German staff—such as compulsory smiling and a ban on affairs
45. with co-workers—**it** touched off a guerrilla war that ended only when the supermarket chain announced it was pulling out of Germany in 2006. But such victories are rare. For most wage slaves forced to pretend they are having fun at work, the only relief is to poke fun at their tormentors. Popular culture provides some inspiration. “You don’t have to be mad to work here. In fact we ask you to complete a medical questionnaire to ensure that
50. you are not,” deadpans David Brent, the risible boss in “The Office”, a satirical television series. Homer Simpson’s employer, a nuclear-power plant, has regular “funny hat days” but lax safety standards. “Mad Men” reminds people of a world they have lost—a world where bosses did not think that “fun” was a management tool and where employees could happily quaff Scotch at noon. Cheers to that.

The Economist, 18-24 September 2010

Name:

Number:

B. Reading Comprehension (Cont.) (0.4 each)

Choose **one** answer to each question and write the letter clearly in the box.

1. Why does the author like watching “Mad Men”?
 - a. Because he enjoys comparing the workplace today with that of 50 years ago.
 - b. Because the advertisers obviously enjoy themselves at work.
 - c. Because he feels good about the way that the men treat the women in the series.
 - d. All of the alternatives are correct.
2. The author implies that in today’s office
 - a. managers require workers to boost creativity through teambuilding.
 - b. all workers have fun.
 - c. None of the other answers is correct.
 - d. the reason we have drinks with our colleagues is to bond with them.
3. According to managers workers will have more fun
 - a. if you give them more power and a chance to be creative.
 - b. if they are interested in their work.
 - c. None of the alternatives is correct.
 - d. Both a. and b.
4. The author believes that
 - a. None of the alternatives is correct.
 - b. management policies to create a fun environment for employees are worthy corporate strategies.
 - c. Both b. and d.
 - d. management is misguided in its belief that having fun will lead to greater productivity.
5. Which statement is false?
 - a. The writer implies that using fun at work as a management strategy is mainly American.
 - b. The writer suggests that management regulates against practices that workers enjoy.
 - c. The writer suggests that workers take their fun seriously.
 - d. Less than 1/5 of workers are creative.
6. The purpose of the article is
 - a. to criticise the management practice of promoting employee fun at work.
 - b. to show how office life has changed and how people no longer have fun at work.
 - c. to argue that having fun at work is a management fad.
 - d. None of the alternatives is correct.
7. Which statement is true?
 - a. Google, Zappos and Twitter all provide fun environments for their clients.
 - b. Wal-Mart was not successful in Germany because the employees refused to comply with the management rules of etiquette.
 - c. At Boston Pizza management sends golden bananas to motivate and reward its employees.
 - d. All of the alternatives are true.

B. Reading Comprehension (Cont.) (0.35 each)

What do the following expressions refer to?

8. its (line 9)
9. They (line 27)
10. it (line 28)
11. the real thing (line 36)
12. it (line 45)

C. Vocabulary (1.95 points)

The following sentences were taken from the business section of English language newspapers. Complete each space with a suitable word or expression. The first letter(s) and a paraphrase of the meaning are given. You will need to conjugate a verb, and/or you may need to add a preposition. (0.39 points each)

1. He had a *f*..... option agreed by his manager to start and finish work 30 minutes earlier. (possibility to schedule the working time according to a personal timetable, providing the number of working hours is met)
2. One of the UK's largest mobile phone providers was this week forced to defend its treatment of complaints after *c*..... accused the company of aggressive tactics. (people who buy goods or services)
3. Robert Talbut, chief investment officer of Royal London Asset Management, said that holding on to key *s*..... was "going to be significantly inhibited if they do not believe they can be paid at a commercial rate." (people who work for a company)
4. Marks & Spencer today promised to refocus on *c*..... *v*..... and return £2.3bn to shareholders as it unveiled its strategy to fend off a takeover bid by the retail tycoon Philip Green. (the beliefs that a company feels to be most important and most central to their operations)
5. Growth depends upon both new formats and faster expansion. It also involves expenditure on *d*..... (extending the range of products or services offered by a company)

Answers

A. Writing

A good answer will present a coherent argument with a clear thesis statement and relevant supporting claims and evidence.

B. Reading comprehension

1. Why does the author like watching “Mad Men”?
 - a. Because he enjoys comparing the workplace today with that of 50 years ago. a
 - b. Because the advertisers obviously enjoy themselves at work.
 - c. Because he feels good about the way that the men treat the women in the series.
 - d. All of the alternatives are correct.
2. The author implies that in today’s office
 - a. managers require workers to boost creativity through teambuilding.
 - b. all workers have fun.
 - c. None of the other answers is correct. d
 - d. the reason we have drinks with our colleagues is to bond with them.
3. According to managers workers will have more fun
 - a. if you give them more power and a chance to be creative.
 - b. if they are interested in their work. c
 - c. None of the alternatives is correct.
 - d. Both a. and b.
4. The author believes that
 - a. None of the alternatives is correct.
 - b. management policies to create a fun environment for employees are worthy corporate strategies. d
 - c. Both b. and d.
 - d. management is misguided in its belief that having fun will lead to greater productivity.
5. Which statement is false?
 - a. The writer implies that using fun at work as a management strategy is mainly American.
 - b. The writer suggests that management regulates against practices that workers enjoy.
 - c. The writer suggests that workers take their fun seriously. c
 - d. Less than 1/5 of workers are creative.
6. The purpose of the article is
 - a. to criticise the management practice of promoting employee fun at work.
 - b. to show how office life has changed and how people no longer have fun at work.
 - c. to argue that having fun at work is a management fad. a
 - d. None of the alternatives is correct.
7. Which statement is true?
 - a. Google, Zappos and Twitter all provide fun environments for their clients.
 - b. Wal-Mart was not successful in Germany because the employees refused to comply with the management rules of etiquette. b
 - c. At Boston Pizza management sends golden bananas to motivate and reward its employees.
 - d. All of the alternatives are true.

Reference:

They (4): people today

They (7): the advertising men in Mad Men

its (9): Wal-Mart

it (24): the fun in the fashion for fun

They(27): companies such as Zappos

it (28): wackiness

the real thing (36): real fun, which is spontaneous and natural

it (45): Wal-Mart’s trying to impose alien rules on its German staff

it (45): Wal-Mart

Answers (cont)

C. Vocabulary

1. He had a *flexitime* option agreed by his manager to start and finish work 30 minutes earlier.
2. One of the UK's largest mobile phone providers was this week forced to defend its treatment of complaints after *customers* accused the company of aggressive tactics.
3. Robert Talbut, chief investment officer of Royal London Asset Management, said that holding on to key *staff* was "going to be significantly inhibited if they do not believe they can be paid at a commercial rate
4. Marks & Spencer today promised to refocus on *core values* and return £2.3bn to shareholders as it unveiled its strategy to fend off a takeover bid by the retail tycoon Philip Green.
5. Growth depends upon both new formats and faster expansion. It also involves expenditure on *diversification*.