

国开电大本科 《管理英语 4》

第一大题 交际用语

A01—_____

—**Actually** I prefer working on my own.

A. Could I use this dictionary?

B. May I open the window to let in some fresh air?

C. Do you prefer teamwork or working individually?

[答案]C

C01—**Can** I **get** you a couple of tea?

—_____
A. That's very nice of you

B. With pleasure

C. You can, please

[答案]A

C02—**Can** I **have** three days off next week, Mr. Smith?

—_____. I can manage without you.

A. I'm afraid not

B. Of course

C. It depends

[答案]B

C03—**Could** I borrow your iPad for a few hours?

—_____
A. Yes, you can.

B. Sure, here you are. Enjoy your time.

C. It doesn't matter.

[答案]B

C04—**Could** you give us a speech on management functions some day this week?

—_____
A. That's a good idea

B. No, I already have plans

C. I'd love to, but I'm busy this week

[答案]C

D01—**Do** you **know** where I can repair my motorcar?

—_____
A. It's cheap to repair a motorcar.

B. Around the street corner.

C. You drive too fast to damage it.

[答案]B

D02—**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.

[答案]B

D03—**Do** you **mind** if I use vouchers in a restaurant?

—

- A. Yes, please.
- B. Not at all. Go ahead.
- C. No, thank you.

[答案]B

D04—**Don't forget** to come to our party this weekend!

—

- A. Not at all.
- B. You are welcome.
- C. Sure. See you.

[答案]C

D05—**Don't worry**, Mum. The doctor said it was only a common cold.

—

- A. What a relief
- B. How surprising
- C. I'm so sorry

[答案]A

H01—**Have** you already paid? What's my share of the bill?

— . It wasn't very much.

- A. It's my share
- B. None of your business
- C. Don't worry about it

[答案]C

H02—**Haven't** seen you for ages. What are you busy doing now?

—

- A. Yes, long time no see.
- B. Yeah, thanks for coming.
- C. I am working part time in a bookstore.

[答案]C

H03—**How can** you explain the latest situation?

— , I know it is all my fault.

- A. Sorry
- B. Excuse me
- C. I'm afraid

[答案]A

H04—**How did** your meeting go yesterday?

— actually, it was really frustrating.

- A. Not so good
- B. Very good
- C. Nothing special

[答案]A

H05—**How did** your meeting go yesterday?

— actually, it was really frustrating.

- A.Very good
- B.Not so good
- C.Nothing special

[答案]B

I01—_____

—**I'd** like to have this film developed.

- A.What's it?
- B.May I help you?
- C.What do you want?

[答案]B

I02—_____ **identify** the problems that have been occurring?

—Well,as you know,the problems we had with Gary caused a lot of friction among the team.

- A.What would you
- B.Will you
- C.Are you able to

[答案]C

I03—**I am** sorry for what I have said to you.

—_____

- A.No problem.
- B.I'm sure about that.
- C.Don't think any more about it.

[答案]C

I04—**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.

[答案]C

I05—**I** think **things** have been a bit difficult for us in 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.

[答案]A

I06—**I** think **things** have been a bit difficult for us in the last couple of months.

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

- A.I'm afraid.
- B.I don't think so.
- C.You're right.

[答案]C

I07—**I'd** like a wake-up call at 7: 00a.m.,please!

—OK,_____.

- A.you will certainly make it
- B.I'll make sure you get one
- C.just do what you like

[答案]B

I08—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.

[答案]C

I09—If you can't say what you've come to say at the meeting,what's the point?

—_____,but I think you might need to change your approach somewhat.

- A.I am not sure
- B.I can see that
- C.I know that

[答案]B

I10—If you don't believe in yourself,no one else will.

—_____.Confidence is really important.

- A.That's not the point
- B.I don't think so
- C.I couldn't agree more

[答案]C

I11—Is it possible for you to workout the plan tonight?

—_____

- A.I think so.
- B.I'll do that.
- C.I'd love to.

[答案]A

I12—Is it possible for you to workout the plan tonight?

—_____

- A.I'll do that.
- B.I think so.
- C.I'd love to.

[答案]B

I13—It's about a successful businessman's management experience,isn't it?

—_____

- A.My pleasure!
- B.That's right!
- C.It's up to you!

[答案]B

J01—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.

[答案]C

001—Over-the-top? You mean...

—_____

A. Well, sometimes your co-workers feel that you are too loud.

B. No, I don't.

C. Thanks a lot.

[答案]A

S01—**Scott**, 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.

[答案]C

S02—**Sorry** for being late. I should have called you earlier.

—_____. I've just arrived.

A. That's no trouble

B. You are welcome

C. That's all right

[答案]C

T01—**Terribly** sorry to interrupt, but may I use your dictionary?

—Yes, _____.

A. of course.

B. it doesn't matter.

C. no hurry.

[答案]A

T02—**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!

[答案]A

T03—**The Auto** Show in the City Stadium has been canceled.

—Oh, no! _____.

A. It doesn't matter!

B. What a pity!

C. It's not interesting at all!

[答案]B

T04—**The trip** ought not to take more than an hour.

—_____. It is at least two hours.

A. I guess so

B. You must be joking

C. It depends

[答案]B

T05—**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.

[答案]C

W01—**We** could let some of the staff work from home. _____?

—That's a good idea.

A. Do you have any good ideas

B. What do you think of it

C. Is there anything else

[答案]B

W02—**What** are your teammates like?

—_____

A. They are all warmhearted and helpful.

B. They all like sports and games.

C. They are all good friends.

[答案]A

W03—**Which** of these hats do you want?

—_____. Either will do.

A. I don't mind

B. No problem

C. Go ahead

[答案]A

W04—**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 [答案]B

W05—**Why** didn't you come to my birthday party yesterday?

—_____

A. Excuse me, my friend sent me a flower.

B. Sorry, but my wife had a car accident.

C. Fine, I never go to birthday parties.

[答案]B

W06—**Will** you **go** on a picnic with us tomorrow?

