



## BEC 商务英语中极考试历年考试真题

(1)

### SHEER GENIUS - OR A WASTE OF TIME?

Encourage your original thinkers and live with their strange habits, says Alan Worthin

If one of your research staff announced that he had worked out a way to propel a vehicle on a cushion of air, would you tell him to concentrate on something practical, or suggest taking it further? If a member of your development team asked if she could come in late because she had her best ideas at 3 am would you insist that she is in the office at 9 am like everyone else?

Current business wisdom is that companies need creative, innovative people to beat competitors. The reality is that companies have always needed new ideas to survive and progress, but in the past they weren't particularly good at encouraging the people who produced them.

Original thinkers don't always fit easily into the framework of an organisation. However, the advice from managing director, John Serrano is, 'Get rid of the dull people and encourage the unusual ones'. Essentially, he believes that companies need to learn how to manage their original thinkers in order to ensure that the business profits from their contribution. He also says, 'Original thinkers often find it difficult to drive change within the organisation, so they resign, feeling angry and disappointed. It is essential to avoid this.'

'You can't recognise original thinkers by the way they look,' says Ian Freeman. An apparently ordinary exterior can conceal a very creative thinker.' His consultancy, IBT Personnel, has devised a structured way to identify original thinkers. 'We define employees as champions, free-wheelers, bystanders and weak links, and most original thinkers come into the category of free-wheelers. They may miss deadlines if they become involved in something more interesting. They are passionate and highly motivated but have little or no understanding of business directions and systems.'

Headhunter George Solomon also thinks original thinkers have their disadvantages. 'They may have a bad influence within an organisation, especially given the current management trend for working in teams. The original thinkers themselves may be unaware of any problem, but having them around can be disruptive to colleagues who have to be allowed to point out when they are being driven crazy by the original thinkers' behaviour.' Yet, in his opinion, the 'dream team' in any creative organisation consists of a balanced mixture of original thinkers and more practical, realistic people.

So, having identified your original thinkers, how do you handle them? One well-known computer games company has a very inventive approach. 'We encourage our games designers by creating an informal





working environment,' says director Lorna Marsh. 'A company cannot punish risk-takers if it wants to encourage creativity. Management has to provide support, coaching and advice - and take the risk that new ideas may not work. Our people have flexible working hours and often make no clear distinction between their jobs and their home lives.'

Original thinkers may fit into the culture of 21st century organisations, but more traditional organisations may have to change their approach. Business psychologist Jean Row believes that the first step is to check that original thinkers are worth the effort. 'Are the benefits they bring worth the confusion they cause? If so, give them what they want, allow plenty of space, but set clear limits. Give them extremely demanding targets. If they fail to meet them, then the game is up. But if they succeed, your organisation stands only to gain.'

13 It is important for a company to encourage original thinkers because

- A this allows it to promote innovative products.
- B this enables it to stay ahead of its rivals.
- C they are very flexible about their working hours.
- D their talents are ideally suited to the market.

14 John Serrano thinks that original thinkers should be

- A helped to develop better people management skills.
- B asked to manage change within the organisation.
- C supported so they can perform well for the company.
- D encouraged to follow company procedures.

15 What does Ian Freeman say about original thinkers?

- A They are unenthusiastic and poorly motivated.
- B Their work standards are impossibly high.
- C Their abilities are hard to recognise.
- D They lack awareness of commercial processes.





16 What problems can be observed when there are original thinkers in the workforce?

A They may have a negative effect on other workers.

B They dislike the concept of teamwork.

C They rush tasks through to completion.

D They cannot work with less creative colleagues.

17 In what way is the games company's approach to original thinkers special?

A It allows them to work from home whenever they wish.

B It uses different forms of disciplinary action for them.

C It promotes a relaxed atmosphere in the workplace.

D It encourages them to reduce the risks that they take.

18 A traditional organisation wishing to employ original thinkers needs to

A provide them with projects they are interested in.

B assess whether their contribution makes up for any problems.

C have a flexible approach if goals are not always achieved.

D be prepared to handle any negative feedback from colleagues.

