

4 Managing conflict

Coordinators

Coordinators join equal units by linking them together. They mainly join clause + clause *I identified the problem and I sorted it out*, but they also join phrase + phrase *a difficult choice but the right one*, and word + word *black or white*.

There are very few coordinators in English. The most important and frequent coordinators are: **and, but, or**. Other words which can be used as coordinators are: **so, for, nor, yet, and so, either, neither**.

To join two or more similar or equal items: **and**

To join two or more contrasting items: **but**

To join two or more alternative items in a positive sentence: **either, or**

To join two or more alternative items in a negative sentence: **neither, nor**

To join purpose or consequence: **so**

To express reason: **for**

1 Match each sentence 1–6 with a sentence a)–f) using a coordinator from the box to make compound sentences. Make any other minor changes as necessary.

and but nor or so yet

- 1 We must not give in to workplace bullying. Nor
 - 2 You can claim for meals when you're away. yet
 - 3 Their population consumes above-average levels of fat in their diet. and yet
 - 4 Workplace fatigue can have a negative impact on productivity. so for
 - 5 I want you to study hard. and
 - 6 You can sort the conflict out directly with Clive. or
- a) I want you to pass your MBA.
 - b) We shouldn't allow any kind of offensive language among staff.
 - c) Their longevity is one of the highest in the world.
 - d) We can bring in an impartial arbitrator.
 - e) Make sure you don't spend too much on fine wines!
 - f) We should all limit the number of hours we work.

Subordinators

Subordinators are words which join units that are not equal in status, and they develop rather than link. Subordinators are normally the first word in the clause and are dependent on main clauses to make sentences. Subordinators express more meanings than coordinators and there are about 60, although only a third of these are used frequently. Some subordinators have two or three meanings (*as* and *since* are both used for reason and time) and some meanings are expressed by several different subordinators (concession can be expressed by *although, even though, though* and *while*).

2 Fill in the spaces in the second sentence of each pair below with a subordinator from the box to express the same cause and effect meaning as the first sentence.

because in case in order to
so that whenever while

- 1 US unemployment rose yesterday, helping fuel a dramatic increase in the price of oil.
Yesterday the price of oil went up dramatically partly because US unemployment rose.
- 2 Some traders thought oil prices would fall. However, they rose.
while some traders had expected oil prices to fall, they did in fact rise.
- 3 Short sales trading involves selling a commodity and then making a profit by buying it back more cheaply. Short sales traders sell a commodity in order to buy it back later more cheaply, thereby making a profit.
- 4 There are systems in place to suspend dealings on any company share price falling by more than 30% in one session.
Whenever a company's shares fall by more than 30% in one session, all dealings on the shares are suspended.
- 5 Wall Street banks borrowed heavily yesterday to cover their rising debt obligations.
Wall Street banks borrowed heavily yesterday so that they could cover their rising debt obligations.
- 6 Economic conditions could get worse, so it is a good idea for consumers to tighten their belts. Consumers are advised to tighten their belts because economic conditions worsen. in case

Meanings of subordinators

There are lots of subordinators in English, many with similar meanings. We use them to express over a dozen meanings, mostly connected with relationships between two entities:

purpose: **to, so that**

reason: **as, because**

concession: **although, whereas**

time: **when, while**

place: **where, everywhere**

manner: **as, as though**

condition: **if, provided (that)**

result: **so, so that**

exception: **excepting that, but that**

similarity: **as, like**

comparison: **as if, as though**

contrast: **while, whereas**

preference: **rather than, sooner than**