—_____

A. Yes, but I'll have English classes

B. Sorry, I have an appointment with Dr. Brown

C. I'm afraid I have no idea

[答案]C

W07—**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.

[答案]C

W08—**Wow!** This is a fantastic project! I've never known you're so creative.

—_____

A. Don't mention it.

B. Great, I dare to say I am a talent.

C.Thanks for your compliments.

[答案]C

Y01—_____

—**You might** as well write a thanks-note.

A.How do you like the rewards?

B.What do you do with the rewards?

C.Could you suggest some ways of the rewards?

[答案]C

Y02—**You have** to believe in yourself.No one else will,if you don't.

—_____Confidence is really important.

A.It's not my cup of tea.

B.I don't think so.

C.I couldn't agree more.

[答案]C

Y03—**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.

[答案]A

第二大题 词汇与结构

A01 **A** child's character is greatly influenced by his home_____.

A.case

B.environment

C.situation

[答案]B

A02 **After days** of investigation,the police were_____reality.

A.attempting

B.approving

C.approaching

[答案]C

A03 **After days** of investigation,the police were_____reality.

A.looking into

B.approaching

C.finding

[答案]B

A04 **After days** of investigation,the police were_____reality.

A.attempting

B.approving

C.approaching

[答案]C

A05 **All the** team members tried their best.We lost the game,_____.

A.however

B.therefore
C.since

[答案]A

A06 All the _____ guests are seated in the front row.

A.distinguishing
B.extinguishing
C.distinguished

[答案]C

A07 All _____ glitters(闪闪发光) is not gold.

A.that
B.which
C.what

[答案]A

A08 All _____ glitters(闪闪发光) is not gold.

A.which
B.that
C.what

[答案]B

A09 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

[答案]B

A10 An agreement was reached on the _____ of mutual respect and mutual interest.

A.basic
B.base
C.basis

[答案]C

A11 An appreciated gift and the gesture of providing it will _____ your coworker's day.

A.look up
B.light up
C.lift to

[答案]B

A12 At a rough _____,we will take another four weeks to finish this plan.

A.value
B.estimate
C.account

[答案]B

A13 At a rough _____,we will take another four weeks to finish this plan.

A.value
B.account
C.estimate

[答案]C

A14 **At a** rough _____, we will take another four weeks to finish this plan.

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

[答案]A

A15 **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

[答案]A

A16 **AT&T found** that employees with better planning and decision-making skills were _____ to be promoted into management jobs.

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

[答案]B

B01 **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

[答案]B

C01 _____ **CEO s spend** planning, the more profitable their companies are.

- A. The more time
- B. The more
- C. The less time

[答案]A

C02 _____ **CEO s spend** planning, the more profitable their companies are.

- A. The more
- B. The less time
- C. The more time

[答案]C

C03 _____ **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

[答案]C

C04 **Companies** are _____ interested in your soft skills _____ they are in your hard skills.

- A. so...that...
- B. as...as...
- C. not...until...

[答案]B

C05 Compared_____ English,Chinese is generally believed to be more difficult to learn.

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

[答案]A

C06 Compared_____ English,Chinese is generally believed to be more difficult to learn.

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

[答案]B

C07 Creativity,especially_____ which takes place across departmental boundaries,is likely to suffer hugely as team synergy slips.

- A.that
- B.those
- C./

[答案]A

C08 Current opinion among politicians is that she is _____,stands for her principles.

- A.encourage
- B.courage
- C.courageous

[答案]C

E01 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

[答案]B

E02 Even the best continually seek ways to _____ their skills.

- A.sharp
- B.sharpener
- C.sharpen

[答案]C

E03 Every time I tried to say something,he would _____ to something else.

- A.move off
- B.move on
- C.move over

[答案]B

F01 _____ **for** my illness,I would have lent him a helping hand.

- A.Without being
- B.Had it not been
- C.Not having been

[答案]B

F02 Fearing the reactions of top managers,middle managers remained _____ Or provided

optimistic,filtered information.

A.silence

B.silent

C.silently

[答案]B

F03 **Fifty**-five per cent of the respondents said that praise and attention from their supervisor would make them feel _____ the company cared about them and their well-being.

A.as if

B.even if

C.like

[答案]A

G01 **Good** work _____ good pay.

A.deserves

B.requests

C.deserts

[答案]A

H01 _____ **his anger** the employees called him Mr.Thunder,but they loved him.

A.Due to

B.In spite of

C.Because

[答案]A

H02 _____ **his anger**,the employees called him Mr.Thunder,but they loved him.

A.Because

B.In spite of

C.Due to

[答案]C

H03 **He's tried** his best,but productivity hasn't _____ that much.

A.carried on

B.caught up

C.picked up

[答案]C

H04 **He ordered** that nothing _____ until the police arrived.

A.was touched

B.should be touched

C.had been touched

[答案]B

H05 **He will** write to me as soon as he _____ home.

A.will have returned

B.returns

C.will return

[答案]B

H06 **He will** write to me as soon as he _____ home.

A.will have returned

B.will return

C.returns

[答案]C

H07 **He's** left now, but productivity hasn't _____ that much.

- A. carried on
- B. caught up
- C. picked up

[答案]C

H08 **Her desire** for the _____ of a beautiful town remained.

- A. create
- B. creation
- C. created

[答案]B

H09 **How** do **we** expect to compete with a company that has such a huge _____ and huge resources?

- A. reduction
- B. recommendation
- C. reputation

[答案]C

H10 **How** do **you** get your members to _____ as a team?

- A. pull apart
- B. pull up
- C. pull together

[答案]C

I01 **I'd** like to know _____ the forces for change come from.

- A. where
- B. who
- C. what

[答案]A

I02 **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

[答案]A

I03 **I have** been very lucky to have had _____ managers during my career so far.

- A. terrific
- B. terrible
- C. terrifying

[答案]A

I04 **I like to** think _____. I am always the one finding new ways to a situation or challenge.