《Sheer genius—or a waste of time》，纯粹是天才，还是浪费时间？文章讲的是公司里的那些有创意的人 (original thinkers)，他们对于公司的存在到底有什么价值，公司又该怎么利用他们？

13 题，问对于公司来讲鼓励有创意的人很重要的原因是什么。答案是第二段的第一句，非常明显：**Current business wisdom is that companies need creative, innovative people to beat competitors.** 现如今的商业智慧是公司需要有创造性的、创新型的人才来打败对手。也就是 B 选项说的：让他们能够超越对手。

14 题，问 John 认为有创意的人应该怎么样。答案是第三段：**He believes that companies need to learn how to manage their original thinkers in order to ensure that the business profits from their contribution** 公司应该学会怎样管理有创意的人，从而确保公司能够从他们的贡献中盈利。也就是应该努力使那些有创意的人的才华能够造福公司。选 C：他们应该得到支持，从而为公司做的好。其他几个选项根本没有说到点子上，一看就可以 pass 掉。





15 题, Ian 关于有创意的人是怎么说的。答案是第四段的最后一句: 他们有激情有动力但是却对商业方向和系统一无所知。选 D: 缺乏对商业过程的了解。Business direction and systems 可以和 commercial processes 相对应。

16 题, 问当工作场所出现了有创意的人, 会发生什么问题。答案是第五段的这么一句: The original thinkers themselves may be unaware of any problem, but having them around can be disruptive to colleagues。他们自己可能没有意识到, 但是有这样的人在身边会对同事们造成麻烦。disruptive 是 disturbing 的意思。

17 题, 问游戏公司对待有创意的人的方式特别在什么地方。答案是第六段, 看公司总监的原话: We encourage our games designers by creating an informal working environment。创造一种非正式的工作环境, 也就是 C 选项说的 relaxed atmosphere。这题可能会有人误选 A, 那是错误的理解了最后一句。最后一句说工作和家庭生活没有明显的区别, 是说工作时间是弹性的, 不代表同意他们随时随地在家里工作。

18 题, 问传统的机构如果想要雇佣有创意的人需要什么。答案是最后一段的这么一句话: the first step is to check that original thinkers are worth the effort。第一步是检测这些有创意的人是否值得所作的这些努力。后面紧接着问了, 他们带来的好处是否值得他们造成的混乱?所以答案是 B: 评估他们的贡献能否弥补任何问题。

(2)

## Who Benefits Most from Company Training?

According to recent research, the better educated and the higher up the socio-economic scale you are, the more likely you are to be offered workplace training. And, incidentally, the more likely you are to then turn (19) the offer, pleading family and personal commitments or (20) of work. Less qualified staff, on the other hand, are offered fewer training opportunities, but are more eager to (21) them up. In fact, people with few or no educational qualifications are three times more likely to accept training when it is offered.

In the majority of companies, more (22) are allocated to management training than to other areas. Employers (23) their better qualified staff as more important to the business, so they pay them accordingly and invest more in them in (24) of training. This is (25) by the fact that organisations are dependent on properly (26) managers making the right decisions. But this (27) may mean that companies are (28) other parts of the workforce down.

The researchers found a growing demand for training among the lower-skilled. Unfortunately this demand is not being (29) by employers, even though there are strong indications that companies would benefit from doing so. They also discovered that, despite the substantial (30) between the training provided for managers and that offered to other staff, there was still widespread endorsement of training.

For the purposes of the research, training was defined as any (31) of planned instruction or tuition provided by an employer with the aim of helping employees do their work better. It therefore included a







wide variety of approaches. On-the-job and classroom training (32)to be used equally by employers. But learning on the job, which involved observing a certain procedure and then practising it, was easily the most popular method for all categories of employee. While many felt that learning from colleagues was best,very few (33) the internet as an effective way to train.

19.A back B over C down D off

20.A force B pressure C strain D load

21.A pick B keep C take D put

22.A means B reserves C finances D resources

23.A imagine B regard C suppose D know

24.A requirements B specifications C states D terms

25.A allowed B approved C justified D accepted

26.A understanding B intelligent C informed D knowledgeable

27.A stress B emphasis C weight D strength

28.A letting B cutting C breaking D setting

29.A reached B achieved C gained D met

30.A space B gap C hole D room

31.A frame B structure C form D order

32.A showed B appeared C demonstrated D presented

33.A rated B thought C marked D believed

谁从公司培训中获益最多?

