

试卷代号:1389

国家开放大学(中央广播电视大学)2017年秋季学期“开放本科”期末考试

管理英语 4 试题

2018年1月

注 意 事 项

一、将你的学号、姓名及分校(工作站)名称填写在答题纸的规定栏内。考试结束后,把试卷和答题纸放在桌上。试卷和答题纸均不得带出考场。监考人收完考卷和答题纸后才可离开考场。

二、仔细阅读题目的说明,并按题目要求答题。答案一定要写在答题纸的指定位置上,写在试卷上的答案无效。

三、用蓝、黑圆珠笔或钢笔答题,使用铅笔答题无效。

四、考试时间为 60 分钟。

一、交际用语 (共计 10 分, 每小题 2 分)

1—5 题: 选择正确的语句完成下列对话, 并将答案序号写在答题纸上。

1. — Is it possible for you to work out the plan tonight?
— _____
A. I'll do that.
B. I think so.
C. I'd love to.
2. — How did your meeting go yesterday?
— _____ actually, it was really frustrating.
A. Not so good
B. Very good
C. Nothing special
3. — I think things have been a bit difficult for us the last couple of months.
— _____ We've been working hard, but still getting behind.
A. You're right.
B. I'm afraid.
C. I don't think so.
4. — Will you help me arrange a meeting with Mr. Brown, please?
— _____
A. No, no way.
B. No, I can't.
C. Sorry I can't. I have to finish my project right now.
5. — You'd better not push yourself too hard. You can ask the team and listen.
— _____
A. You are right.
B. No, we can't do that.
C. I think it will kill our time.

二、词汇与结构(共计 30 分,每小题 2 分)

6—20 题:阅读下面的句子,从 A、B、C 三个选项中选出一个能填入空白处的正确选项,并将答案序号写在答题纸上。

6. _____ his anger the employees called him Mr. Thunder, but they loved him.
A. Due to
B. In spite of
C. Because
7. _____ CEOs spend planning, the more profitable their companies are.
A. The more time
B. If more
C. The less time
8. In today's environment, _____ people are often burned out, it's important for employees to have a personal connection with you and the work you believe in.
A. when
B. where
C. while
9. _____ clearly communicate with and actively listen to employees is essential to improve their performance.
A. Be able to
B. Being able
C. Being able to
10. I believe that I have a lot to contribute _____ a team environment, and am comfortable in both leadership and player roles.
A. to
B. with
C. for
11. Compared _____ English, Chinese is generally believed to be more difficult to learn.
A. with
B. from
C. against
12. _____ the importance of English, we should put more effort into it and try to learn it well.
A. Gave
B. Giving
C. Given

13. He will write to me as soon as he _____ home.
A. will have returned B. returns
C. will return
14. Linda walked at the head, _____ by her colleagues.
A. followed B. following
C. to follow
15. After days of investigation, the police were _____ reality.
A. attempting B. approving
C. approaching
16. I think the primary _____ factor is there's been so much absence lately.
A. contributing B. causing
C. affecting
17. An agreement was reached on the _____ of mutual respect and mutual interest.
A. basic B. base
C. basis
18. Please ask the solicitor what his _____ would be to take the case to court.
A. fare B. fee
C. salary
19. All the _____ guests are seated in the front row.
A. distinguishing B. extinguishing
C. distinguished
20. Learning new things has always been a great _____ for me.
A. motivator B. motivate
C. motivation

三、阅读理解(共 40 分,每小题 4 分)

21—25 题:阅读短文,从 A、B、C 三个选项中选出一个正确答案,并将答案序号写在答题纸上。

The meaning of "communication" goes a lot deeper than people often think. Communication is about conceiving, sending, receiving, and interpreting messages as well as confirming reception of these messages. A failure at any point in this chain can result in ineffective communication.

Ineffective communication can be disastrous. There is a famous story of a British Army Commander who sent the message “Send reinforcements, we’re going to advance. ” back to his Command Center, through a long chain of subordinates. When the message finally reached the Command Center, it had “mutated” to become --“Send three and four-pence, we’re going to a dance. ”The reinforcements never arrived.

You can demonstrate this same principle, albeit on a less dramatic scale, by trying to play Chinese Whispers with more than 20 people. It is highly unlikely the same message you started with will be the one you end with.

In a business, there are three main types of communication failure. Each has its own indicative signs.

- The first type is known as allocative failure. This occurs when a firm is not gathering enough intelligence about its market or (most often), the information is not reaching the right points. The firm will not be allocating resources in step with the shifts in demand. If demand is rising but the firm is suffering from allocative communication failure, then stocks will fall and there will be understaffing. If the inverse happens, there will be a surplus of stocks and overstaffing.

- The second type is executive failure, where communication to trigger specific events/ actions is either late, lacking or in error. The symptoms of this are a general loss of direction in the company or departments, a loss of co-ordination and an increase in complaints from customers as things happen late or not at all.

- The final type is human failure. This occurs when the general culture of a business or the relationships between particular individuals or departments do not foster effective communication. This leads to alienated staff, an increase in staff turnover, an increase in absenteeism and general frustration among staff. Creativity, especially that which takes place across departmental boundaries, is likely to suffer hugely as team synergy slips.

21. Confirming reception of the sent messages means _____.

- A. the messages are sent to right receivers
- B. the messages are correctly understood
- C. the messages are correctly understood by right receivers

22. In the famous British Army Commander story, which step probably did NOT go wrong in the communication chain?

- A. Conceiving.
- B. Sending.
- C. Receiving.

23. What is Chinese whispers?

- A. Who whispers in Chinese.
- B. A game to pass message around in a whisper.
- C. Chinese people who don't normally talk very loudly.

24. Allocative failure does NOT happen when _____.

- A. the right information goes to the right place
- B. a company gathers false information
- C. the correct information is not received by the right department or person

25. According to the passage, which of the following cases does NOT belong to human failure?

- A. Decreasing creativity across departments.
- B. Inadequate communication between departments.
- C. Increasing customer complaints.

26—30 题: 请根据短文内容判断给出的语句是否正确, 正确的写“T”, 错误的写“F”, 并将答案写在答题纸上。

When Jack Welch, the Chairman and CEO at General Electric (GE) retired in 2001, he could look back at a very successful career. He became CEO in 1981 at the age of 45. At that time, GE had a very complex organizational structure with considerably bureaucratic rules.

One of his first changes was to initiate a strategy formulation process with the guideline that each of the businesses should be number 1 or 2 in their respective areas. If this was not the case, managers had the options of fixing the problem, selling their particular business, or closing it. In an effort to streamline the organization, Welch removed the sector level and eliminated thousands of salaried and hourly employee positions.

The restructuring was followed by changing the organizational culture and the managerial styles of GE's managers. One such program was the Work-Out (群策群力).

Groups of managers were assembled to share their views openly in three-day sessions. At the beginning of the meetings, the superior presented the challenges for his or her organizational unit. Then the superior had to leave, requesting the groups to find solutions to the problems. Facilitators (会议主持人) helped these discussions. On the last day, the superior was presented with proposed solutions. He or she then had three choices: to accept the proposal, not to accept it, or to collect more information. This process put great pressure on the superior to make decisions.

Another program to improve effectiveness and efficiency was Best Practices. The aim was to learn from other companies how they obtained customer satisfaction, how they related to their suppliers, and in what ways they developed new products. This helped the GE people to focus on the processes in their operations that would improve the company's performance.

Jack Welch was personally involved in developing managers at GE's training center in Crotonville. Leaders, Welch suggested, are not only those who achieve results but also those who share the values of the company.

26. Jack Welch retired at the age of 65.

27. Jack Welch insisted that each of the businesses should be at least number 3 in their respective area.

28. If the business could not meet Welch's change requirements, its manager had 3 choices.

29. The restructuring went before changing the organizational culture and the managerial styles of GE's managers.

30. The Work Out lasted a week.

四、写作(共 20 分)

31: 根据要求写作文。

Write at least 100 words about an event caused by different understandings of the workplace culture. You may need to include the 5Ws and 1H elements.

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国家开放大学(中央广播电视大学)2017年秋季学期“开放本科”期末考试

管理英语 4 试题答案及评分标准

(供参考)

2018年1月

一、交际用语(共计10分,每小题2分)

1—5题:选择正确的语句完成下列对话,并将答案序号写在答题纸上。

1. B 2. A 3. A 4. C 5. A

二、词汇与结构(共计30分,每小题2分)

6—20题:阅读下面的句子,从A、B、C三个选项中选出一个能填入空白处的正确选项,并将答案序号写在答题纸上。

6. A 7. A 8. B 9. C 10. A
11. A 12. C 13. B 14. A 15. C
16. A 17. C 18. B 19. C 20. A

三、阅读理解(共40分,每小题4分)

21—25题:阅读短文,从A、B、C三个选项中选出一个正确答案,并将答案序号写在答题纸上。

21. C 22. A 23. B 24. A 25. C

26—30题:请根据短文内容判断给出的语句是否正确,正确的写“T”,错误的写“F”,并将答案写在答题纸上。

26. T 27. F 28. T 29. T 30. F

四、写作(共20分)

31. Write at least 100 words about an event caused by different understandings of the workplace culture. You may need to include the 5Ws and 1H elements.

