

Business Result Upper-intermediate

Student's Book Answer Key

2 | Motivation

Working with words

1

- 1 'A reward' in business often refers to something financial though it can mean anything you receive because of something you have done. 'An incentive' refers to something that makes you want to work harder. This may be a cash reward or perk of some kind but the incentive could also be wanting to please someone or to make the company more successful.
- 2 Answers will vary according to students' jobs and types of business.

2

The text is negative about cash incentive schemes but is positive about incentive schemes which offer non-cash rewards.

3

- 1 They help companies achieve their goals by improving performance, boosting staff morale and fostering company loyalty.
- 2 They give employees real symbols of achievement which can be shown to others and are a 'guilt-free reward'. They are seen as having a greater value and can benefit the employee's family.
- 3 They can just 'disappear' or be spent on paying bills (so mean less than non-cash rewards).

4

- | | | |
|----------------------|-----------------------|--------------------------|
| 1 motivate staff | 5 improve performance | 9 foster company loyalty |
| 2 achievement | 6 incentive schemes | 10 annual bonuses |
| 3 boost staff morale | 7 benefit | |
| 4 recognition | 8 non-cash incentives | |

5

	Claudia	Peter	Macie
Job	sales rep selling soap, shampoo and toiletries	manager of a car dealership	flight attendant
Benefits / rewards / incentives	BlackBerry and laptop, company car, commission of 15%, merchandise, vouchers, social events	Sales competition with prizes, reward vouchers (hot-air balloon trip, spa treatment), special trips, training / staff development, staff discount	reduced fares for the family, compensation plan (profit-sharing scheme, non-contributory pension plan, medical insurance), attendance rewards, on-time bonuses
Other factors	meeting new people, travel, autonomy, being acknowledged and recognized for achievements	Positive feedback, praise	travel and seeing different countries on long-haul flights, senior management comes round and thanks staff personally

6

- 1 company car, commission, staff discount, attendance reward, on-time bonus, compensation plan, private medical insurance, non-contributory pension plan
- 2 autonomy, feel valued, be acknowledged, appreciation, positive feedback, (personal) development, praise, satisfaction

Business communication skills

2

conversation 1: **1** The first speaker uses a number of the tips including 1, 3, 9 and 10. **2** The conversation fails because the second speaker answers briefly and makes no effort to develop the conversation (tip 6).

conversation 2: **1** Both speakers follow a number of the tips including 2 (repeating names) and 5 (following conversation). **2** The conversation is successful because of this.

conversation 3: **1** This conversation is a good example of two people finding a shared experience (tip 4) and tips 1, 5, 6 are used. **2** The conversation is successful because of this.

conversation 4: **1** Adam quickly starts describing problems and reasons for being depressed (tip 8). **2** The conversation is unsuccessful because of this and Adriana quickly uses an exit strategy.

3

- 1 Hello, I saw you ... but I didn't have a chance to speak to you. I'm Harry.
- 2 Well, it's been nice talking to you. / You don't mind if I go and get myself a coffee? / See you later.
- 3 Hi, I don't think we've met. I'm Paolo from ...
- 4 Hi, nice to meet you. I'm Sonia from ...
- 5 That's amazing! / What a coincidence!
- 6 Good evening ... / How lovely to see you here.
- 7 She responds by saying: Oh dear. / Oh, I'm so sorry to hear that.
- 8 Look, I have to go ... / Catch you later.

4

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

Practically speaking

1

- 1 My parking ticket runs out in five minutes.
- 2 But I'll come back when I've seen them.
- 3 I missed lunch because of the conference call.
- 4 Excuse me, I really must go and speak to him.
- 5 I'll call you tomorrow though.

Language at work

1

Possible answers

1 h, l 2 a, c, d, e, g 3 b, d, f, h 4 f

2

1 Wh- questions

Subject questions: *Wh-* + main verb + object = *Who told you?*

Object questions: *Wh-* + auxiliary verb + subject + main verb = *Who did you come with?*

Yes / No questions

Do + subject + main verb + object = *Do you live in Italy?*

Auxiliary + subject + main verb + object = *Have you spent much time in India?*

2 subject - g; object - c

3 by using rising intonation at the end of the sentence to make it a question

4 These questions make use of question tags and the expected answer is yes.

3

Possible answers

- 1 What time does my flight leave? / What kind of hotel am I staying in? / Whereabouts in the city is it?
- 2 So, it's €200? / Delivery is 5 days, is that true? / Did you say there'll be a delivery charge of €8? / The guarantee's a year, isn't it?
- 3 You went to my college?
- 4 Are you here for an interview? / Have you done this kind of job before?

4

Possible answers

- 1 That wasn't ..., **was it?**
- 2 The negotiations have been ..., **haven't they?**
- 3 The manager was ..., **wasn't he?**
- 4 The meeting won't ..., **will it?**
- 5 Emily's looking ..., **isn't she?**
- 6 You're going ..., **aren't you?**
- 7 Ken can't ..., **can he?**
- 8 Nobody got ..., **did they?**

Case study

Discussion

1, 2, 3

- 1 Reasons may include: low pay, poor working conditions, lack of feedback and praise, no rewards or incentives, no prospect for promotion.
- 2 In the case of Palmate Hellas, the HR Department is advisory so departments are not following guidelines for motivating staff. This suggests that it is important. (Students may be able to describe any guidelines at their company.)
- 3 Low priority is given to personal development of staff, and hours are fixed (no opportunity for flexible working).