第一段的三个空需要在理解整体的基础上联系起来进行选择。根据调查，受教育程度越高，越有可能接受公司的培训。And, incidentally, 这里最好能理解下 incidentally 的意思: used to introduce a new topic, or some extra information, or a question that you have just thought of (引出新话题、附加信息、或临时想到的问题)顺便提一句。你越接受培训，越有可能拒绝这份工作，苦苦哀求的家人、个人承诺以及工作压力。





相反倒是接受培训较少的员工，可能会接受他们(指前面被拒绝的这些东西)。19 题选 turn down 拒绝，21 题与 turn down 对应，选 take up 接收。

22 题，更多资源被分配给了管理层培训而不是其他地方。training 也是一种资源。

23 题，regard...as 固定搭配。雇主认为他们具有更好知识的员工更为重要。

24 题，in terms of 固定短语，就....而论，在.....方面。

25 题，根据上下文意思来选择。前面说花在管理层的培训更多，这一句实际上是介绍原因：组织有赖于消息灵通的经理们做出正确的决定。25 题，justify 证明....正确。组织依赖于经理们所作的正确决定的事实证明了把更多的培训花在他们身上是正确的。

26, informed, 见多识广的，消息灵通的。商务英语中常见的一个常见说法是 keep informed(It is a good way to keep staff informed), 所以看到这个词应该就很敏感。

27 题，emphasis 强调(Emphasis is special or extra importance that is given to an activity or to a part or aspect of something.), 指培训的侧重点在经理们的身上。

28 题，let down 使失望，这种侧重让其他员工失望。

29 题，meet the demand 满足需要。虽然对低技术职员的培训需求在增长，但经理们并没有满足这样的需要。

30 题，两者之间的巨大缺口，gap。

31 题，any form of 任何形式的计划好的说明。

32 题，后面的一句有个 BUT，也就是转折，所以前面用 appeared to be，看起来像是。

33 题，rate as 固定用法，把某事物评价为

(3)

## The Career Forum

0 If you work in the city centre then a visit to the Career Forum, is the

00 city's most successful recruitment exhibition, will give you the information

34 you need to determine whether you are making up the most of yourself.





35 Currently, there are advertising many new vacancies on the job market.

36 With good skills and a healthy work record in greater demand than ever, it is

37 the ideal time to ensure that your career is being on the right track. The Career

38 Forum has been responsible for helping many thousands of the people

39 improve their job potential, and it can do something the same for you.

40 Some of the best jobs in town never reach out the advertising pages, so

41 to be considered for one of these top jobs as they become available,

42 you will need to make closely contact with the employers' agents. The Career

43 Forum is making the perfect opportunity. It is set in an informal atmosphere

44 and there is no pressure put; you can choose which agents you talk to.

45 So if you are looking for a new job, come and join us at the Career Forum.

《The Career Forum》，职业论坛。这篇文章其实是一则广告，为这个什么职业论坛做宣传的。

34 题，make the most of yourself，固定说法。貌似爱默生的名言：Make the most of yourself,for that is all there is of you。这里 UP 是多余的。

35 题，advertising 在这里明显多余。很完整的句子，there 主语，are 谓语，many new vacancies 是宾语，没有多余的位置给 advertising。

36 题，正确的

37 题，be on the right track，在正确的轨道上。Being 多余。

38 题，帮助成千的人找到工作。people 这里不是特指，前面不需要定冠词 the。

39 题，do the same for you，固定的说法，为你做同样的。something 是多余的。

40 题，reach out 是伸出援助之手的意思，在这个句子里不是这个意思，只是说好的工作从未到达广告页，所以去掉 out。

41 题，正确的





42 题，make contact with，如果要用也是用 close，不能用 closely，去掉

43 题，making 在这里很别扭，一个完整的主谓宾齐全的句子，forum 是主语，is 是谓语，opportunity 是宾语，没有多余的地方给 making。

44 题，put 在这里也是明显的多余，放在一个完整的句子后面充当什么成分呢，不伦不类。放在一个不正式的气氛下，没有压力。Put 多余。

45 题，正确的。

(4)

## Setting up an appraisal scheme

Appraisals can be a wonderful opportunity for your staff to focus on their jobs and make plans to develop their unused potential. (0) .....So, if you have decided that an appraisal scheme should be set up in your company, you need to establish some formal procedures and make some decisions before you begin. Even if your company already has a scheme, you need to consider what you want to achieve and how you are going to do this.

