

Test Unit 5-8

VOCABULARY

Choose the correct option a, b, c or d.

Employee performance is something that all companies try to quantify. So organisations usually have regular staff **1** to encourage two-way feedback and staff development. This also helps companies to decide as objectively as possible who to **2** to a higher position and to justify what pay **3** they might deserve. Getting **4** for their hard-won **5** is important for employees, helping to motivate them and rise through the **6** of an organisation.

- | | | | |
|---------------------|----------------------|---------------------|-----------------------|
| 1 a rewards | b guarantees | c appraisals | d achievements |
| 2 a reward | b recognise | c succeed | d promote |
| 3 a rise | b guarantee | c appraisal | d reward |
| 4 a pay | b recognition | c guarantee | d success |
| 5 a failures | b evaluations | c appraisals | d achievements |
| 6 a ranks | b performance | c advances | d positions |

Choose the correct option a, b, c or d.

Fashion is big business, and some clothing companies have been accused **1** not being as **2** as they could be. There have been several scandals where workers are working in very **3** and even dangerous conditions for extremely low **4**. Consumers like to buy inexpensive fashionable clothes, but increasingly they are more aware **5** where their clothes are made and are concerned about the working conditions of the people who made them. Branding something as **6** is one way to show the consumer that a product is made by workers who get a decent salary and work in a good environment.

- | | | | |
|------------------|---------------------|---------------------|------------------|
| 1 a for | b of | c against | d on |
| 2 a tough | b moral | c healthy | d ethical |
| 3 a weak | b low | c tough | d fair |
| 4 a fee | b salary | c money | d pay |
| 5 a at | b of | c for | d on |
| 6 a moral | b trade fair | c fair trade | d honest |

Choose the correct option a, b, c or d.

If you manage your time well, it allows you to **1** efficiency and avoid missing important deadlines. At the **2** time, it can alleviate stress and help you to become far more productive. Experts advise you to **3** a regular break in order to recharge your batteries. So many people believe they are being more productive if they do not stop for breaks, but this is a misconception. The first steps to managing your time are to **4** your key priorities and then **5** the right resources to each task. By doing this, you should be able to avoid running **6** time.

- | | | | |
|---------------------|---------------------|-------------------|--------------------|
| 1 a allocate | b maximise | c schedule | d take |
| 2 a same | b similar | c right | d certain |
| 3 a waste | b measure | c make | d take |
| 4 a identify | b maximise | c allocate | d measure |
| 5 a make | b allocate | c schedule | d set |
| 6 a up to | b up against | c out of | d away from |

Choose the correct option a, b, c or d.

One of the certainties in life and in business is that, whatever you do, there will always be change. In business, this often happens so that companies can **1** growing. However, when they **2** change companies should ensure that the way they do this is as **3** as possible. Although some people love change, many are **4** about the unknown and do not **5** very well with change. When planning for change, it is important to **6** up all the risks and **7** of any proposed changes.

- | | | | |
|-----------------------|--------------------|-----------------------|-----------------------|
| 1 a engage | b risk | c move | d keep |
| 2 a improve | b implement | c adapt | d weigh |
| 3 a allocate | b risky | c efficient | d on |
| 4 a successful | b efficient | c apprehensive | d consultative |
| 5 a manage | b adapt | c keep | d cope |
| 6 a weigh | b take | c consult | d adapt |
| 7 a rewards | b benefits | c improvements | d adaptations |

GRAMMAR

Choose the correct option.

- 1 *However / Even though / Nevertheless* the staff worked very hard, it was only the managers who had a pay rise last year.
- 2 Productivity has increased over the last quarter *in spite / despite / although* the fact that we reduced staff numbers.
- 3 On the one hand sales increased in China but, *in spite of / on the other hand / though*, they fell dramatically in Australia.
- 4 We increased productivity last year. *Despite / However / On the other hand*, this did not help the overall figures.
- 5 Turnover fell rapidly *despite / even though / in spite* all the changes the company made.
- 6 The company performed better this year compared to the previous year. *In spite of / Even though / Nevertheless*, we are still quite a way behind the competition.

Complete the second sentence using the third conditional so that it has a similar meaning to the first sentence.

- 1 We lost market share because we didn't invest in new technology.
We _____ market share _____ in new technology.
- 2 We won that contract so we didn't have to sell the company.
The company _____ that contract.
- 3 All the products were recalled, so the outcome was a disaster.
The outcome _____ a disaster _____.
- 4 Building a new factory was very expensive so we couldn't invest in R & D.
_____ the factory _____ more money to invest in R&D.
- 5 I think I only got the job because I worked on that big project in West Africa last year.
I _____ the job _____ on that big project in West Africa last year.
- 6 We didn't invest in a new system which might save us money.
_____ money if _____ in a new system?