1. 评分原则

(1) 本题总分为 20 分, 按 6 个档次给分。

(2) 评分时, 先根据文章的内容和语言初步确定其所属档次, 然后以该档次的要求来衡量、确定或调整档次, 最后给分。

(3) 评分时应注意的主要内容为: 内容要点、句型变化、词汇运用和语法结构的准确性, 语意的连贯性、逻辑性以及应用文的格式要求。

(4) 评分时, 如拼写错误较多, 书写较差, 以至影响交际, 将分数降低一个档次。

2. 各档次的给分范围和要求

16—20 分	<ul style="list-style-type: none">●完全完成了试题规定的任务;●覆盖所有内容要点;●语法结构、句型和词汇有变化;●语法结构和用词准确。●语意连贯、逻辑性强。●应用文写作格式规范。
11—15 分	<ul style="list-style-type: none">●较好地完成了试题规定的任务;●覆盖所有内容要点;●句型和词汇有变化;●语法结构和词汇基本准确, 些许错误主要是因为尝试较复杂语法结构或词汇所致。●语意基本连贯、有一定的逻辑性。●应用文写作格式较为规范。
6—10 分	<ul style="list-style-type: none">●基本完成了试题规定的任务;●覆盖所有内容要点;●运用语法结构和词汇方面能满足任务的基本要求;●有一些语法结构或词汇方面的错误, 但不影响理解。●语意连贯性及逻辑性方面存在一定问题。●应用文写作格式基本规范。

试卷代号:1389

国家开放大学(中央广播电视大学)2018年春季学期“开放本科”期末考试

管理英语 4 试题

2018年7月

注 意 事 项

一、将你的学号、姓名及分校(工作站)名称填写在答题纸的规定栏内。考试结束后,把试卷和答题纸放在桌上。试卷和答题纸均不得带出考场。监考人收完考卷和答题纸后才可离开考场。

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一、交际用语 (共计 10 分, 每小题 2 分)

1—5 题: 选择正确的语句完成下列对话, 并将答案序号写在答题纸上。

1. — I think things have been a bit difficult for us the last couple of months.

— _____ We've been working hard, but still getting behind.

A. You're right.

B. I'm afraid.

C. I don't think so.

2. — How can you explain the latest situation?

— _____ I know it is all my fault.

A. Sorry,

B. Excuse me,

C. I'm afraid,

3. — Do you mind if I use vouchers to spend in a restaurant?

— _____

A. Yes, please.

B. Not at all. Go ahead.

C. No, thank you.

4. — I'm going to Beijing for a few days.

— _____ I wish I could go with you.

A. It doesn't matter.

B. Forget it.

C. I really envy you.

5. — The Auto Show in the City Stadium has been canceled.

— Oh, no! _____

A. What a pity!

B. It doesn't matter!

C. It's not interesting at all!

二、词汇与结构(共计 30 分,每小题 2 分)

6—20 题:阅读下面的句子,从 A、B、C 三个选项中选出一个能填入空白处的正确选项,并将答案序号写在答题纸上。

6. I would recommend that you _____ on following through with projects.
A. worked B. work
C. would work
7. The Human Resource Managing Department at Honda is given specific instructions _____ employ the best possible workers.
A. how to B. on what to
C. on how to
8. Creativity, especially _____ which takes place across departmental boundaries, is likely to suffer hugely as team synergy slips.
A. that B. those
C. /
9. Companies are _____ interested in your soft skills _____ they are in your hard skills.
A. so... that... B. as... as...
C. not... until...
10. The majority of these team challenges _____ anywhere.
A. can deliver B. are delivered
C. can be delivered
11. The demands and requirements placed on the CEO of Sony are different from _____ on the manager of your local Wendy's restaurant.
A. these B. those
C. which
12. Who was _____ the meeting?
A. chairing B. leading
C. charging

13. What you need to do is to keep things short and sweet, just the.
- A. questions
 - B. topics
 - C. highlights
14. Supervisors should _____ their employees in two-way communication so that understanding takes place.
- A. enable
 - B. engage
 - C. encourage
15. Even the best continually seek ways to _____ their skills.
- A. sharp
 - B. sharpener
 - C. sharpen
16. Current opinion among politicians is that she is _____, stands for her principles.
- A. encourage
 - B. courage
 - C. courageous
17. Good work _____ good pay.
- A. deserves
 - B. requests
 - C. deserts
18. At a rough _____, we will take another four weeks to finish this plan.
- A. value
 - B. estimate
 - C. account
19. To build the reservoir(水库), thousands of people have to be _____.
- A. relocated
 - B. repeated
 - C. reopened
20. We need _____ communication skills; listen carefully, think before you speak and manage conflicts diplomatically.
- A. outstanding
 - B. plain
 - C. general

三、阅读理解(共 40 分,每小题 4 分)

21—25 题:阅读短文,从 A、B、C 三个选项中选出一个正确答案,并将答案序号写在答题纸上。

In 1916, a French coal mine director named Henri Fayol wrote a book entitled *Administration Industrielle et Generale*, which set forth five distinct functions of managing that Fayol insisted were applicable in any industry. In the 1950's, management textbooks began to incorporate some of Fayol's ideas into their content, and today, management courses still use many of his ideas to teach management to business students.

Planning

Planning involves deciding where to take a company and selecting steps to get there. It first requires managers to be aware of challenges facing their businesses, and then it requires managers to forecast future business and economic conditions. They then formulate objectives to reach by certain deadlines and decide on steps to reach them. They re-evaluate their plans as conditions change and make adjustments as necessary.

Organizing

Managers organize by bringing together physical, human and financial resources to achieve objectives. They identify activities to be accomplished, classify activities, assign activities to groups or individuals, create responsibilities and delegate authority. They then coordinate everything so operations run smoothly.

Leading

Leading requires managers to motivate employees to achieve business objectives and goals. It requires the use of authority to achieve those ends as well as the ability to communicate effectively. Effective leaders can influence their personnel to view situations from their perspectives. Leading also involves supervision of employees and their work.

Controlling

Controlling involves measuring achievement against established objectives and goals. It also requires managers to be able to identify sources of deviation from successful accomplishment and to provide a corrective course of action. Managers first establish objectives and goals, then measure

achievements, identify anything that is keeping the company from achieving their objectives and goals, and provide means of correction if necessary.

Staffing

Without human resources, no organization can get off the ground, let alone do business and make profits. Some distinct features of the staffing function are:

- It puts the right man in the right job.
- It is an ongoing activity as employees keep leaving and joining the company, they also retire from time to time leaving empty places in various positions.
- Efficiency is a prime focus of this function as managing people is the toughest job there is, everything must be accounted for, leaves, payments, benefits, medical allowances, social security accounting and much more.

21. What is the main idea of this passage?

- A. To introduce some of the author's ideas about management.
- B. To introduce five distinct functions of managing proposed by Fayol.
- C. To promote the book entitled Administration Industrielle et Generale.

22. What are the influence of Fayol's book Administration Industrielle et Generale?

- A. It is of no influence at all for today.
- B. It is nearly forgotten by the world.
- C. It is still great effect on current management courses.

23. Which step of managing refers to bring staff together and tell them what to do?

- A. Leading.
- B. Organizing.
- C. Staffing.

24. Which item in Chinese below has not mentioned as things needed to take care for people management?

- A. 住房公积金
- B. 医疗补贴
- C. 请假

25. In the step of _____, managers need to find out obstacles in the course of achieving company's objectives and goals.

A. controlling

B. leading

C. planning

26—30 题:请根据短文内容判断给出的语句是否正确,正确的写“T”,错误的写“F”,并将答案写在答题纸上。

In competitive markets, leaders are under increased pressure to maintain a positive work culture. A positive work culture cultivates greater employee satisfaction; greater employee satisfaction contributes to higher performance; higher performance impacts improved client outcomes; improved client outcomes contribute to service excellence.

Positive work cultures are built over time and need constant attention. Such cultures are dependent on leadership vision and values.

An effective leader sets the tone for the team, encourages a positive workplace culture and is able to bring about cultural change.

Workplace culture is made up of the shared attitudes, beliefs, behaviors, values and expectations that influence the way people work in the workplace. It is “the way we do things around here”.

Some cultural aspects are understood by all and are obvious such as turning up for work on time, while others may be “unwritten rules” that are not so obvious for example how personal issues are resolved with work colleagues.

Many factors that influence whether a workplace has a positive outlook are within the control of people who work in a workplace. There are also factors out of their control, such as slumps in global prices or a change in demand and supply. The company can, however, control how they respond to these factors.

Those companies that do create positive workplace environments develop a reputation in their community as being ‘good to work for’ and have a competitive edge. Not only are

these companies more able to attract and retain people, they tend to be more stable as they proactively deal with issues and adapt to change.

Teams work best when they are clear about what is expected of them. They are more able to deal with difficult issues if they feel the values of the organization are supportive of them.

For a workplace culture to be positive, the direction and actions of the business must be consistent with the core values of the people in the workplace. The people must trust each other and be able to openly express and exchange ideas.

Working through these steps will help with developing a positive business culture.

26. A positive work culture will give workers more satisfaction.

27. Positive cultures have a lot to do with leadership vision and values.

28. The direction and actions for the business must differ from the core values of the employees in order for a workplace culture to be positive.

29. In competitive markets, leaders are under more and more pressure to keep a positive work culture.

30. Positive work culture can be built in a short period of time.

四、写作(共 20 分)

31 题:根据所给信息求,完成工作计划。

Make an action plan based on the following hints of steps.

A. Identify wasteful usage.

B. Identify person(s) or department(s) with highest supply usage.

C. Perform audit(审计;审核)of supply costs for last 24 hours.

D. Perform audit of supply usage for last 24 hours.

E. Shop(解聘,辞退)suppliers.

F. Negotiate new supply rates.

G. Create standard supply list and utilization controls.

H. Evaluate supplier agreements.

Objective	Priority	Action Steps	Jack Brown	September 15	Completed
Reduce office supply costs by 10% by the end of the 4th quarter.	(1)		Mike Jones	September 15	Completed
	(2)		Mike Jones	October 1	Completed
	(3)		Jack/Mike	October 30	Completed
	(4)		Jack	November 15	In Process
	(5)		Jack	November 15	In Process
	(6)		Jack	December 15	In Process
	(7)		Jack/Mike Mike	January 15	Not started
	(8)		Jack Brown	September 15	Completed

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国家开放大学(中央广播电视大学)2018年春季学期“开放本科”期末考试

管理英语 4 试题答案及评分标准

(供参考)

2018年7月

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1—5题:选择正确的语句完成下列对话,并将答案序号写在答题纸上。

1. A 2. A 3. B 4. C 5. A

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6. B 7. C 8. A 9. B 10. C
11. B 12. A 13. C 14. B 15. C
16. C 17. A 18. B 19. A 20. A

三、阅读理解(共40分,每小题4分)

21—25题:阅读短文,从A、B、C三个选项中选出一个正确答案,并将答案序号写在答题纸上。

21. B 22. C 23. B 24. A 25. A

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26. T 27. T 28. F 29. T 30. F

四、写作(共20分)

31题:根据所给信息求,完成工作计划。

- (1)C (2)D (3)B (4)A (5)H (6)E (7)F (8)G

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国家开放大学(中央广播电视大学)2018年秋季学期“开放本科”期末考试

管理英语 4 试题

2019年1月

注 意 事 项

一、将你的学号、姓名及分校(工作站)名称填写在答题纸的规定栏内。考试结束后,把试卷和答题纸放在桌上。试卷和答题纸均不得带出考场。监考人收完考卷和答题纸后才可离开考场。

二、仔细读懂题目的说明,并按题目要求答题。答案一定要写在答题纸的指定位置上,写在试卷上的答案无效。

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1—5 题: 选择正确的语句完成下列对话, 并将答案序号写在答题纸上。

1. — This project is too big for me to finish on time.