First of all, you need to decide on your key objectives and the real purpose of your scheme.(8).....A scheme should never be introduced at a time of redundancies, or simply for profit or competitive edge, because this will create fear and alienate staff. The next step is to decide how the scheme can most successfully be managed. It is essential that all senior staff are committed to the process and willing to make a positive contribution.

The person given responsibility for designing the scheme and the appraisal forms needs to have knowledge of all roles within the organisation. He or she must also be aware of employees' potential needs. (9).....It should be someone who is trusted and whom staff will turn to if they are concerned about their appointed appraiser or the appraisal interview. The design of the scheme should indicate who will be appraising whom. This needs great tact and sensitivity. First, remember that no manager can effectively appraise more than seven or eight people. It is equally important to remember that, if significant numbers of staff are appraised by someone they dislike, or by a person whose values they do not share, the success of your scheme may be threatened.(10) ..... So bear this in mind from the beginning and, if necessary, establish an appeals procedure.

Having decided on your policy and who will appraise which members of staff, you need to communicate this in the simplest possible way. Avoid lengthy documents - few people will read them. (11).....Most organisations choose a person's line manager to be the appraiser. This can be seen as an opportunity or a threat, so be ready to consider alternatives if necessary.







Once you have established the appraisal process, make sure that appraisal interviews take place at a convenient time, and ideally on neutral ground. It should be borne in mind that some appraisals may involve the disclosure of confidential information. (12) .....These will show the decisions that were taken during the interview and will also indicate any new performance targets that have been agreed.

A It is important to select a manager who can deal effectively with any suspicions staff may have about appraisals.

B Such a measure can also reduce insecurity and unite staff in recognising the positive elements of appraisal.

C Having even one staff member in such a position may affect how others respond to the process.

D Ideally, this should be to provide a supportive framework that aids staff development.

E Simply make sure that staff know who will appraise them and why, and what form the interview will take.

F It is therefore important to decide who will have access to written records of the appraisal.

G They can also be a means of getting the best out of staff, both as individuals, and as team members.

《Setting up an appraisal scheme》，制定评估计划。

第八题，前面说做评估最重要的是决定关键的目标，以及计划的真正目的。那么接着应该说的就是这个计划的目的是什么。符合这一条件的是 D：理想的说，这是为了提供一个帮助员工发展的支持性框架。

第九题，这一段是讲选人的重要。空格前面说要挑选一个了解各个员工潜在需求的人，后面说这个人要能被大家信任，这样当员工有什么疑问时才会转向他。从上下文看，第九空仍然是和选人有关。A 最符合这个特点，有两个关键地方。select a manager 和 deal with any suspicions，分别可以和上下文对应。Select a manager 可以对应于前面的 the person given responsibility，deal with any suspicions 可以对应于后文的 staff will turn to if they are concerned.

第十题，前面说让员工被自己不喜欢的或者是价值观不认同的人来评估的话，评估计划的成功会打折扣。所以这个第十空的讲的还是关于选人的。C 可以填在这里，C 选项的 in such a position 是个暗示：让即使只有一个员工处在这样的位置上都会影响他人的反应。意思是不能让一个被大家不喜欢的人处在评估人的位置上。

第十一题，这段讲评估的形式要尽可能的简单，避免冗长的文件。能接上的是 E：只需要让员工知道谁来评估，为什么评估，以及评估的形式就行了。没有必要弄那些复杂的没人愿意读的文件。





第十二题，前面说评估可能会涉及到一些机密信息的披露。后面说这些会展现一些访谈的决定。关键要理解空格后面的 **these** 代表什么。能够 **show the decisions that were taken during the interview**，一般是文字材料。空格 12 应该填入 **F**，**written records** 是个关键暗示：因此决定谁来接触这些文字材料是很重要的。

(5)

## Get better at keyboarding

0 There is a simple way to work more efficiently: improve your keyboard

00 skills by learning to touch keyboard them. If you are one of the vast majority

34 of some people who keyboard with two or four fingers, you may believe that

35 you are reasonably efficient. But the average person seldom achieves more

36 than twelve words by a minute when using this method, while touch keyboarding

37 can achieve up to 120 words, if enabling you to work almost as quickly

38 as you can think. Whatever position you hold in your company, you are

39 probably given responsible for answering emails or generating documents, and it

40 is quite likely that you spend too much time doing this. Stop and consider how

41 far much more you could do in a day as a result of touch keyboarding. You would

42 be able to create such a document faster than you can write and as

43 quickly as you can think and free up time to be more than creative. Moreover,

44 you would save up the cost of a full-time secretary, and no longer have to

45 wait for your documents to be created and either then have to return them for correction.