- A. inside of the box
- B. of the box
- C. outside of the box

[答案]C

I05 **I think a** big part of it is _____ we know how to have fun on the job.

- A.that
- B.which
- C.why

[答案]A

I06 I think **the** primary_____factor is there's been so much absence lately.

- A.contributing
- B.causing
- C.affecting

[答案]A

I07 I **will** ask them to_____a new design,something a bit more toned down.

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

[答案]C

I08 I **would** recommend that you_____on following through with projects.

- A.worked
- B.work
- C.would work

[答案]B

I09 **If demand** is rising but the firm_____from communication failure,then stocks will fall and there will be under staffing.

- A.has been suffering
- B.is going to suffer
- C.is suffering

[答案]C

I10 **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

[答案]A

I11 **In high** school,I am equally comfortable_____as a member of a team and independently.

- A.to work
- B.working
- C.work

[答案]B

I12 **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

[答案]B

I13 **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.where

B.when
C.while
[答案]A

I14 **It is** through enthusiasm and quiet intensity_____we transform creativity and vision into the technologies.

A.that
B./
C.which
[答案]A

I15 **It is** through enthusiasm and quiet intensity_____we transform creativity and vision into the technologies.

A.which
B./
C.that
[答案]C

L01 **Learning** new things has always been a great_____for me.

A.motivator
B.motivate
C.motivation
[答案]A

L02 **Linda walked** at the head,_____by her colleagues.

A.followed
B.following
C.to follow
[答案]A

L03 **Linda walked** at the front,_____by her colleagues.

A.followed
B.following
C.to follow
[答案]A

M01 _____**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
[答案]C

M02 **My** leather shoes cost me_____the last pairs I bought.

A.three times as
B.three time as
C.three times as much as
[答案]C

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

A.Standing
B.Stand
C.Stood
[答案]A

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

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

[答案]C

003 **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

[答案]A

P01 **Please ask** the solicitor what his _____ would be to take the case to court.

- A.fare
- B.fee
- C.salary

[答案]B

P02 **please** _____ **your** hand if you have any question at all.

- A.raise
- B.rise
- C.arise

[答案]A

R01 **Redundancy** happens when employees need to _____ their workforce.And as a result.

- A.reform
- B.reproduce
- C.reduce

[答案]C

R02 **Regular** and concrete feedback is important _____ who is not performing up to her potential.

- A.when to deal with a worker
- B.when dealing with a worker
- C.when dealt with a worker

[答案]B

S01 **Self-esteem** needs might include the _____ from a workplace.

- A.rewards
- B.rewarded
- C.rewarded

[答案]A

S02 **She is** very adaptive and soon adapted _____ to the campus life.

- A.with
- B.to
- C.as

[答案]B

S03 **She was** very adaptive and soon adapted _____ the campus life.

- A.with
- B.as

C.to

[答案]C

S04 **Supervisors** should _____ their employees in two-way communication so that understanding takes place.

A.enable

B.engage

C.encourage

[答案]B

T01 _____ **the deepening** of China's economic reforms,there is greater cooperation.

A.With

B.As well as

C.For the sake of

[答案]A

T02 _____ **the importance** of English,we should put more effort into it and try to learn it well.

A.Gave

B.Giving

C.Given

[答案]C

T03 _____ **the importance** of English,we should put more effort into it and try to learn it well.

A.Given

B.Giving

C.Gave

[答案]A

T04 _____ **the job**,employers don't want to hire people who are difficult to get along with.

A.Despite of

B.Regardless

C.Regardless of

[答案]C

T05 _____ **there** is smoke,there is fire.

A.If

B.When

C.Where

[答案]C

T06 **Team** members are _____ as unique people with irreplaceable experiences,points of view,and knowledge to contribute.

A.treated

B.viewed

C.known

[答案]B

T07 **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

[答案]B

T08 **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

[答案]C

T09 **The key**_____successful implementation is clearly communicating the strategy to the whole company.

- A.to
- B.in
- C.of

[答案]A

T10 **The leader**_____at creating opportunities to provide rewards,recognition and thanks to his or her staff.

- A.exceeds
- B.excellent
- C.excels

[答案]C

T11 **The majority** of these team challenges_____anywhere.

- A.can deliver
- B.are delivered
- C.can be delivered

[答案]C

T12 **The reason**_____he was absent from class yesterday was that he was ill and hospitalized.

- A.for
- B.why
- C.that

[答案]B

T13 **The responsibilities** in handbook_____that managers have to be concerned with efficiency and effectiveness in the work process.

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

[答案]B

T14 **The team** creates an environment_____people are comfortable in communicating,advocating positions,and taking action.

- A.that
- B.which
- C.in which

[答案]C

T15 **The workmen** want to_____the number of working hours and to increase pay.

- A.delete
- B.decrease
- C.depress

[答案]B

T16 **The workmen** want to _____ the number of working hours and to increase pay.

- A.decrease
- B.delete
- C.depress

[答案]A

T17 **Their** economy is export _____.

- A.oriented
- B.orientating
- C.orientation

[答案]A

T18 **There** is no _____ the fact that he is the best student in the class.

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

[答案]C

T19 **They depend** on each other to survive.In other words,they are _____ for survival.

- A.interwoven
- B.interdependent
- C.international

[答案]B

T20 **They have** come to the conclusion _____ this winter will be even colder than before.

- A.that
- B.for
- C.which

[答案]A

T21 **They weren't** too keen _____ the idea at first because they thought it was not practical enough.

- A.of
- B.on
- C.in

[答案]B

T22 **They** _____ **all** their computing work,i.e.they arrange for some outside company to do the work.

- A.outsource
- B.outside
- C.outsell

[答案]A

T23 **They** _____ **all** their computing work,i.e.they arrange for some outside company to do the work.

- A.outsource
- B.outside
- C.outbreak

[答案]A

T24 **This is** the man _____ last night.

- A.whom I saw him

- B.who I saw him
C.whom I saw

[答案]C

T25 **This is** the man _____ last night.