— _____

A. Please do me a favor.

B. You may ask for help.

C. I'll give you a hand.

2. — I'd like a wake-up call at 7:00 a. m., please!

— OK, _____.

A. you will certainly make it

B. I'll make sure you get one

C. just do what you like

3. — Terribly sorry to interrupt, but may I use your dictionary?

— Yes, _____.

A. of course

B. it doesn't matter

C. no hurry

4. — I think I have made a great mistake.

— _____

A. I don't think so. You really made an error.

B. I don't think so. It's really terrible.

C. I don't think so. It's not your fault.

5. — _____

— I'd like to have this film developed.

A. What's it?

B. May I help you?

C. What do you want?

二、词汇与结构(共计 30 分,每小题 2 分)

6—20 题:阅读下面的句子,从 A、B、C 三个选项中选出一个能填入空白处的正确选项,并将答案序号写在答题纸上。

6. AT&T found that employees with better planning and decision-making skills were _____ to be promoted into management jobs.

- A. more likely
- B. more like
- C. more unlikely

7. _____ managers spend most of their time in face-to-face contact with others, but they spend much of it obtaining and sharing information.

- A. Not only
- B. Do not only
- C. Not only do

8. There is no _____ the fact that he is the best student in the class.

- A. deny
- B. denying
- C. denies

9. Effective leaders distill complex thoughts and strategies into simple, memorable terms _____ colleagues and customers can grasp and act upon.

- A. when
- B. that
- C. who

10. It is through enthusiasm and quiet intensity _____ we transform creativity and vision into the technologies.

- A. that
- B. /
- C. which

11. Compared _____ English, Chinese is generally believed to be more difficult to learn.

- A. with
- B. from
- C. against

12. _____ the importance of English, we should put more effort into it and try to learn it well.

- A. Gave
- B. Giving
- C. Given

Change management has always been an issue of debate amongst scholars: how can employers create suitable conditions for a successful change process? And what can employees do to get through it?

Tips for dealing with change in the workplace.

- Make yourself aware that change happens: it happens in personal life, it happens in your professional life. You cannot live in the past, so denying that change could occur only makes things more complicated for you.

- Stay alert in the workplace: know what is happening around you. When you come across clues that hint change is on the way, acknowledge them!

- Maintain open communication channels: Don't lay back and expect things to pass you by smoothly. You need to get acquainted with the occurring changes. Seek more details from your management and peers to form an accurate understanding of the matter. Be transparent and honest about your fears: dealing with the unknown is often resented and daunting. Make the picture as clear as you can.

- Assess yourself: Change is a time when one's confidence about one's skills and capabilities gets shaky. Recognize your strengths and where you could bring them into play. At the same time, stay aware of your developmental areas and work on improving those.

- Don't be stiff: It will make the change process much harder if you are rigid. Be flexible enough to look at the different angles of the change and see where you could apply your "existing" skills and knowledge, and what new skills you need to acquire.

- Stay optimistic: Keep a positive attitude and don't let yourself drown in uncertainty. Involve yourself in the new process; locate yourself properly in the new scenario. Adjust!

"You can't get to the top of Everest by jumping up the mountain. You get to the mountaintop by taking incremental steps. Step by step, you get to the goal", says Robin Sharma, one of the world's most-sought-after leadership and personal success experts.

21. Enterprises carry out downsizing, reorganizing and cutting costs in order to _____.

- A. cut down on the number of workers
- B. reshuffle the organization
- C. survive

22. "No industry is exempt" means _____.
A. No industry is an exception
B. No industry is an example
C. Not every industry can be exempted
23. The following questions are often discussed among scholars EXCEPT _____.
A. How can bosses create favorable conditions for change
B. How can productivity be increased
C. What can workers do to get through change
24. How many suggestions does the author put forward?
A. 4
B. 5
C. 6
25. From the passage, we know that Robin Sharma is _____.
A. an expert on leadership, and personal success
B. a great leader
C. someone who likes to play the game of Hide and Seek

26—30 题:请根据短文内容判断给出的语句是否正确,正确的写“T”,错误的写“F”,并将答案写在答题纸上。

It's no secret that good leaders are also good communicators. Indeed, communication and leadership are inextricably tied. How can you galvanize, inspire or guide others if you don't communicate in a clear, credible and authentic way? Here are 5 essential communication practices of effective leaders:

(1) **Mind the *say-do* gap.** Trust is the bedrock of effective leadership —your behavior is your single greatest mode of communication, and it must be congruent with what you say. If your actions don't align with your words, you are storing up trouble for the future.

(2) **Make the complex simple.** Effective leaders distill complex thoughts and strategies into simple, memorable terms that colleagues and customers can grasp and act upon. The most important thing is to clarify what you want to say, look out for technical jargon and avoid business speak, which add complexity. Say what you mean in as few words as possible.

(3) **Find your own voice.** Use language that's distinctly your own; let your values come through in your communication. Correct use of language and grammar are important, of

course, but don't become overly fixated on eloquence for eloquence's sake; concentrate on being distinct and real. People want real, people respect real, people follow real.

(4) **Be visible.** Visibility is about letting your key stakeholders get a feel for who you are and what you care about. Don't hide behind a computer and only interact with people electronically —see them face to face and voice to voice, and interact with them in a real, substantial way. In today's environment, where people are often burned out, it's important for employees to have a personal connection with you and the work you believe in. Show the people that work for you that you're engaged and that you care about them and their work.

(5) **Listen with your eyes as well as your ears.** Effective communication is a two-way process, and good leaders know how to ask good questions, and then listen with both their eyes and their ears. Because you are in a position of authority, others may be reluctant to express their real opinions to you directly. You won't always get direct feedback, so you need to also be able to read between the lines and look for the non-verbal cues.

26. Communication and leadership don't always go hand in hand.

27. The say-do gap happens when people misunderstand their leader's intention.

28. Using technical jargon makes a leader convincing.

29. Communicating sincerely is always the best.

30. Observation is as important as communication when you want to know what people really think.

四、写作(共 20 分)

31:根据要求写作文。

Write a composition with at least 100 words on My Dream Job.

试卷代号:1389

国家开放大学(中央广播电视大学)2018年秋季学期“开放本科”期末考试

管理英语 4 试题答案及评分标准

(供参考)

2019年1月

一、交际用语(共计10分,每小题2分)

1—5题:选择正确的语句完成下列对话,并将答案序号写在答题纸上。

1. C 2. B 3. A 4. C 5. B

二、词汇与结构(共计30分,每小题2分)

6—20题:阅读下面的句子,从A、B、C三个选项中选出一个能填入空白处的正确选项,并将答案序号写在答题纸上。

6. A 7. C 8. B 9. B 10. A
11. A 12. C 13. B 14. A 15. C
16. B 17. C 18. A 19. C 20. A

三、阅读理解(共40分,每小题4分)

21—25题:阅读短文,从A、B、C三个选项中选出一个正确答案,并将答案序号写在答题纸上。

21. C 22. A 23. B 24. C 25. A

26—30题:请根据短文内容判断给出的语句是否正确,正确的写“T”,错误的写“F”,并将答案写在答题纸上。

26. F 27. F 28. F 29. T 30. T

四、写作(共20分)

31:根据要求写作文。

Write a composition with at least 100 words on My Dream Job.

作文评分标准:

1. 评分原则

(1) 本题总分为20分,按6个档次给分。

(2) 评分时,先根据文章的内容和语言初步确定其所属档次,然后以该档次的要求来衡量、确定或调整档次,最后给分。

(3) 评分时应注意的主要内容为:内容要点、句型变化、词汇运用和语法结构的准确性,语意的连贯性、逻辑性以及应用文的格式要求。

(4) 评分时,如拼写错误较多,书写较差,以至影响交际,将分数降低一个档次。

2. 各档次的给分范围和要求

试卷代号:1389

国家开放大学2019年春季学期期末统一考试

管理英语 4 试题

2019年7月

注 意 事 项

一、将你的学号、姓名及分校(工作站)名称填写在答题纸的规定栏内。考试结束后,把试卷和答题纸放在桌上。试卷和答题纸均不得带出考场。监考人收完考卷和答题纸后才可离开考场。

二、仔细读懂题目的说明,并按题目要求答题。答案一定要写在答题纸的指定位置上,写在试卷上的答案无效。

三、用蓝、黑圆珠笔或钢笔答题,使用铅笔答题无效。

四、考试时间为 60 分钟。

一、交际用语 (共计 10 分, 每小题 2 分)

1—5 题: 选择正确的语句完成下列对话, 并将答案序号写在答题纸上。

1. — Is it possible for you to work out the plan tonight?

— _____

A. I'll do that.

B. I think so.

C. I'd love to.

2. — How did your meeting go yesterday?

— _____ actually, it was really frustrating.

A. Not so good

B. Very good

C. Nothing special

3. — I think things have been a bit difficult for us the last couple of months.

— _____ We've been working hard, but still getting behind.

A. You're right.

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4. — Will you help me arrange a meeting with Mr. Brown, please?

— _____

A. No, no way.

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C. Sorry I can't. I have to finish my project right now.

