

Business Result Upper-intermediate

Student's Book Answer Key

15 | Performance

Starting point

1

Possible answers

- 1 This is usually based on financial information such as turnover, and profit and loss. It could also consider figures relating to productivity or speed at which raw materials are turned into the finished product.
- 2 A project is often assessed on budget (over or under), effective use of resources and if it is completed on time.
- 3 Employees are measured by criteria which are often subjective such as how well the employee works with other members of a team. However, in some jobs such as sales which are results driven, it is easier to assess performance by the number of units sold. Similarly, staff can also be measured in terms of timekeeping and attendance.

2, 3

- 2 There is no wrong or right answer to this.
- 3 Any criteria which involve figures or analysis of financial results will be easier to measure.

Working with words

1

1 E 2 G 3 A 4 C 5 F 6 B 7 D

2

- 1 The three aims are given in paragraph A. They were to
 - make sure that employees' contributions fitted the goals of the business
 - have the chance to recognize good performance
 - address any issues for the employee.
- 2 The completed appraisal form is discussed as well as future performance objectives and any views / issues that employees have. 'Constructive two-way feedback' is preferred.
- 3 They use a scoring system where the manager and employee rate each objective on a scale of one to four and compare their results.

3

Monitor performance
conduct an appraisal
agree objectives

address issues
give constructive feedback
rate objectives on a scale

express views

Business Result

4

- 1 conduct an appraisal 4 give constructive feedback 7 agree objectives
- 2 express views 5 rate objectives on a scale
- 3 express issues 6 monitor performance

6

- 1 360° is a development tool. Employees assess themselves using a form and several other people - manager, colleagues, anyone they work closely with - also give feedback using the same form. This gives a more complete picture of how someone is doing.
- 2 job skills, abilities, attitudes and behaviour
- 3 It has to be completely confidential and suitable counselling should be available when you go through the feedback results.

7

- 1 appraisal 3 criteria 5 judgement
- 2 tool 4 rating 6 management

9

- 1 end up with 3 moved on 5 go through
- 2 came over 4 hand out 6 carry on

Business communication skills

1

	Appraisee feedback	Appraiser comments	Action to be taken
Positive achievements	1 helping to produce the in-house magazine	1 demonstrated great prioritizing skills, even with tight deadlines 2 move to new office went very smoothly	
Areas for improvement / development	1 to improve chances of working with international colleagues 2 no other areas need improving on	1 sign up for a language course 2 need to focus on gaining more qualifications	1/2 language course and management course to be put on lists of goals for coming year
Areas of concern	1 too much work with magazine project 2 found it difficult to delegate 3 would have been better to take the old rota to the new location	1 shouldn't have been expected to take on so much 2 - 3 the call centre rota – there has been negative feedback	1 let them know if it happens again 2 - 3 arrange a meeting to discuss it next week
Resources required	1 training on the new program 2 some new software	1 A to check the budget 2 T to put request in email	

2, 3

1 A	3 A	5 T	7 A	9 T
2 T	4 A	6 A	8 T	10 T

4

a 4, 7	b 1, 3	c 2	d 6, 8	e 5	f 9, 10
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Practically speaking

1

- 1 offers a seat and a drink
- 2 offers help with coat / bag and discusses the journey / traffic
- 3 discusses journey / weather

2

Please take a seat. / Can I get you something to drink? / A cup of tea would be nice. / Let me take your coat. / You can leave your bag over there. / Did you have any trouble finding us? / No, not at all. / The traffic was terrible. / I hope you managed to avoid the roadworks. / You've driven over from ... today? / What was the weather like when you left? / Much worse than this.

Language at work

1

- 1 imagined past action and imagined past result - b imagined past action and imagined present result - a
- 2 a = mixed conditional
b = third conditional
- 3 third conditional = *If* + past perfect, *would have* + past participle
mixed conditional = *If* + past perfect, *would* + present infinitive
- 4 *could have* or *might have* are also possible in the result clause. They both add lack of certainty or possibility to the meaning.

2

Possible answers

- 1 If I had waited to get authorization for the car, I would have been late for the meeting. If I'd been late for the meeting, we might have lost the contract. If we had lost the contract, the company wouldn't be expanding now.
- 2 If we hadn't used our regular supplier, we would have got a discount. But if we had used the new supplier, he might not have delivered on time. And if he hadn't delivered on time, we wouldn't have enough paper for the current mailshot.

3

- 1 pointing out what someone has done wrong - b
- 2 pointing out what it was possible for someone to do - a
- 3 *could have* can be replaced by *might have*
- 4 *Should have* can be replaced by *ought to have*

4

Possible answers

- 1 You should have found out more about the company.
- 2 You could have let me know!
- 3 You should have checked with me.
- 4 You should have told me about the change.
- 5 You could have lost your job over that.
- 6 You should have been more polite in the letter.

Case study

Discussion

1, 2

Possible responses

Maximuscle

- 1 The strengths are: the owner's credibility from his book, capital from book used to finance company, strong brand with reputation for quality, very successful trade and Internet sales.
- 2 The challenges have included: promoting the brand, bad PR from athletes.

Innocent Drinks

- 1 The strengths are: the owners' enthusiasm, they have funding from a business angel, the product is fresh and has good packaging.
- 2 The challenges are: convincing people about the product, that the product is expensive and has a short shelf life, distributors are not interested.