- A.whom I saw him
B.whom I saw
C.what I saw

[答案]B

T26 **To** build the reservoir(水库),thousands of people have to be _____.

- A.relocated
B.repeated
C.reopened

[答案]A

W01 _____ **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

[答案]C

W02 **We need** _____ communication skills: listen carefully,think before you speak and manage conflicts diplomatically.

- A.outstanding
B.plain
C.general

[答案]A

W03 **We** _____ **with** achievement.

- A.done
B.are obsessed
C.catch up

[答案]B

W04 **We've** asked the designers we used before to _____ up with some designs for us.

- A.come
B.hurry
C.get

[答案]A

W05 **Wendy suggests** that we _____ tomorrow.

- A.shall go
B.should go
C.will go

[答案]B

W06 **Wendy suggests** that we _____ tomorrow.

- A.will go
B.shall go
C.should go

[答案]C

W07 Wendy suggests that we _____ tomorrow.

- A.should go
- B.shall go
- C.will go

[答案]A

W08 What can we expect _____ him?

- A.in
- B.from
- C.on

[答案]B

W09 What you need to do is to keep things short and sweet, _____ just the.

- A.questions
- B.topics
- C.highlights

[答案]C

W10 What you need to do is to keep things short and sweet,just the _____.

- A.questions
- B.topics
- C.highlights

[答案]C

W11 When people are surrounded by _____ communication and encouragement,they can find the courage to try,fail,redo,and try again.

- A.complicated
- B.constant
- C.corporate

[答案]B

W12 When the message finally reached the Command Center,it _____ “mutated”to become-“Send three and four-pence,we’re going to a dance.”

- A.was
- B.had
- C.have

[答案]B

W13 When the message finally reached the Command Center,it _____ mutated to become-Send three and four-pence,we’re going to a dance.

- A.was
- B.had
- C.have

[答案]B

W14 —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

[答案]B

W15 **Who was** _____ the meeting?

- A.chairing
- B.leading
- C.charging

[答案]A

W16 **Without his** assistance,I _____ the research last month.

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

[答案]A

W17 **Without human** resources,no organization can ____ the ground,let alone do business and make profits.

- A.get off
- B.get up
- C.get on

[答案]A

Y01 **You can't** _____ to sit back-even though it might be tempting.

- A.afford
- B.stand
- C.beat

[答案]A

Y02 **You have** a lot of creative thoughts and your enthusiasm _____ work projects is very much appreciated.

- A.regarded with
- B.regarding with
- C.regarding

[答案]C

第三大题 阅读选择题

A01 **A team of about** 35 employees had come together for a team building event.They were a young,bright and enthusiastic team.However,one of their chief problems was the fact that they wouldn't share information or solutions with each other,and the team leader thought they were too focused on themselves and not on the team.As a result,she brought them all into the cafeteria.All of the tables and chairs had been stored away,and fun decorations and hundreds of different colored balloons had been placed around the room.

In the center of the room was a big box of balloons that hadn't been blown up yet.The team leader instructed everybody to pick a balloon,blow it up,and write their name on it,but they had to be careful not to burst the balloon.

Although they were given a second chance if their first balloon popped,they were out of the game the second time round.In the end,about 30 team members wrote their names without their balloons popping.They were then asked to leave the room and,after five minutes,the team leader brought them back in and asked them to find the balloon with their name on it amongst the hundreds of other balloons in the room.After 15 minutes of searching,no one had found their balloon,and the team were told that they were then going to move on to the third round of the activity.

In this round,each team member was instructed to find any balloon with a name on it and then give that balloon to the person whose name was on it.Within two minutes,everybody had their own balloon.The team leader

summarized the activity thus: “We are much more efficient when we are willing to share with each other and much better at problem solving when we are working together,not individually.”

Sometimes, members of teams create obstacles by focusing solely on their own pursuits and goals. Every member of the team should ask themselves on a regular basis what they are doing and what they can do for the team.

1. This team building event was aimed at _____.

- A. helping these young, bright and enthusiastic employees become more concentrated on their work
- B. making the team members know how to share information or solutions and cooperate with each other
- C. building up team morale

[答案]B

2. This event was held in _____.

- A. a self-service restaurant
- B. a coffee shop
- C. a classroom

[答案]A

3. About how many team members were out of the second round of the activity?

- A. 30.
- B. 35.
- C. 5.

[答案]C

4. Which statement below is correct?

- A. In the second round, every one of the team had found their balloons after 15 minutes.
- B. In the third round, the team members were asked them to find the balloon with their name on it amongst the hundreds of other balloons in the room.
- C. In the third round, everybody had their own balloon with help from others within 2 minutes.

[答案]C

5. What was the event going to teach these employees?

- A. Sharing and cooperating with other team members is more efficient when they are working together.
- B. Focusing solely on employees' own pursuits is not allowed in workplace.
- C. Failure of teamwork is caused by individual.

[答案]A

G01 HOW TO HANDLE A BAD PERFORMANCE REVIEW

Getting a bad performance review can make you feel angry, unappreciated, defeated, and hopeless. But it's not the end of the world. Remember that the way you respond to this appraisal can make all the difference in the next one. Even if you believe that the review is inaccurate and that your boss is completely wrong, you will benefit by reacting in a mature, adult manner. Here are some suggestions:

Stay calm. Relax. Breathe. Do not overreact and be objective. Especially, do not say things that will likely be regretted later. Besides, the person giving the performance review may or may not be the one who has written the bad review.

WHAT TO DO WHEN RECEIVING A BAD PERFORMANCE REVIEW

It's best to listen attentively. And make comments or remarks only when asked for them. Besides, during the performance review, you will be given the chance to respond and may disagree.

WHAT TO DO AFTER RECEIVING A BAD PERFORMANCE REVIEW

Don't be intimidated by the bad performance review and want to quit the job; instead, learn from it. Also, if the organization allows their employees to make a written statement on their own behalf, do make one. It is important for the worker to show why she does not agree with the bad performance review; for instance, an employee may express their different understanding and, at the same time, a willingness to comply with any constructive suggestions.