《Get better at keyboarding》，**keyboarding** 是键盘输入的意思。文章是在讲怎么提高键盘输入的效率。

34 题，**the vast majority of people**，一大部分人，**some** 插进来是多余的，意思重复

35 题，正确的

36 题，一分钟十二个字，正确的表述是 **twelve words a minute**，介词 **by** 是多余的





37 题，分词作伴随状语，直接用 enabling，if 是多余的，而且这里也没有如果的意思

38 题，正确的

39 题，be responsible for 固定搭配，如果要用 given，后面得用 responsibility。去掉 given

40 题，正确的

41 题，consider how much more you could do in a day，考虑你一天可以多干多少事。How far 是形容有多远，在这里意思不对，用法也不对。

42 题，create a document，创建一个文档，整个句子的意思是创建一个文档的速度比你写还要快。没有特殊指代某一个文档的意思，去掉 such。

43 题，more creative，更有创造性了，more than 是不仅仅是的意思，后面一般接名词而不是形容词，所以去掉 than。

44 题，save 在这里表示节省成本的意思，及物动词，不用 up

45 题，either 一般是用在句末，而且这里没有表示“也。。。”的意思，有 then 就够了。所以去掉 either。

(7)

## Human resource management

It is nearly a century since the car manufacturer Henry Ford said, 'You can destroy my factories and offices, but give me my people and I will build the business right back up again.'(0) .....G..... But a few business theorists are beginning to argue that managing people well can add more to the bottom line than anything else.

Mike Manzotti, a leading American author in this area, has strong views about the growing importance of human resources in today's business world. (8) ..... A company with high staff commitment, for example, has an asset that its rivals find hard to copy.

Research in Britain would appear to support this notion. A recent business school survey into the performance of eight multinationals found that people management could be the most decisive factor in a company's performance. Another study indicated the same thing in medium-sized manufacturing firms. (9) ..... After all, how can an organisation evaluate the commitment of its staff?

For this reason, the researcher George Hessenberg argues that a scientific approach is needed. He feels that when HR professionals suggest changing an organisation's compensation structure or being more selective in recruiting, they are asking for things that require resources. (10).....





Some new approaches are emerging that attempt to do just that, including the scheme devised by consultants Couze Jordan. The scheme, which covers communication, recruitment, and use of resources, predicts that significant improvements in these areas achieve an increase in shareholder value of up to 30 per cent.

Another programme, launched by James Lester, an independent human resources expert, approaches the problem from a perspective that is designed to appeal to a wide range of managers. (11).....Both, he argues, involve appropriate decisions being made about the allocation of resources within a particular budget.

Lester's expertise enables him to carry out an organisational audit for his clients to identify which areas of HR are in most need of improvement. This is because there is no point in businesses spending large amounts without knowing if the investment is worthwhile. (12) ..... Lester's advice, however, is for companies to think twice before hiring people, since it is vital they assess whether they are getting value for money.

A But the findings are inconclusive because of the difficulty of collecting reliable evidence.

B He argues that the role of a skilled, motivated and flexible workforce has become more significant as traditional sources of competitive advantage diminish.

C For example, a common mistake is to spend a fortune on recruitment to cover up for deficiencies in training.

D However, most leading experts in the field believe that there is sufficient evidence to support this model of workplace dynamics.

E He compares the positive use of human resources to effective fund management, as this is something that senior executives can relate to.

F He believes, however, that the only way they will gain approval for these potentially expensive initiatives is to have some data that demonstrates positive financial benefits.

G In the light of this statement, it is odd that people management has taken so many years to move up the agenda.