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— _____

A. You are right.

B. No, we can't do that.

C. I think it will kill our time.

二、词汇与结构(共计 30 分,每小题 2 分)

6—20 题:阅读下面的句子,从 A、B、C 三个选项中选出一个能填入空白处的正确选项,并将答案序号写在答题纸上。

6. The team creates an environment _____ people are comfortable in communicating, advocating positions, and taking action.

A. that

B. which

C. in which

7. If I take the time to talk with my manager at the beginning of a project, we _____ off to a great start on the same page.

A. can get

B. have got

C. get

8. They have come to the conclusion _____ this winter will be even colder than before.

A. that

B. for

C. which

9. On hearing the news of _____ the major exam again, the girl burst into tears.

A. her having failed

B. she failed

C. her being failed

10. The reason _____ he was absent from class yesterday was that he was ill and hospitalized.

A. for

B. why

C. that

11. In high school, I am equally comfortable _____ as a member of a team and independently.

A. to work

B. working

C. work

三、阅读理解(共 40 分,每小题 4 分)

21—25 题:阅读短文,从 A、B、C 三个选项中选出一个正确答案,并将答案序号写在答题纸上。

If there's one word that captures the essence of what is occurring in the world today, it's "change." Downsizing, reorganizing, and cutting costs, are now the norm for survival. No industry is exempt. Even the most conservative institutions are undergoing significant change just to survive.

Change management has always been an issue of debate amongst scholars: how can employers create suitable conditions for a successful change process? And what can employees do to get through it?

Tips for dealing with change in the workplace.

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23. The following questions are often discussed among scholars EXCEPT _____.

- A. How can bosses create favorable conditions for change
- B. How can productivity be increased
- C. What can workers do to get through change

24. How many suggestions does the author put forward?

- A. 4
- B. 5
- C. 6

25. From the passage, we know that Robin Sharma is _____.

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- B. a great leader
- C. someone who likes to play the game of Hide and Seek

26—30 题: 请根据短文内容判断给出的语句是否正确, 正确的写“T”, 错误的写“F”, 并将答案写在答题纸上。

Nokia executives attempted to explain its fall from the top of the smartphone pyramid with three factors: 1) that Nokia was technically inferior to Apple, 2) that the company was complacent and 3) that its leaders didn’t see the disruptive iPhone coming.

It has also been argued that it was none of the above. Nokia lost the smartphone battle because of divergent shared fears among the company's middle and top managers which led to company-wide inertia that left it powerless to respond to Apple's game.

Based on the findings of an in-depth investigation and 76 interviews with top and middle managers, engineers and external experts, the researchers discovered a culture of fear due to temperamental leaders and that frightened middle managers were scared of telling the truth.

The fear that froze the company came from two places. First, the company's top managers had a terrifying reputation. Some members of Nokia's board and top management were described as "extremely temperamental" and they regularly shouted at people "at the top of their lungs". It was very difficult to tell them things they didn't want to hear. Secondly, top managers were afraid of the external environment and not meeting their quarterly targets, which also impacted how they treated middle managers.

Top managers thus made middle managers afraid of disappointing them. Middle managers were told that they were not ambitious enough to meet top managers' goals.

Fearing the reactions of top managers, middle managers remained silent or provided optimistic, filtered information. Thus, middle managers directly lied to top management.

Worse, a culture of status inside Nokia made everyone want to hold onto vested power for fear of resources being allocated elsewhere if they delivered bad news or showed that they were not bold or ambitious enough to undertake challenging assignments.

Beyond verbal pressure, top managers also applied pressure for faster performance in personnel selection. This led middle managers to over promise and under deliver. One middle manager told us that "you can get resources by promising something earlier, or promising a lot. It's sales work. "

While modest fear might be healthy for motivation, abusing it can be like overusing a drug, which risks generating harmful side effects. To reduce this risk, leaders should coordinate with the varied emotions of the staff. Nokia's top managers should have encouraged safe dialogue, internal coordination and feedback to understand the true emotion in the organization.

26. Nokia lost the smartphone battle because its technology is not as good as that of Apple.

27. Nokia's middle managers were frank to tell the truth, but the top ones didn't listen to them.

28. Nokia's top managers were too moody to hear anything good but harsh.

29. Middle managers in Nokia delivered results more than they promised earlier.

30. Nokia's top managers should have had better conversation techniques to encourage internal coordination and truth.

四、写作(共 20 分)

31: 根据要求写作文。

Write at least 100 words about an event based on the following information. You may need the 5Ws and 1H elements.

Titanic		
31 May 1911	She was launched	The largest ship afloat; with a gross tonnage of 46,328 tons
10 April 1912	maiden voyage	from Southampton to New York
at 11:40 p. m. on Sunday 14 April 1912	hit an iceberg; badly damaged	2227 passengers and crew on board
at 2: 20 a. m. on Monday 15 April 1912	sank	1522 were drowned; 705 escaped
At dawn on 15 April 1912	Some of the survivors were picked up	The Cunard liner Carpathia heard the wireless distress calls

试卷代号:1389

国家开放大学2019年春季学期期末统一考试

管理英语4 试题答案及评分标准

(供参考)

2019年7月

一、交际用语(共计10分,每小题2分)

1—5题:选择正确的语句完成下列对话,并将答案序号写在答题纸上。

1. B 2. A 3. A 4. C 5. A

二、词汇与结构(共计30分,每小题2分)

6—20题:阅读下面的句子,从A、B、C三个选项中选出一个能填入空白处的正确选项,并将答案序号写在答题纸上。

6. C 7. A 8. A 9. A 10. B
11. B 12. B 13. C 14. A 15. B
16. C 17. A 18. B 19. A 20. A

三、阅读理解(共40分,每小题4分)

21—25题:阅读短文,从A、B、C三个选项中选出一个正确答案,并将答案序号写在答题纸上。

21. C 22. A 23. B 24. C 25. A

26—30题:请根据短文内容判断给出的语句是否正确,正确的写“T”,错误的写“F”,并将答案写在答题纸上。

26. F 27. F 28. T 29. F 30. T

四、写作(共20分)

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At dawn on 15 April 1912	Some of the survivors were picked up	The Cunard liner Carpathia heard the wireless distress calls

参考答案：

Titanic was launched on 31 May 1911 and sailed on her voyage from Southampton to New York, (via Cherbourg and Queenstown,) on 10 April 1912. With a gross tonnage of 46,328 tons, she was the largest ship afloat; (882 feet long, 92 feet wide, 8 decks rising to the height of an 11-storey building.) Four days and seventeen hours after the voyage began, at 11:40 p. m. on Sunday 14 April, she hit an iceberg and was badly damaged. Two hours and forty minutes later she sank. Of the 2227 passengers and crew, 705 escaped in twenty lifeboats and rafts; including her master, Captain Edward Smith. At dawn on 15 April the Cunard liner Carpathia, having heard the Titanic's wireless distress calls 58 miles away, arrived at the scene and began picking up survivors.

作文评分标准：

1. 评分原则

- (1) 本题总分为 20 分，按 6 个档次给分。
- (2) 评分时，先根据文章的内容和语言初步确定其所属档次，然后以该档次的要求来衡量、确定或调整档次，最后给分。
- (3) 评分时应注意的主要内容为：内容要点、句型变化、词汇运用和语法结构的准确性，语意的连贯性、逻辑性以及应用文的格式要求。
- (4) 评分时，如拼写错误较多，书写较差，以至影响交际，将分数降低一个档次。

试卷代号:1389

国家开放大学2019年秋季学期期末统一考试

管理英语 4 试题

2020年1月

注 意 事 项

一、将你的学号、姓名及分校(工作站)名称填写在答题纸的规定栏内。考试结束后,把试卷和答题纸放在桌上。试卷和答题纸均不得带出考场。监考人收完考卷和答题纸后才可离开考场。

二、仔细阅读题目的说明,并按题目要求答题。答案一定要写在答题纸的指定位置上,写在试卷上的答案无效。

三、用蓝、黑圆珠笔或钢笔答题,使用铅笔答题无效。

四、考试时间为60分钟。

一、交际用语 (共计 10 分, 每小题 2 分)

1—5 题: 选择正确的语句完成下列对话, 并将答案序号写在答题纸上。

1. — Is it possible for you to work out the plan tonight?

— _____

A. I'll do that.

B. I think so.

C. I'd love to.

2. — How did your meeting go yesterday?

— _____ actually, it was really frustrating.

A. Not so good

B. Very good

C. Nothing special

3. — I think things have been a bit difficult for us the last couple of months.

— _____ We've been working hard, but still getting behind.

A. You're right.

B. I'm afraid.

C. I don't think so.

4. — Will you help me arrange a meeting with Mr. Brown, please?

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A. No, no way.

B. No, I can't.

C. Sorry I can't. I have to finish my project right now.

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二、词汇与结构(共计 30 分,每小题 2 分)

6—20 题:阅读下面的句子,从 A、B、C 三个选项中选出一个能填入空白处的正确选项,并将答案序号写在答题纸上。

6. AT&T found that employees with better planning and decision-making skills were _____ to be promoted into management jobs.

A. more likely

B. more like

C. more unlikely

7. _____ managers spend most of their time in face-to-face contact with others, but they spend much of it obtaining and sharing information.

A. Not only

B. Do not only

C. Not only do

8. _____ his anger, the employees called him Mr. Thunder, but they loved him.

A. Because

B. In spite of

C. Due to

9. _____ clearly communicate with and actively listen to employees is essential to improve their performance.

A. Be able to

B. Being able

C. Being able to

10. I believe that I have a lot to contribute _____ a team environment, and am comfortable in both leadership and player roles.

A. to

B. with

C. for

11. Compared _____ English, Chinese is generally believed to be more difficult to learn.

A. with

B. from

C. against

12. _____ the importance of English, we should put more effort into it and try to learn it well.

A. Gave

B. Giving

C. Given

13. _____ on the hilltop, you could enjoy the scenery of the city bathed in the sun.