WAYS TO IMPROVE A BAD PERFORMANCE REVIEW

A way to improve a bad performance review is to set self-reviews, that is, establish performance standards. Another way to improve a bad review is to learn more about what the manager, supervisor, or boss wants or expects from his/her employees. Learning what it was that caused a bad performance review helps to improve professional growth and encourages as well as motivates the worker to do better in order to receive a good review next time.

1. What should you do when you are given a bad performance review?

A. Argue with your boss.

B. Make immediate remarks.

C. Stay calm and listen carefully.

[答案]C

2. What should you do after you are given a bad performance review?

A. Quit your job immediately.

B. Insist on making comments.

C. Learn from the review.

[答案]C

3. What should you do if you do not agree with the bad performance review?

A. Tell the boss directly that you do not agree with the review.

B. Make a written statement on your own behalf if it is allowed.

C. Do not express your different understanding in a written statement.

[答案]B

4. How do you improve a bad performance review?

A. Understand the established performance standards.

B. Learn more about what the employee wants or expects.

C. Learn what the person who gives the review may think.

[答案]A

5. Why should we understand the cause of a bad performance review?

A. Because it helps the employee to get promoted immediately.

B. Because it encourages and motivates the worker to do better.

C. Because it prevents the employee from professional growth.

[答案]B

H01 Have you noticed the courage buried in the word encourage? To create a culture in which innovation flourishes takes courage. Determined innovators are always courageous enough to establish a culture in which innovation is greatly encouraged and rewarded. Here are three ways to do that.

Put innovation at the heart of strategy, and persist it in every message. Think of innovation strategy as a pyramid: big bets at the top, a few projects in development in the middle, and a broad base of continuous improvements, lasting contributions, and early-stage new ideas at the bottom.

Define jobs around innovation. Make it a job prerequisite. Consider 3M's move to become one of the first companies to tell professionals that they could spend 15 percent of their time on projects of their own choosing. Now many high-tech companies know that they can't get the best talent without providing this kind of flexibility. And some of those self-selected, self-organized projects might even result in a blockbuster product or line of business. For 3M, it was the Post-it note.

Recognize innovation in every part of the company.To build a culture of creativity and innovation,Gillette developed an innovation fair in which every unit could show off its most promising new concepts.It shows that everyone has a role to play in a culture of innovation.

To go from idea to successful innovation requires a great deal of support and collaboration.When people are surrounded by constant communication and encouragement,they can find the courage to try,fail,redo,and try again.

21.What is necessary in creating an innovation culture?

A.Communication.

B.Courage.

C.Imitation.

[答案]B

22.How does 3M create its innovation culture?

A.Put innovation at the heart of strategy,and persist it in every message.

B.Define jobs around innovation.

C.Recognize innovation in every part of the company.

[答案]B

23.The word prerequisite in“Make it a job prerequisite”means_____.

A.required as a prior condition

B.going after

C.prior to request

[答案]A

24.The formation from idea to innovation needs_____.

A.discussion and revision

B.failure and courage

C.support and cooperation

[答案]C

25.Which is NOT mentioned in the creation of innovation?

A.Put innovation in the extremely key place of the strategy.

B.Develop innovation in every part of the company.

C.Put innovation into effect.

[答案]C

H02 HOW GOOGLE CONTINUES TO KEEP EMPLOYEES HAPPY

Working for Google is a dream of many,not just because of what this company has achieved in the last 15 years,but because of its enviable work culture.With about 37,000 employees in 40 countries,you might wonder how Google maintains a motivating work experience throughout its entire company.

Working for Google comes with perks that most other organizations can't provide-bowling alleys,free haircuts,gym memberships,and shuttles to and from work.The company's secret to success is putting the same amount of time and effort into keeping employees happy as it does into innovating products.

Back when the company was just a start-up,co-founders Larry Page and Sergey Brin had the goal of making Google a place the most talented people wanted to work at.Their idea was simple:creating a work culture that keeps employees happy will motivate them to do their best and will keep them loyal to the company.

It's less about the aspiration to be No.1 in the world,and more that we want our employees and future ones to love it here,because that's what's going to make us successful,said Karen May,the Vice President of people development at Google.

Google also makes its employees want to work because managers provide tasks that are inspiring and challenging.Every employee at Google has the opportunity to spend 20% of his or her working time on a

project they choose. This freedom takes employees out of their routine and away from the mundane tasks that often make workers feel uninspired about their jobs.

Lastly, Google shows each employee just how important he or she is to the company. Each employee, regardless of her spot on the totem pole, has an influence on how Google performs.

If you value people, and care about them as whole people, one thing you do is giving them a voice, and you really listen, May said.

Google does just that by hosting employee forums every Friday, where they discuss the 20 most-asked questions. Employees have access to all company information, adding a sense of trust, and employees and leaders work together to solve problems.

1. How would you describe Google?

A. Medium-sized international company

B. Large global enterprises

C. Large American company

[答案]B

2. Which one does NOT belong to the methods that Google motivate its employees?

A. Promoting the employee who has more influence on Google the higher job position.

B. Shuttling the employees between home and office.

C. Offering entertaining equipment in workplace.

[答案]A

3. Who founded Google?

A. Larry Page and Sergey Brin

B. Karen May

C. Sergey Brin

[答案]A

4. If you are a normal employee of Google, what could you do EXCEPT?

A. Know all information of Google and discuss questions with your leaders.

B. Only work for the project you choose.

C. Play bowling with your colleagues and get away from mundane errands.

[答案]B

5. What is Google's secret to success?

A. Innovating hi-tech products.

B. Paying high salary to the employees and practicing strict management.

C. Valuing the happiness of its employees as much as innovating good products.

[答案]C

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- C. Because it prevents the employee from professional growth.

[答案]B

I01 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 can not 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 for man 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 news 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 carryout downsizing,reorganizing and cutting costs in order to _____.

A.survive

B.cut down on the number of workers

C.resuffle the organization

[答案]A

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

[答案]B

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

[答案]B

24.How many suggestions does the author put forward?