**Complete the second sentence so that it has a similar meaning to the first sentence.
Use the word in CAPITALS.**

1 Every day we have a meeting to discuss ideas. BASIS
We have a meeting .

2 I didn't stop working on the report yesterday. DAY
Yesterday, I .

3 It doesn't matter which day you collect the goods next week. ANY
You can next week.

4 It won't take many more weeks to complete the project. FEW
The project will be finished .

5 My manager rarely praises my work. EVER
My manager my work.

6 I occasionally attend conferences for work. FROM
I attend .

Report the statements using the most appropriate verb in brackets.

1 'You must apply for the job, Mary. You really must.'
(insist / promise)
I for the job.

2 'You should move to another company.'
(advise / promise)
She to another company.

3 'None of the equipment works in this office.'
(promise / complain)
He office.

4 'We were discussing the changes for ages.'
(promise / confirm)
They the changes for ages.

5 'I finished the report last night.' (say / suggest)
He .

6 'We won't make any changes this year.'
(complain / inform)
They year.

READING

7 Read the article about rewarding employee performance. Choose the best sentence from

A–H to fill each of the gaps. Do not use any letter more than once. There is an example at the beginning.

Motivating and rewarding performance

We all know that employee performance is crucial to a business, and yet many staff don't feel valued. This leads to poor performance, falling sales and profits for an organisation. 0 H Unfortunately, it seems that companies which have highly-motivated staff are rare.

The Herzberg and Maslow theories quite clearly indicate that physiological and psychological health are basic requirements of human beings. 1 Senior management should bear this in mind when motivating staff and creating reward systems.

There are many ways to motivate people without handing them cash. 2 If bonuses are offered, they must be clearly linked to specific targets and should benefit everyone and not only a few.

Furthermore, they only work if payments become a regular feature, not just a one-off. 3

There are many other approaches a company can consider. For instance, they could offer extra days leave for special achievements. 4 This won't be suitable for everyone, but people with long commuter journeys or young families may feel motivated by being allowed to work from home a once a week or come into work at different times. As mentioned before, the health and wellbeing of staff should be a priority for any organisation, and many larger companies have created their own health centres with dedicated doctors and nurses. 5 On the theme of staying fit, other businesses may offer free or reduced rate gym membership to their employees.

Sometimes there can be simple and inexpensive ways to make staff feel happy, such as just saying 'thank you'. 6 That does not mean that you should never give constructive criticism, but if managers only criticise their staff, they will soon see performance failing. Other small gestures can make a difference, such as VIP parking spaces, or allowing staff to wear what they like on Fridays. This would

not work for every business, but in some cases, can be very beneficial.

7 After all, motivating and encouraging staff is the most basic requirement of management. What's more, the stronger the competition in an industry, the more important it is to retain the best and most experienced employees.

A Everyone wants to be recognised when they do something well, so positive feedback should always be offered where it is due.

B To sum up, companies need to be constantly aware of employee morale and take measures to address weaknesses in their systems.

C Bonuses can work well as a motivator, but it does very much depend on the person and the job.

D This ensures that company staff are keeping fit and well, and are therefore more likely to be as productive as possible.

E It therefore stands to reason that if people are not happy and healthy, they will not be able to perform at their best.

F There has to be a set structure for working out the payments and when they will be paid.

G Another thing which might appeal to staff is flexible working hours or days working from home.

H Since it is generally recognised that employees are a company's greatest asset, it would therefore make sense to encourage staff to always do their best.

LISTENING

[BP_B2_T08_003.mp3] You will hear a radio interview with Elena Halsch about her experience of major changes in a company she worked for.

For each question, choose the correct answer a, b or c.

1 Two years ago the company Elena worked for
a squeezed one of its rivals out of the market.

b had to find new markets for its products.

c became part of a multinational company.

2 Elena says after the takeover she
a was made redundant.

b lost her job as Marketing Director.

c had less work to do.

3 Elena set up her own consultancy because she
a wanted to earn a lot more money.

b was asked for advice by start-ups.

c failed the interviews for new jobs.

4 Elena helps start-up companies because
a it is very satisfying.

b they are easy to work with.

c she may get permanent work with them.

5 Elena doesn't want to work for a company because
a she earns more being self-employed.

b it can be very stressful.

c their goals can be unachievable.

6 Elena enjoys her job now because
a she has the time to check her work.

b clients rarely tell her what to do.

c there are fewer restrictions.

7 In the future, Elena would like to
a retire and travel around the world.

b have some time off from work.

c change her approach to work.