A. Standing

B. Stand

C. Stood

14. There is no _____ the fact that he is the best student in the class.

A. deny

B. denies

C. denying

15. Her desire for the _____ of a beautiful town remained.

A. create

B. creation

C. created

16. Every time I tried to say something, he would _____ to something else.

A. move off

B. move on

C. move over

17. To build the reservoir(水库), thousands of people have to be _____ .

A. relocated

B. repeated

C. reopened

18. Good work _____ good pay.

A. deserves

B. requests

C. deserts

19. At a rough _____, we will take another four weeks to finish this plan.

A. value

B. estimate

C. account

20. Even the best continually seek ways to _____ their skills.

A. sharp

B. sharpener

C. sharpen

三、阅读理解(共计 40 分,每小题 4 分)

21—25 题: 阅读短文,从 A、B、C 三个选项中选出一个正确答案,并将答案序号写在答题纸上。

If there's one word that captures the essence of what is occurring in the world today, it's "change." Downsizing, reorganizing, and cutting costs, are now the norm for survival. No industry is exempt. Even the most conservative institutions are undergoing significant change just to survive.

Change management has always been an issue of debate amongst scholars: how can employers create suitable conditions for a successful change process? And what can employees do to get through it?

Tips for dealing with change in the workplace.

- Make yourself aware that change happens: it happens in personal life, it happens in your professional life. You cannot live in the past, so denying that change could occur only makes things more complicated for you.

- Stay alert in the workplace: know what is happening around you. When you come across clues that hint change is on the way, acknowledge them!

- Maintain open communication channels: Don't lay back and expect things to pass you by smoothly. You need to get acquainted with the occurring changes. Seek more details from your management and peers to form an accurate understanding of the matter. Be transparent and honest about your fears; dealing with the unknown is often resented and daunting. Make the picture as clear as you can.

- Assess yourself: Change is a time when one's confidence about one's skills and capabilities gets shaky. Recognize your strengths and where you could bring them into play. At the same time, stay aware of your developmental areas and work on improving those.

- Don't be stiff: It will make the change process much harder if you are rigid. Be flexible enough to look at the different angles of the change and see where you could apply your "existing" skills and knowledge, and what new skills you need to acquire.

- Stay optimistic: Keep a positive attitude and don't let yourself drown in uncertainty. Involve yourself in the new process; locate yourself properly in the new scenario. Adjust!

"You can't get to the top of Everest by jumping up the mountain. You get to the mountaintop by taking incremental steps. Step by step, you get to the goal", says Robin Sharma, one of the world's most-sought-after leadership and personal success experts.

21. Enterprises carry out downsizing, reorganizing and cutting costs in order to _____.
 A. cut down on the number of workers
 B. reshuffle the organization
 C. survive
22. "No industry is exempt" means _____.
 A. No industry is an exception
 B. No industry is an example
 C. Not every industry can be exempted
23. The following questions are often discussed among scholars EXCEPT _____.
 A. How can bosses create favorable conditions for change
 B. How can productivity be increased
 C. What can workers do to get through change
24. How many suggestions does the author put forward?
 A. 4
 B. 5
 C. 6
25. From the passage, we know that Robin Sharma is _____.
 A. an expert on leadership, and personal success
 B. a great leader
 C. someone who likes to play the game of Hide and Seek

26—30 题: 请根据短文内容判断给出的语句是否正确, 正确的写“T”, 错误的写“F”, 并将答案写在答题纸上。

Passage 2

It's no secret that good leaders are also good communicators. Indeed, communication and leadership are inextricably tied. How can you galvanize, inspire or guide others if you don't communicate in a clear, credible and authentic way? Here are 5 essential communication practices of effective leaders:

(1) Mind the say—do gap. Trust is the bedrock of effective leadership —your behavior is your single greatest mode of communication, and it must be congruent with what you say. If your actions don't align with your words, you are storing up trouble for the future.

(2) Make the complex simple. Effective leaders distill complex thoughts and strategies into simple, memorable terms that colleagues and customers can grasp and act upon. The most important thing is to clarify what you want to say, look out for technical jargon and avoid business speak, which add complexity. Say what you mean in as few words as possible.

(3) Find your own voice. Use language that's distinctly your own; let your values come

through in your communication. Correct use of language and grammar are important, of course, but don't become overly fixated on eloquence for eloquence's sake; concentrate on being distinct and real. People want real, people respect real, people follow real.

(4) Be visible. Visibility is about letting your key stakeholders get a feel for who you are and what you care about. Don't hide behind a computer and only interact with people electronically—see them face to face and voice to voice, and interact with them in a real, substantial way. In today's environment, where people are often burned out, it's important for employees to have a personal connection with you and the work you believe in. Show the people that work for you that you're engaged and that you care about them and their work.

(5) Listen with your eyes as well as your ears. Effective communication is a two-way process, and good leaders know how to ask good questions, and then listen with both their eyes and their ears. Because you are in a position of authority, others may be reluctant to express their real opinions to you directly. You won't always get direct feedback, so you need to also be able to read between the lines and look for the non-verbal cues.

26. Communication and leadership don't always go hand in hand.

27. The say-do gap happens when people misunderstand their leader's intention.

28. Using technical jargon makes a leader convincing.

29. Communicating sincerely is always the best.

30. Observation is as important as communication when you want to know what people really think.

四、写作(共 20 分)

31. 题根据写作要求,写出一篇作文。

Write at least 100 words about an event based on the following information. You may need the 5Ws and 1H elements. (/who/when/ where why/ what and how)

Titanic		
31 May 1911	She was launched	The largest ship afloat; with a gross tonnage of 46,328 tons
10 April 1912	maiden voyage	from Southampton to New York
at 11:40 p. m. on Sunday 14 April 1912	hit an iceberg; badly damaged	2227 passengers and crew on board
at 2:20 a. m. on Monday 15 April 1912	sank	1522 were drowned; 705 escaped
At dawn on 15 April 1912	Some of the survivors were picked up	The Cunard liner Carpathia heard the wireless distress calls

试卷代号:1389

国家开放大学2019年秋季学期期末统一考试

管理英语4 试题答案及评分标准

(供参考)

2020年1月

一、交际用语(共计10分,每小题2分)

1—5题:选择正确的语句完成下列对话,并将答案序号写在答题纸上。

1. B 2. A 3. A 4. C 5. A

二、词汇与结构(共计30分,每小题2分)

6—20题:阅读下面的句子,从A、B、C三个选项中选出一个能填入空白处的正确选项,并将答案序号写在答题纸上。

6. A 7. C 8. C 9. C 10. A
11. A 12. C 13. A 14. C 15. B
16. B 17. A 18. A 19. B 20. C

三、阅读理解(共40分,每小题4分)

21—25题:阅读短文,从A、B、C三个选项中选出一个正确答案,并将答案序号写在答题纸上。

21. C 22. A 23. B 24. C 25. A

26—30题:请根据短文内容判断给出的语句是否正确,正确的写“T”,错误的写“F”,并将答案写在答题纸上。

26. F 27. F 28. F 29. T 30. T

四、写作(共20分)

31. 根据写作要求,写出一篇作文。

Write at least 100 words about an event based on the following information. You may need the 5Ws and 1H elements. (/who/when/ where why/ what and how)

Titanic		
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At dawn on 15 April 1912	Some of the survivors were picked up	The Cunard liner Carpathia heard the wireless distress calls

参考答案:

Titanic was launched on 31 May 1911 and sailed on her voyage from Southampton to New York, (via Cherbourg and Queenstown,) on 10 April 1912. With a gross tonnage of 46,328 tons, she was the largest ship afloat; (882 feet long, 92 feet wide, 8 decks rising to the height of an 11-storey building.) Four days and seventeen hours after the voyage began, at 11:40 p. m. on Sunday 14 April, she hit an iceberg and was badly damaged. Two hours and forty minutes later she sank. Of the 2227 passengers and crew, 705 escaped in twenty lifeboats and rafts; including her master, Captain Edward Smith. At dawn on 15 April the Cunard liner Carpathia, having heard the Titanic's wireless distress calls 58 miles away, arrived at the scene and began picking up survivors.

(1) 评分原则

① 本题总分为 20 分, 按 6 个档次给分。

② 评分时, 先根据文章的内容和语言初步确定其所属档次, 然后以该档次的要求来衡量、确定或调整档次, 最后给分。

③ 评分时应注意的主要内容为: 内容要点、句型变化、词汇运用和语法结构的准确性, 语意的连贯性、逻辑性以及应用文的格式要求。

④ 评分时, 如拼写错误较多, 书写较差, 以至影响交际, 将分数降低一个档次。

试卷代号:1389

国家开放大学2020年春季学期期末统一考试

管理英语 4 试题

2020年7月

注 意 事 项

一、将你的学号、姓名及分校(工作站)名称填写在答题纸的规定栏内。考试结束后,把试卷和答题纸放在桌上。试卷和答题纸均不得带出考场。监考人收完考卷和答题纸后才可离开考场。

二、仔细读懂题目的说明,并按题目要求答题。答案一定要写在答题纸的指定位置上,写在试卷上的答案无效。

三、用蓝、黑圆珠笔或钢笔答题,使用铅笔答题无效。

四、考试时间为 60 分钟。

一、交际用语 (共计 10 分, 每小题 2 分)

1—5 题: 选择正确的语句完成下列对话, 并将答案序号写在答题纸上。

1. — This project is too big for me to finish on time.

— _____

A. Please do me a favor.

B. You may not ask for help.

C. I'll give you a hand.

2. — I'd like a wake-up call at 7:00 a. m., please!

— OK, _____

A. you will certainly make it.

B. I'll make sure you get one.

C. just do what you like.

3. — Terribly sorry to interrupt, but may I use your dictionary?

— Yes, _____

A. of course.

B. it doesn't matter.

C. no hurry.

4. — I think I have made a great mistake.

— _____

A. I don't think so. You really made an error.

B. I don't think so. It's really terrible.

C. I don't think so. It's not your fault.

5. — _____

— I'd like to have this film developed.

A. What's it?

B. May I help you?

C. What do you want?

二、词汇与结构 (共计 30 分, 每小题 2 分)

6—20 题: 阅读下面的句子, 从 A、B、C 三个选项中选出一个能填入空白处的正确选项, 并将答案序号写在答题纸上。

6. _____ there is smoke, there is fire.