A.4

B.5

C.6

[答案]C

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

[答案]A

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[答案]A

I03 In 1916,a French coalmine 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 a 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.

[答案]B

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.

[答案]C

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

- A.Learning.
- B.Organizing.
- C.Staffing.

[答案]B

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

[答案]A

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

[答案]A

T01 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 along 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 under staffing.If the inverse happens,there will be a surplus of stocks and over staffing.

- The second type is executive failure,where communication to trigger specific events/actions is either late,lacking or in error.The symptoms of this area 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

[答案]C

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.

[答案]A

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.

[答案]B

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

[答案]A

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.

[答案]C

W01 HOW GOOGLE CONTINUES TO KEEP EMPLOYEES HAPPY

Working for Google is a dream of many,not just because of what this company has achieved in the last 15 years,but because of its enviable work culture.With about 37,000 employees in 40 countries,you might wonder how Google maintains a motivating work experience throughout its entire company.

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Google also makes its employees want to work because managers provide tasks that are inspiring and challenging.Every employee at Google has the opportunity to spend 20% of his or her working time on a project they choose.This freedom takes employees out of their routine and away from the mundane tasks that often make workers feel uninspired about their jobs.

Lastly,Google shows each employee just how important he or she is to the company.Each employee,regardless of her spot on the totem pole,has an influence on how Google performs.

If you value people,and care about them as whole people,one thing you do is giving them a voice,and you really listen,May said.

Google does just that by hosting employee forums every Friday,where they discuss the 20 most-asked questions.Employees have access to all company information,adding a sense of trust,and employees and leaders work together to solve problems.

- 1.How would you describe Google?
A.Medium-sized international company
B.Large global enterprises
C.Large American company

[答案]B

- 2.Which one does NOT belong to the methods that Google motivate its employees?
A.Promoting the employee who has more influence on Google the higher job position.
B.Shuttling the employees between home and office.
C.Offering entertaining equipment in workplace.

[答案]A

- 3.Who founded Google?
A.Larry Page and Sergey Brin
B.Karen May
C.Sergey Brin

[答案]A

- 4.If you are a normal employee of Google,what could you do EXCEPT?
A.Know all information of Google and discuss questions with your leaders.
B.Only work for the project you choose.
C.Play bowling with your colleagues and get away from mundane errands.

[答案]B

- 5.What is Google's secret to success?
A.Innovating hi-tech products.
B.Paying high salary to the employees and practicing strict management.
C.Valuing the happiness of its employees as much as innovating good products.

[答案]C

第四大题 阅读理解判断题

A01

VISION AND EXECUTION:TWO SIDES OF A SUCCESSFUL STRATEGY

A strategic plan is not the end goal of the strategic planning process-it is the framework for successfully implementing a strategy.Until a strategic plan is put into effect,it has no real value.

There are several keys to successful implementation.First,people directly involved in executing the strategy must be included in the planning process.Strategic planning is no longer a top-down directive.Without the input and feedback of the people responsible for executing on the strategy,a seemingly solid strategy is likely to fall apart when implementation is attempted.

The next key to successful implementation is clearly communicating the strategy to the whole company.The communication should ensure that everyone in the company understands and accepts the strategy as the best path forward,and not simply the leadership's latest idea.Without clear communication,employees lack a sense of ownership and clarity of purpose.When a strategy is not understood or embraced,it usually results in misunderstanding and uneven commitments to implementation.

Another key to the successful execution of a strategic plan is the clear and straightforward description of the plan and its operations.Even the most brilliant strategy faces failure if it cannot be explained clearly and concisely.

- 1.The final goal of the strategic planning process is a strategic plan.[答案]F
- 2.A strategic plan is valuable if it is executed.[答案]T
- 3.There are four keys to successful implementation.[答案]F
- 4.A good strategy is likely to fall apart if without the input and feedback of the people responsible for executing

on the strategy.[答案]T

5.Leadership's idea determines all.[答案]F

C01 CREATE A POSITIVE WORKPLACE CULTURE

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.

1.A positive work culture will give workers more satisfaction.[答案]T

2.Positive cultures have a lot to do with leadership vision and values.[答案]T

3.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.[答案]F

4.In competitive markets,leaders are under more and more pressure to keep a positive work culture.[答案]T

5.Positive work culture can be built in a short period of time.[答案]F

H01 HABITS OF HIGHLY EFFECTIVE COMMUNICATORS

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 5essential 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 a restoring 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,lookout 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 maybe 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.[答案]F

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

28.Using technical jargon makes a leader convincing.[答案]F

29.Communicating sincerely is always the best.[答案]T

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I02

THE RIGHT WAY TO MOTIVATE EMPLOYEES

It's important for a CEO to be passionate and enthusiastic, but there's a line of professionalism that must always be maintained.

According to a report from the technology website Venture Beat, PayPal CEO David Marcus wrote a critical letter to his employees blaming them for not using PayPal products and encouraging them to leave if they didn't have the passion to use the products they work for.

According to the website, part of the leaked letter reads:

It's been brought to my attention that when testing paying with mobile at Cafe 17 last week, some of you refused to install the PayPal app, and others didn't even remember their PayPal passwords. That's unacceptable to me, and the rest of my team, everyone at PayPal should use our products where available. That's the only way we can make them better, and better.

In closing, if you are one of the folks who refused to install the PayPal app or if you can't remember your PayPal password, do yourself a favor, go and find something that will connect with your heart and mind elsewhere.

While not obvious at first, the letter reveals a problem of morale and culture at PayPal. As an executive, you certainly want your employees to use and promote your products. However, when faced with a situation where staff isn't embracing what they make, you need to investigate the root of the problem—not threaten.

When faced with internal problems, good executives start by asking why. They reach out to their executive team first and then to the entire staff to find the root of a problem and how to fix it. Sending out a one-sided note about the problem is not leading, it's retreating.