A. If

B. When

C. Where

7. The Human Resource Managing Department at Honda is given specific instructions _____ employ the best possible workers.

A. how to

B. on what to

C. on how to

8. Creativity, especially _____ which takes place across departmental boundaries, is likely to suffer hugely as team synergy slips.

A. that

B. those

C. /

9. On hearing the news of _____ the major exam again, the girl burst into tears.

A. her having failed

B. she failed

C. her being failed

10. It is through enthusiasm and quiet intensity _____ we transform creativity and vision into the technologies.

A. that

B. /

C. which

11. I would recommend that you _____ on following through with projects.

A. worked

B. work

C. would work

12. _____ the importance of English, we should put more effort into it and try to learn it well.

A. Gave

B. Giving

C. Given

13. He will write to me as soon as he _____ home.

A. will have returned

B. returns

C. will return

14. Linda walked at the head, _____ by her colleagues.

A. followed

B. following

C. to follow

15. _____ we can't compete in terms of size, I do believe we hold an advantage in terms of dedication to customer service.

A. Therefore

B. But

C. Although

16. We've asked the designers we used before to _____ up with some designs for us.
A. come B. hurry
C. get
17. An agreement was reached on the _____ of mutual respect and mutual interest.
A. basic B. base
C. basis
18. All the _____ guests are seated in the front row.
A. distinguishing B. extinguishing
C. distinguished
19. Please ask the solicitor what his _____ would be to take the case to court.
A. fare B. fee
C. salary
20. You can't _____ to sit back—even though it might be tempting.
A. afford B. stand
C. willing

三、阅读理解(共计 40 分,每小题 4 分)

21—25 题: 阅读短文,从 A、B、C 三个选项中选出一个正确答案,并将答案序号写在答题纸上。

If there's one word that captures the essence of what is occurring in the world today, it's "change." Downsizing, reorganizing, and cutting costs, are now the norm for survival. No industry is exempt. Even the most conservative institutions are undergoing significant change just to survive.

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- Stay alert in the workplace; know what is happening around you. When you come across clues that hint change is on the way, acknowledge them!

• Maintain open communication channels; Don't lay back and expect things to pass you by smoothly. You need to get acquainted with the occurring changes. Seek more details from your management and peers to form an accurate understanding of the matter. Be transparent and honest about your fears; dealing with the unknown is often resented and daunting. Make the picture as clear as you can.

• Assess yourself; Change is a time when one's confidence about one's skills and capabilities gets shaky. Recognize your strengths and where you could bring them into play. At the same time, stay aware of your developmental areas and work on improving those.

• Don't be stiff; It will make the change process much harder if you are rigid. Be flexible enough to look at the different angles of the change and see where you could apply your "existing" skills and knowledge, and what new skills you need to acquire.

• Stay optimistic; Keep a positive attitude and don't let yourself drown in uncertainty. Involve yourself in the new process; locate yourself properly in the new scenario. Adjust!

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23. The following questions are often discussed among scholars EXCEPT _____.

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- B. How can productivity be increased
- C. What can workers do to get through change

24. How many suggestions does the author put forward?

A. 4

B. 5

C. 6

25. From the passage, we know that Robin Sharma is _____.

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B. a great leader

C. someone who likes to play the game of Hide and Seek

26—30 题:请根据短文内容判断给出的语句是否正确,正确的写“T”,错误的写“F”,并将答案写在答题纸上。

When Jack Welch, the Chairman and CEO at General Electric (GE) retired in 2001, he could look back at a very successful career. He became CEO in 1981 at the age of 45. At that time, GE had a very complex organizational structure with considerably bureaucratic rules.

One of his first changes was to initiate a strategy formulation process with the guideline that each of the businesses should be number 1 or 2 in their respective areas. If this was not the case, managers had the options of fixing the problem, selling their particular business, or closing it. In an effort to streamline the organization, Welch removed the sector level and eliminated thousands of salaried and hourly employee positions.

The restructuring was followed by changing the organizational culture and the managerial styles of GE's managers. One such program was the Work—Out(群策群力). Groups of managers were assembled to share their views openly in three—day sessions. At the beginning of the meetings, the superior presented the challenges for his or her organizational unit. Then the superior had to leave, requesting the groups to find solutions to the problems. Facilitators (会议主持人) helped these discussions. On the last day, the superior was presented with proposed solutions. He or she then had three choices: to accept the proposal, not to accept it, or to collect more information. This process put great pressure on the superior to make decisions.

Another program to improve effectiveness and efficiency was Best Practices. The aim was to learn from other companies how they obtained customer satisfaction, how they related to their suppliers, and in what ways they developed new products. This helped the GE people to focus on the processes in their operations that would improve the company's performance.

Jack Welch was personally involved in developing managers at GE's training center in Crotonville. Leaders, Welch suggested, are not only those who achieve results but also those who share the values of the company.

26. Jack Welch retired at the age of 65.

27. Jack Welch insisted that each of the businesses should be at least number 3 in their respective area.

28. If the business could not meet Welch's change requirements, its manager had 3 choices.

29. The restructuring went before changing the organizational culture and the managerial styles of GE's managers.

30. The Work Out lasted a week.

四、写作(共 20 分)

31. 根据要求写作文。

Write at least 100 words about an event caused by different understandings of the workplace culture. You may need to include the 5Ws and 1H elements. (/who/when/ where why/ what and how).

试卷代号:1389

国家开放大学2020年春季学期期末统一考试

管理英语4 试题答案及评分标准

(供参考)

2020年7月

一、交际用语(共计10分,每小题2分)

1—5题:选择正确的语句完成下列对话,并将答案序号写在答题纸上。

1. C 2. B 3. A 4. C 5. B

二、词汇与结构(共计30分,每小题2分)

6—20题:阅读下面的句子,从A、B、C三个选项中选出一个能填入空白处的正确选项,并将答案序号写在答题纸上。

- | | | | | |
|-------|-------|-------|-------|-------|
| 6. C | 7. C | 8. A | 9. A | 10. A |
| 11. B | 12. C | 13. B | 14. A | 15. C |
| 16. A | 17. C | 18. C | 19. B | 20. A |

三、阅读理解(共计40分,每小题4分)

21—25题:阅读短文,从A、B、C三个选项中选出一个正确答案,并将答案序号写在答题纸上。

21. C 22. A 23. B 24. C 25. A

26—30题:请根据短文内容判断给出的语句是否正确,正确的写“T”,错误的写“F”,并将答案写在答题纸上。

26. T 27. F 28. T 29. T 30. F

四、写作(共20分)

31. 根据要求写作文。

Write at least 100 words about an event caused by different understandings of the workplace culture. You may need to include the 5Ws and 1H elements. (/who/when/ where why/ what and how).

(1) 评分原则

① 本题总分为20分,按6个档次给分。

② 评分时,先根据文章的内容和语言初步确定其所属档次,然后以该档次的要求来衡量、确定或调整档次,最后给分。

③ 评分时应注意的主要内容为:内容要点、句型变化、词汇运用和语法结构的准确性,语意的连贯性、逻辑性以及应用文的格式要求。

试卷代号:1389

国家开放大学2020年春季学期期末统一考试

管理英语4 试题

2020年9月

注 意 事 项

一、将你的学号、姓名及分校(工作站)名称填写在答题纸的规定栏内。考试结束后,把试卷和答题纸放在桌上。试卷和答题纸均不得带出考场。监考人收完考卷和答题纸后才可离开考场。

二、仔细读懂题目的说明,并按题目要求答题。答案一定要写在答题纸的指定位置上,写在试卷上的答案无效。

三、用蓝、黑圆珠笔或钢笔答题,使用铅笔答题无效。

四、考试时间为60分钟。

一、交际用语 (共计 10 分, 每小题 2 分)

1—5 题: 选择正确的语句完成下列对话, 并将答案序号写在答题纸上。

1. — This project is too big for me to finish on time.

— _____

A. Please do me a favor.

B. You may not ask for help.

C. I'll give you a hand.

2. — I'd like a wake-up call at 7:00 a. m. , please!

— OK, _____

A. you will certainly make it.

B. I'll make sure you get one.

C. just do what you like.

3. — Terribly sorry to interrupt, but may I use your dictionary?

— Yes, _____

A. of course.

B. it doesn't matter.

C. no hurry.

4. — I think I have made a serious mistake.

— _____

A. I don't think so. You really made an error.

B. I don't think so. It's really terrible.

C. I don't think so. It's not your fault.

5. — _____

— I'd like to have this film developed.

A. What's it?

B. May I help you?

C. What do you want?

二、词汇与结构(共计 30 分,每小题 2 分)

6—20 题:阅读下面的句子,从 A、B、C 三个选项中选出一个能填入空白处的正确选项,并将答案序号写在答题纸上。

6. She is very adaptive and soon adapted _____ to the campus life.

A. with

B. to

C. as

7. All _____ glitters (闪闪发光) is not gold.

A. that

B. which

C. what

8. This is the man _____ last night.

A. whom I saw him

B. who I saw him

C. whom I saw

9. Wendy suggests that we _____ tomorrow.

A. should go

B. shall go

C. will go

10. By the end of the year, the sales plan for the next year _____.

A. will be made

B. will have been made

C. have been made

11. In high school, I am equally comfortable _____ as a member of a team and independently.

A. to work

B. working

C. work

12. On hearing the news of _____ the major exam again, the girl burst into tears.

A. her having failed

B. she failed

C. her being failed

13. —Who should be responsible for the accident?

—The boss, not the workers. They just carried out the order _____.

A. as are told

B. as told

C. as they told

14. My leather shoes cost me _____ the last pairs I bought.

A. three times as

B. three time as

C. three times as much as

15. Without human resources, no organization can _____ the ground, let alone do business and make profits.

A. get off

B. get up

C. get on

16. He's left now, but productivity hasn't _____ that much.

A. carried on

B. caught up

C. picked up

17. They _____ all their computing work, i. e. they arrange for some outside company to do the work.

A. outsource

B. outside

C. outsell

18. The leader _____ at creating opportunities to provide rewards, recognition and thanks to his or her staff.

A. exceeds

B. excellent

C. excels

19. You can't _____ to sit back —even though it might be tempting.

A. afford

B. stand

C. beat

20. At a rough _____, we will take another four weeks to finish this plan.

A. value

B. estimate

C. account

三、阅读理解(共计 40 分,每小题 4 分)

21—25 题:阅读短文,从 A、B、C 三个选项中选出一个正确答案,并将答案序号写在答题纸上。

The meaning of “communication” goes a lot deeper than people often think. Communication is about conceiving, sending, receiving, and interpreting messages as well as confirming reception of these messages. A failure at any point in this chain can result in ineffective communication.

Ineffective communication can be **disastrous**. There is a famous story of a British Army Commander who sent the message “Send reinforcements, we’re going to advance.” back to his Command Center, through a long chain of subordinates. When the message finally reached the Command Center, it had “mutated” to become —“Send three and four—pence, we’re going to a dance.” The reinforcements never arrived.

You can demonstrate this same principle, albeit on a less dramatic scale, by trying to play Chinese Whispers with more than 20 people. It is highly unlikely the same message you started with will be the one you end with.

In a business, there are three main types of communication failure. Each has its own indicative signs.

- The first type is known as **allocative failure**. This occurs when a firm is not gathering enough intelligence about its market or (most often), the information is not reaching the right points. The firm will not be allocating resources in step with the shifts in demand. If demand is rising but the firm is suffering from allocative communication failure, then stocks will fall and there will be understaffing. If the inverse happens, there will be a surplus of stocks and overstaffing.

- The second type is **executive failure**, where communication to trigger specific events/actions is either late, lacking or in error. The symptoms of this are a general loss of direction in the company or departments, a loss of co—ordination and an increase in complaints from customers as things happen late or not at all.

- The final type is **human failure**. This occurs when the general culture of a business or the relationships between particular individuals or departments do not foster effective

communication. This leads to alienated staff, an increase in staff turnover, an increase in absenteeism and general frustration among staff. Creativity, especially that which takes place across departmental boundaries, is likely to suffer hugely as team synergy slips.

21. Confirming reception of the sent messages means _____.

- A. the messages are sent to right receivers
- B. the messages are correctly understood
- C. the messages are correctly understood by right receivers

22. In the famous British Army Commander story, which step probably did NOT go wrong in the communication chain?

- A. Conceiving.
- B. Sending.
- C. Receiving.

23. What is Chinese whispers?

- A. Who whispers in Chinese.
- B. A game to pass message around in a whisper.
- C. Chinese people who don't normally talk very loudly.

24. Allocative failure does NOT happen when _____.

- A. the right information goes to the right place
- B. a company gathers false information
- C. the correct information is not received by the right department or person

25. According to the passage, which of the following cases does NOT belong to human failure?

- A. Decreasing creativity across departments.
- B. Inadequate communication between departments.
- C. Increasing customer complaints.

26—30 题:请根据短文内容判断给出的语句是否正确,正确的写“T”,错误的写“F”,并将答案写在答题纸上。

In competitive markets, leaders are under increased pressure to maintain a positive work culture. A positive work culture cultivates greater employee satisfaction; greater employee satisfaction contributes to higher performance; higher performance impacts improved client outcomes; improved client outcomes contribute to service excellence.

Positive work cultures are built over time and need constant attention. Such cultures are dependent on leadership vision and values.

An effective leader sets the tone for the team, encourages a positive workplace culture and is able to bring about cultural change.

Workplace culture is made up of the shared attitudes, beliefs, behaviors, values and expectations that influence the way people work in the workplace. It is “the way we do things around here”.

Some cultural aspects are understood by all and are obvious such as turning up for work on time, while others may be “unwritten rules” that are not so obvious for example how personal issues are resolved with work colleagues.

Many factors that influence whether a workplace has a positive outlook are within the control of people who work in a workplace. There are also factors out of their control, such as slumps in global prices or a change in demand and supply. The company can, however, control how they respond to these factors.

Those companies that do create positive workplace environments develop a reputation in their community as being ‘good to work for’ and have a competitive edge. Not only are these companies more able to attract and retain people, they tend to be more stable as they proactively deal with issues and adapt to change.

Teams work best when they are clear about what is expected of them. They are more able to deal with difficult issues if they feel the values of the organization are supportive of them.

For a workplace culture to be positive, the direction and actions of the business must be consistent with the core values of the people in the workplace. The people must trust each other and be able to openly express and exchange ideas.

Working through these steps will help with developing a positive business culture.

26. A positive work culture will give workers more satisfaction.

27. Positive cultures have a lot to do with leadership vision and values.

28. The direction and actions for the business must differ from the core values of the employees in order for a workplace culture to be positive.

29. In competitive markets, leaders are under more and more pressure to keep a positive work culture.

30. Positive work culture can be built in a short period of time.

四、写作(共 20 分)

31. 根据要求写作文。了解会议日程的主要内容,根据所给信息制定会议日程安排。

The structure of a meeting agenda:

- (1) Title of the meeting
- (2) Time of the meeting
- (3) Place of the meeting
- (4) People who will attend the meeting
- (5) Events in time sequence

09:00 09:40 10:05 10:20 12:00

Sofitel Jin Jiang Oriental Hotel

Arrival, registration, picking up meeting kits Exhibitor Day One

The First Participants Meeting of Expo (exposition), 2010, Shanghai, China

Report on the organizational structure and preparatory progress of Expo

Tea break (15m.) (2F Entrance) Wednesday, Oct. 20, 2008

Watching Expo image video/film (10m.) Work lunch (buffet)

Agenda

试卷代号:1389

国家开放大学2020年春季学期期末统一考试

管理英语4 试题答案及评分标准

(供参考)

2020年9月

一、交际用语(共计10分,每小题2分)

1—5题:选择正确的语句完成下列对话,并将答案序号写在答题纸上。

1. C 2. B 3. A 4. C 5. B

二、词汇与结构(共计30分,每小题2分)

6—20题:阅读下面的句子,从A、B、C三个选项中选出一个能填入空白处的正确选项,并将答案序号写在答题纸上。

6. B 7. A 8. C 9. A 10. B
11. B 12. A 13. B 14. C 15. A
16. C 17. A 18. C 19. A 20. B

三、阅读理解(共40分,每小题4分)

21—25题:阅读短文,从A、B、C三个选项中选出一个正确答案,并将答案序号写在答题纸上。

21. C 22. A 23. B 24. A 25. C

26—30题:请根据短文内容判断给出的语句是否正确,正确的写“T”,错误的写“F”,并将答案写在答题纸上。

26. T 27. T 28. F 29. T 30. F

四、写作(共20分)

31. 根据要求写作文。了解会议日程的主要内容,根据所给信息制定会议日程安排。

Meeting Agenda

The First Participants Meeting of Expo(exposition),2010,Shanghai,China

Wednesday, Oct. 20, 2008 Day One

Sofitel Jin Jiang Oriental Hotel

Exhibitor

- 09:00 Arrival, registration, picking up meeting kits
- 09:40 Watching Expo image video/film (10m)
- 10:05 Tea break (15m) (2F Entrance)
- 10:20 Report on the organizational structure and preparatory progress of Expo
- 12:00 Work lunch (buffet)

试卷代号:1389

国家开放大学2020年秋季学期期末统一考试

管理英语 4 试题

2021年1月

注 意 事 项

1. 将你的学号、姓名及分校(工作站)名称填写在答题纸的规定栏内。考试结束后,把试卷和答题纸放在桌上。试卷和答题纸均不得带出考场。监考人收完考卷和答题纸后才可离开考场。
2. 仔细读懂题目的说明,并按题目要求答题。答案一定要写在答题纸的指定位置上,写在试卷上的答案无效。
3. 用蓝、黑圆珠笔或钢笔答题,使用铅笔答题无效。
4. 考试时间为 60 分钟。

一、交际用语 (共计 10 分, 每小题 2 分)

1—5 题: 选择正确的语句完成下列对话, 并将答案序号写在答题纸上。

1. — Terribly sorry to interrupt, but may I use your dictionary?

— Yes, _____

A. of course.

B. it doesn't matter.

C. no hurry.

2. — Do you mind if I use vouchers to spend in a restaurant?

— _____

A. Yes, please.

B. Not at all. Go ahead.

C. No, thank you.

3. — I think I have made a great mistake.

— _____

A. I don't think so. You really made an error.

B. I don't think so. It's really terrible.

C. I don't think so. It's not your fault.

4. — _____

— I'd like to have this film developed.

A. What's it?

B. May I help you?

C. What do you want?

5. — Jack, I'd like to have your opinions about my written report.

— _____ But I have one suggestion.

A. That's a good idea .

B. You are too modest.

C. It looks fine to me.

二、词汇与结构(共计 30 分,每小题 2 分)

6—20 题:阅读下面的句子,从 A、B、C 三个选项中选出一个能填入空白处的正确选项,并将答案序号写在答题纸上。

6. She was very adaptive and soon adapted _____ the campus life.
A. with B. as
C. to
7. All _____ glitters (闪闪发光) is not gold.
A. which B. that
C. what
8. This is the man _____ last night.
A. whom I saw him B. who I saw him
C. whom I saw
9. I would recommend that you _____ on following through with projects.
A. worked B. work
C. would work
10. They weren't too keen _____ the idea at first because they thought it was not practical enough.
A. of B. on
C. in
11. On hearing the news of _____ the major exam again, the girl burst into tears.
A. her having failed B. she failed
C. her being failed
12. It is through enthusiasm and quiet intensity _____ we transform creativity and vision into the technologies.
A. which B. /
C. that

13. Although we can't compete in terms of size, I _____ believe we hold an advantage in terms of dedication to customer service.

- A. did
- B. do
- C. have

14. _____ on the hilltop, you could enjoy the scenery of the city bathed in the sun.