Leadership starts by listening. Good executives need to get out among the staff and ask questions and listen without judgment or reaction. The fact that company employees are not embracing and using its products is a failure of leadership that Marcus needs to address by self-reflection. At the end of the day, if his employees have to be forced to use the app, how can he expect consumers to want to willingly pay to use it? Marcus should have focused on three questions:

Why are you not using the app?

What is it that we can do to ensure you use our app?

What do you need from me?

1. A CEO only needs to be passionate and enthusiastic. [答案]F

2. It is not professional that PayPal CEO blames his employees not to use PayPal or forget PayPal passwords. [答案]T

3. A one-sided note refers to the root of PayPal's problem. [答案]F

4. When faced with internal problems, good executives find the root of a problem in their executive team first. [答案]T

5. Good executives need to give feedback immediately when they are listening to the staff. [答案]F

I03 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:

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N01 Nokia executives attempted to explain its fall from the top of the smart phone 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 smart phone 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 smart phone battle because its technology is not as good as that of Apple. [答案]F

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

28. Nokia's top managers were too moody to hear anything good but harsh. [答案]T

29. Middle managers in Nokia delivered results more than they promised earlier. [答案]F

30. Nokia's top managers should have had better conversation techniques to encourage internal coordination and truth. [答案]T

P01 Performance management aims to acknowledge employee achievements, support their personal and professional development, and motivate and empower them to perform their work effectively. Performance management helps employees to develop their understanding, knowledge and skills so that they can contribute to the achievement of the enterprise's goals and gain personal and job satisfaction. It is a vital part of any quality human resource system.

Every enterprise wants and should expect high performance from each employee. The elements of a competency-based performance management system will, if implemented well, enable high performance which will define enterprise and personal success. Using performance management processes, an enterprise can be better placed to meet competitive challenges. This is done by:

- identifying the critical positions
- determining the most important competencies for those positions

- providing the education,training and feedback required by employees
- holding each person accountable for their results

The key to the performance management process is ‘performance appraisal’.Performance appraisal is simply an evaluation of how well an employee performs his or her job compared to a set of predetermined standards.It is a systematic process of feedback on an employee's work performance,and agreement to future training plans,job goals and job aspirations.

To be effective,a performance appraisal needs to have a set of agreed criteria that will be the basis of feedback as well as of setting future goals.Units of competency provide a very effective tool for setting benchmarks or criteria for work performance.The performance criteria within units of competency can be used as measures to assess against in a performance appraisal or review.

- 1.Performance management is a very important part of any quality human resource system.[答案]T
- 2.The aim of performance management is to punish the unqualified employees.[答案]F
- 3.An enterprise can be better placed to meet competitive challenges by providing the education,training and feedback required by employees,for example.[答案]T
- 4.Every enterprise can expect high performance from each employee.[答案]F
- 5.Performance management is also called performance appraisal.[答案]F

T01 TIPS FOR TEAM BUILDING

When you think of team building,do you immediately picture your group off at a resort playing games or hanging from ropes?Traditionally,many organizations approach team building in this way but,then,they wonder why that wonderful sense of teamwork that has been displayed at the retreat or the seminar fails to impact long-term beliefs and actions back at work.

I’m not averse to retreats,planning sessions,seminars and team building activities-in fact I lead them-but they have to form part of a much larger teamwork effort.You will not build teamwork by“retreating”as a group for a couple of days each year,instead you need to think of team building as something you do every single day.

Form teams to solve real work issues and to improve real work processes.Provide training in systematic methods so the team expends its energy on the project,not on trying to workout how to work together as a team to approach the problem.

Hold department meetings to review projects and progress,to obtain broad input,and to coordinate shared work processes.If there is friction between team members,examine the work processes they mutually own-the problem is not usually their personalities; instead,it is often the fact that the team members haven't agreed on how they will deliver a product or service,or the steps required to get something done.

- Build fun and shared occasions into the organization’s agenda-hold potluck lunches,take the team to a sporting event,sponsor dinner sat a local restaurant,go hiking or go to an amusement park.Hold a monthly company meeting,sponsor sports teams and encourage cheering team fans.
- Use icebreakers and teamwork exercises at meetings-these help team members get to know each other,share details about each other’s lives,and have a laugh together.
- Celebrate team successes publicly.There are many ways you could do this,for instance by buying everyone the same T-shirt or hat,putting team member names in a draw for company merchandise and gift certificates.The only thing limiting you is your imagination.

If you do the types of teamwork building listed above,you’ll be amazed at the progress you will make in creating a teamwork culture,a culture that enables individuals to contribute more than they ever thought

possible-together.

26. Team building event is traditionally related to playing games at resort. [答案]T

27. The author claims that playing games together is as important as forming teams to solve real work issues and to improve real work processes for team building. [答案]F

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W01 **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 the 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. [答案]T

27. Jack Welch insisted that each of the businesses should beat least number 3 in their respective area. [答案]F

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

29. The restructuring went before changing the organizational culture and the managerial styles of GE's managers. [答案]T

30. The Work Outlasted a week. [答案]F

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第五大题 写作题

根据要求写作文--/我的工作选择/

[试题一] Suppose you are to make a choice between the two: one is to work in a state-owned business (国有企业) and the other in a joint venture (合资企业). Write a short passage to explain the reasons for your choice. You should write no less than 100 words.

题目:My Work Choice:State-owned Business or Joint Venture

内容包括以下方面:

- (1)工作在国有企业的利弊
- (2)工作在合资企业的利弊
- (3)你的选择和未来打算

备注翻译:

假设你要在这两者之间做出选择:一是在国有企业(国有企业)中工作,二是在合资企业(合资企业)中工作。写一段短文来解释你选择自己的原因。你应该写不少于 100 个字。

题目:我的工作选择:国有企业或合资企业

内容包括以下方面:

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参考答案:

My Work Choice:State-owned Business or Joint Venture

Job hunting becomes increasingly tough for college students,for it is not only hard to be hired with a satisfying salary,but also difficult to choose a suitable work place.More and more students are to face the options between a state-owned business and a joint venture.As for me,I definitely prefer the latter.