- A. Stood
- B. Stand
- C. Standing

15. Without his assistance, I _____ the research last month.

- A. would not have completed
- B. could not finish
- C. should not finish

16. Fearing the reactions of top managers, middle managers remained _____ or provided optimistic, filtered information.

- A. silence
- B. silent
- C. silently

17. I will ask them to _____ a new design, something a bit more toned down.

- A. come in
- B. come across
- C. come up with

18. Good work _____ good pay.

- A. deserves
- B. requests
- C. deserts

19. The responsibilities in handbook _____ that managers have to be concerned with efficiency and effectiveness in the work process.

- A. imply
- B. indicate
- C. interrupt

20. At a rough _____, we will take another four weeks to finish this plan.

- A. value
- B. account
- C. estimate

三、阅读理解(共计 40 分,每小题 4 分)

21—25 题: 阅读短文,从 A、B、C 三个选项中选出一个正确答案,并将答案序号写在答题纸上。

If there's one word that captures the essence of what is occurring in the world today, it's "change." Downsizing, reorganizing, and cutting costs, are now the norm for survival. No industry is exempt. Even the most conservative institutions are undergoing significant change just to survive.

Change management has always been an issue of debate amongst scholars: how can employers create suitable conditions for a successful change process? And what can employees do to get through it?

Tips for dealing with change in the workplace.

- Make yourself aware that change happens; it happens in personal life, it happens in your professional life. You cannot live in the past, so denying that change could occur only makes things more complicated for you.
- Stay alert in the workplace; know what is happening around you. When you come across clues that hint change is on the way, acknowledge them!
- Maintain open communication channels; Don't lay back and expect things to pass you by smoothly. You need to get acquainted with the occurring changes. Seek more details from your management and peers to form an accurate understanding of the matter. Be transparent and honest about your fears; dealing with the unknown is often resented and daunting. Make the picture as clear as you can.
- Assess yourself; Change is a time when one's confidence about one's skills and capabilities gets shaky. Recognize your strengths and where you could bring them into play. At the same time, stay aware of your developmental areas and work on improving those.
- Don't be stiff; It will make the change process much harder if you are rigid. Be flexible enough to look at the different angles of the change and see where you could apply your "existing" skills and knowledge, and what new skills you need to acquire.
- Stay optimistic; Keep a positive attitude and don't let yourself drown in uncertainty.

Involve yourself in the new process; locate yourself properly in the new scenario. Adjust!

"You can't get to the top of Everest by jumping up the mountain. You get to the mountaintop by taking incremental steps. Step by step, you get to the goal", says Robin Sharma, one of the world's most-sought-after leadership and personal success experts.

21. Enterprises carry out downsizing, reorganizing and cutting costs in order to _____ .

- A. survive
- B. cut down on the number of workers
- C. reshuffle the organization

22. "No industry is exempt" means _____.
A. No industry is an example B. No industry is an exception
C. Not every industry can be exempted
23. The following questions are often discussed among scholars EXCEPT _____.
A. How can bosses create favorable conditions for change
B. How can productivity be increased
C. What can workers do to get through change
24. How many suggestions does the author put forward?
A. 4 B. 5
C. 6
25. From the passage, we know that Robin Sharma is _____.
A. an expert on leadership, and personal success
B. a great leader
C. someone who likes to play the game of Hide and Seek

26—30 题: 请根据短文内容判断给出的语句是否正确, 正确的写“T”, 错误的写“F”, 并将答案写在答题纸上。

It's no secret that good leaders are also good communicators. Indeed, communication and leadership are inextricably tied. How can you galvanize, inspire or guide others if you don't communicate in a clear, credible and authentic way? Here are 5 essential communication practices of effective leaders:

1. Mind the say-do gap. Trust is the bedrock of effective leadership —your behavior is your single greatest mode of communication, and it must be congruent with what you say. If your actions don't align with your words, you are storing up trouble for the future.

2. Make the complex simple. Effective leaders distill complex thoughts and strategies into simple, memorable terms that colleagues and customers can grasp and act upon. The most important thing is to clarify what you want to say, look out for technical jargon and avoid business speak, which add complexity. Say what you mean in as few words as possible.

3. Find your own voice. Use language that's distinctly your own; let your values come through in your communication. Correct use of language and grammar are important, of course, but don't become overly fixated on eloquence for eloquence's sake; concentrate on being distinct and real. People want real, people respect real, people follow real.

4. Be visible. Visibility is about letting your key stakeholders get a feel for who you are and what you care about. Don't hide behind a computer and only interact with people electronically —see them face to face and voice to voice, and interact with them in a real, substantial way. In today's environment, where people are often burned out, it's important for employees to have a personal connection with you and the work you believe in. Show the people that work for you that you're engaged and that you care about them and their work.

5. Listen with your eyes as well as your ears. Effective communication is a two-way process, and good leaders know how to ask good questions, and then listen with both their eyes and their ears. Because you are in a position of authority, others may be reluctant to express their real opinions to you directly. You won't always get direct feedback, so you need to also be able to read between the lines and look for the non-verbal cues.

26. Communication and leadership don't always go hand in hand.

27. The say-do gap happens when people misunderstand their leader's intention.

28. Using technical jargon makes a leader convincing.

29. Communicating sincerely is always the best.

30. Observation is as important as communication when you want to know what people really think.

四、写作(共计 20 分)

31. 根据要求写作文。

Write at least **120 words** about an event caused by different understandings of the workplace culture. You may need to include the 5Ws and 1H elements. (Who/When/Where/Why/What and How).

试卷代号:1389

座位号

国家开放大学2020年秋季学期期末统一考试

管理英语4 试题答题纸

2021年1月

题 号	一	二	三	四	总 分
分 数					

得 分	评卷人

一、交际用语 (共计 10 分,每小题 2 分)

1—5 题:选择正确的语句完成下面对话,并将答案序号写在答题纸上。

1. 2. 3. 4. 5.

得 分	评卷人

二、词汇与结构 (共计 30 分,每小题 2 分)

6—20 题:阅读下面的句子,从 A、B、C 三个选项中选出一个能填入空白处的正确选项,并将答案序号写在答题纸上。

6. 7. 8. 9. 10.
11. 12. 13. 14. 15.
16. 17. 18. 19. 20.

得 分	评卷人

三、阅读理解 (共计 40 分,每小题 4 分)

21—25 题:阅读短文,从 A、B、C 三个选项中选出一个正确答案,并将答案序号写在答题纸上。

21. 22. 23. 24. 25.

26—30 题: 请根据短文内容判断给出的语句是否正确, 正确的写“T”, 错误的写“F”, 并将答案写在答题纸上。

26.

27.

28.

29.

30.

得 分	评卷人

四、写作(共计 20 分)

31. 根据要求写作文。

Write at least 120 words about an event caused by different understandings of the workplace culture. You may need to include the 5Ws and 1H elements. (Who/When/Where/Why/What and How).

试卷代号:1389

国家开放大学2020年秋季学期期末统一考试

管理英语4 试题答案及评分标准

(供参考)

2021年1月

一、交际用语(共计10分,每小题2分)

1—5题:选择正确的语句完成下列对话,并将答案序号写在答题纸上。

1. A 2. B 3. C 4. B 5. C

二、词汇与结构(共计30分,每小题2分)

6—20题:阅读下面的句子,从A、B、C三个选项中选出一个能填入空白处的正确选项,并将答案序号写在答题纸上。

6. C 7. B 8. C 9. B 10. B
11. A 12. C 13. B 14. C 15. A
16. B 17. C 18. A 19. A 20. C

三、阅读理解(共计40分,每小题4分)

21—25题:阅读短文,从A、B、C三个选项中选出一个正确答案,并将答案序号写在答题纸上。

21. A 22. B 23. B 24. C 25. A

26—30题:请根据短文内容判断给出的语句是否正确,正确的写“T”,错误的写“F”,并将答案写在答题纸上。

26. F 27. F 28. F 29. T 30. T

四、写作(共计20分)

31. 根据要求写作文。

Write at least 120 words about an event caused by different understandings of the workplace culture. You may need to include the 5Ws and 1H elements. (Who/When/Where/Why/What and How).

(1)评分原则

①本题总分为 20 分,按 6 个档次给分。

②评分时,先根据文章的内容和语言初步确定其所属档次,然后以该档次的要求来衡量、确定或调整档次,最后给分。

③评分时应注意的主要内容为:内容要点、句型变化、词汇运用和语法结构的准确性,语意的连贯性、逻辑性以及应用文的格式要求。

④评分时,如拼写错误较多,书写较差,以至影响交际,将分数降低一个档次。

(2)各档次的给分范围和要求

16~20 分	<ul style="list-style-type: none">●完全完成了试题规定的任务;●覆盖所有内容要点;●语法结构、句型和词汇有变化;●语法结构和用词准确;●语义连贯、逻辑性强;●应用文写作格式规范。
11~15 分	<ul style="list-style-type: none">●较好地完成了试题规定的任务;●覆盖所有内容要点;●句型和词汇有变化;●语法结构和词汇基本准确,些许错误主要是由尝试使用较复杂的语法结构或词汇所致;●语义基本连贯、有一定的逻辑性;●应用文写作格式较为规范。
6~10 分	<ul style="list-style-type: none">●基本完成了试题规定的任务;●覆盖所有内容要点;●语法结构和词汇运用方面的能力能满足任务的基本要求;●有一些语法结构或词汇方面的错误,但不影响理解;●语义连贯性及逻辑性方面存在一定问题;●应用文写作格式基本规范。

3~5 分	<ul style="list-style-type: none"> ●虽尽力但不足以完成试题规定的任务； ●仅覆盖部分主要内容,或写了一些无关内容； ●语法结构和词汇运用能力很弱； ●有许多语法结构或词汇方面的错误,影响了对写作内容的理解； ●语义不连贯,逻辑性方面问题较大； ●应用文写作格式不规范。
1~2 分	<ul style="list-style-type: none"> ●未完成试题规定的任务； ●句子不完整或无法理解； ●语法结构或词汇方面错误连篇,影响对写作内容的理解；语言运用能力差； ●语义不清,毫无逻辑； ●应用文写作格式不规范。
0 分	<ul style="list-style-type: none"> ●未答题,或虽作答但让人不知所云。