From a personal perspective,the joint venture generally offers a higher salary than the state-owned enterprise,which tends to meet the high expectation from me.As is universally known,with more money paid,more passion will be devoted to work.On the community level,the joint venture always possesses a more cooperative meanwhile more competitive working atmosphere,making every employee fully involved in working.And I strongly believe that competition brings about progress.

In conclusion,the joint venture is much more suitable for me to work in than the state-owned business,for I prefer a higher salary,as well as a more competitive atmosphere.

根据要求写作文--[理想的职业]

[试题一]Write a composition with at least 100 words on My Dream Job.Your writing should include the followings.

- (1)position:customer service representative.
- (2)ability:communication and customer service skills.
- (3)reason:an expert in the product line and strong relationships with customers.

备注翻译:

在“我理想的职业”上写一篇至少 100 字的作文。您的作品应包括以下内容。

- (1)职位:客服代表。
- (2)能力:沟通和客户服务能力。
- (3)原因:产品线专家,与客户关系密切。

参考答案:

Everyone has an ideal career in mind.My ideal career is to be a qualified customer service representative.

First of all,I have multi-dimensional abilities such as active listening,verbal expression,and interpersonal skills;

Secondly,I am good at having a clear understanding of myself,others,and the situation in the process of communication,clarifying my communication goals,and being good at understanding the thoughts and feelings of others;

Third,I have certain professional skills.As a customer service officer,I can send the technology to users after the company's products are sold,so as to better serve the society.

[试题二]Write a composition with at least 100 words on My Dream Job.

备注翻译:

在“我理想的职业”上写一篇至少 100 字的作文。

参考答案:

I want to be a teacher since I was a child. When I was in primary school, I was very admire the position of teacher. They are knowledgeable just seems that there is nothing they don't know. They treat us just like their children. They care about our study, life and health. Since then, I have made my mind to be a teacher in the future. I would like to be a kind and knowledgeable person like my teacher. So, being a teacher is my dream. I will try my best to study well to reach my dream.

根据要求写作文--/职场文化/

[试题一] 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).

备注翻译:

写至少 120 字的关于因对职场文化的不同理解而引起的事件。

您可能需要包括 5W 和 1H 元素。(谁/何时/何地/为什么/什么和如何)。

参考答案:

In Chinese and Western workplace cultures, the understanding of work is significantly different. Foreign companies generally believe that hiring an employee is to work for him and earn money for himself, so treat employees well; while Chinese bosses generally think, "I hire someone and take my salary, so I have to listen to me., work for me." This different understanding of the nature of work may lead to completely different work attitudes for employees at work.

[试题二] 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).

备注翻译:

写至少 120 字的关于因对职场文化的不同理解而引起的事件。

您可能需要包括 5W 和 1H 元素。(谁/何时/何地/为什么/什么和如何)。

参考答案:

In company workplace culture, there is a big difference between Chinese and Westerners in terms of communicative language. Chinese people mostly use "Have you eaten?", "Where are you going?" and so on when meeting each other every day, which reflects a kind of intimacy between people. But for Westerners, this way of greeting will make the other party feel sudden, embarrassed, and even unpleasant, because Westerners will understand this kind of questioning as a kind of "interrogation", and feel that the other party is asking about their private life. If you don't understand this difference between Eastern and Western cultures, unnecessary contradictions will arise.

[试题三] 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.

备注翻译:

写下至少 100 字的关于因对职场文化的不同理解而引起的事件。

您可能需要包括 5Ws 和 1H 元素。

参考答案:

There is a big difference between Chinese and Western workplace cultures regarding salary increases. The topic of a salary increase is a very difficult thing to talk about in the traditional Chinese workplace. In this regard, foreign companies are more open. They can treat the raise as a non-emotional thing, and have a calm discussion on the desk, while Chinese bosses, first of all, they usually don't take the initiative to raise their salary, and if you say a raise, they are likely to. If the boss is disgusted, he will consider: Do you not want to do it anymore.

根据要求写作文--/描述一个事件/

[试题一] Write at least 100 words about an event based on the following information. You may need the 5Ws

and 1 H elements.(/who/when/ where why/ what and how).

备注翻译:

根据以下信息,写出至少 100 个单词来描述一个事件。

您可能需要 5Ws 和 1H 元素。(/谁/何时/在哪里为什么/什么和如何)

Titanic		
31 May 1911	She was launched	The largest ship afloat; with a gross tonnage of 46,328tons
10 April 1912	maiden voyage	from Southampton to New York
At 11:40p.m. on Sunday 14 April 1912	hit an iceberg; badly damaged	2227 passengers and crew onboard
At 2:20a.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

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 5 8 miles away,arrived at the scene and began picking up survivors.

[试题二] Write at least 100 words about an event based on the following information.You may need the 5Ws and 1 H elements.(/who/when/ where why/ what and how).

备注翻译:

根据以下信息,写出至少 100 个单词来描述一个事件。 您可能需要 5Ws 和 1H 元素。

(/谁/何时/在哪里为什么/什么和如何)

Titanic		
31 May 1911	She was launched	The largest ship afloat; with a gross tonnage of 46,328tons
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参考答案:

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the Titanic’s wireless distress calls 5 8 miles away,arrived at the scene and began picking up survivors.

根据要求写作文--/制定会议日程安排/

[试题一] 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 JinJiang 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)				

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)

根据要求写作文--/工作计划/

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

参考答案:

Objective	Priority	Action Steps	Jack Brown	September 15	Completed
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Reduce Office Supply costs by 10% by the end of the 4th quarter.	(1)	C	Mike Jones	September 15	Completed
	(2)	D	Mike Jones	October 1	Completed
	(3)	B	Jack/Mike	October 30	Completed
	(4)	A	Jack	November 15	In Process
	(5)	H	Jack	November 15	In Process
	(6)	E	Jack	December 15	In Process
	(7)	F	Jack/Mike Mike	January 15	Not started
	(8)	G	Jack Brown	September 15	Completed