《Human resource management》，人力资源管理。顾名思义，文章讲的是人对于企业的重要性，以亨利•福特的名言开头，列举了一系列专家对人力资源管理的看法。

第八题，这一段是列举了一个作家对人力资源重要性的看法。空格前面说这个人认为人力资源在当今的商业世界有着越来越重要的作用。空格后面是举例说明有着高度员工认同感的公司是竞争对手很难超越的。







所以第八空还是讲的人力资源的重要。所以选 B：传统的竞争优势已经减弱，有技术的、有动力的、有弹性的员工的作用变得越来越重要。

第九题，前面是列举几个调查结果来支撑上一段的观点：人力资源很重要。后面一个 **after all**，问到如何才能评估员工对公司的忠诚度呢？从 **after all** 可以看出第九空有点转折。人力资源虽然重要，但是员工对公司的忠诚度是无法衡量的。第九空应该选 B：收集可信证据的困难，使得调查结果的不确定性。这里的 **findings** 就是对应的前面的 **survey** 和 **study**，**but** 是个关键词。

第十题，这一空要和下一段联系起来选答案。这一空的前面说，当 HR 专家建议改变公司的补偿结构或者是在招人时更有选择性一些，他们是在要求需要资源的事情。（意思是需要成本的，不是那么简单容易的），接着下面一段就说为了达成这些要求，一些新的方法涌现出来。新的方案预测这些地方的改进能够给股东带来 30% 的增加收益。前面一个成本，后面一个收益，说白了，就是钱，这才是最根本的东西。专家虽然给出了建议，但是这些建议必须能保证带来利益，才会得到支持。所以选 F，**financial benefits** 是关键词。

第十一题，后面的 **both** 很关键，说两者都涉及到合适的决定。那么第十一空应该是两件事情在做对比，找出了共性。选 E：将人力资源的积极用处和有效的基金管理做对比。**Compare** 是关键词。

第十二题，最后一段讲的就是人力资源的回报问题。投入的资源必须得有收获才行。12 空前面说投入巨大但不知投资是否值得，这样是没有意义的。空格后面则是根据这个问题给出的意见：招人需谨慎。可见 12 空还是和招人的投入有关。并且是负面的，所以才有了后面的 **advice**。选 C：一个常见的错误是将钱花费在招人上来弥补培训的不足。一个 **mistake**，一个 **recruitment**，都是信号。

(8)

## Achieving a successful merger

However attractive the figures may look on paper, in the long run the success or failure of a merger depends on the human factor. When the agreement has been signed and the accountants have departed, the real problems may only just be beginning. If there is a culture clash between the two companies in the way their people work, then all the efforts of the financiers and lawyers to strike a deal may have been in vain.

According to Chris Bolton of KS Management Consultants, 70% of mergers fail to live up to their promise of shareholder value, not through any failure in economic terms but because the integration of people is unsuccessful. Corporates, he explains, concentrate their efforts before a merger on legal, technical and financial matters. They employ a range of experts to obtain the most favourable contract possible. But even at these early stages, people issues must be taken into consideration. The strengths and weaknesses of both organisations should be assessed and, if it is a merger of equals, then careful thought should be given to which personnel, from which side, should take on the key roles.





This was the issue in 2001 when the proposed merger between two pharmaceutical companies promised to create one of the largest players in the industry. For both companies the merger was intended to reverse falling market share and shareholder value. However, although the companies' skill bases were compatible, the chief executives of the two companies could not agree which of them was to head up the new organisation. This illustrates the need to compromise if a merger is to take place.

But even in mergers that do go ahead, there can be culture clashes. One way to avoid this is to work with focus groups to see how employees view the existing culture of their organisation. In one example, where two global organisations in the food sector were planning to merge, focus groups discovered that the companies displayed very different profiles. One was sales-focused, knew exactly what it wanted to achieve and pushed initiatives through. The other got involved in lengthy discussions, trying out options methodically and making contingency plans. The first responded quickly to changes in the marketplace; the second took longer, but the option it eventually chose was usually the correct one. Neither company's approach would have worked for the other.

The answer is not to adopt one company's approach, or even to try to incorporate every aspect of both organisations, but to create a totally new culture. This means taking the best from both sides and making a new organisation that everyone can accept. Or almost everyone. Inevitably there will be those who cannot adapt to a different culture. Research into the impact of mergers has found that companies with differing management styles are the ones that need to work hardest at creating a new culture.

Another tool that can help to get the right cultural mix is intercultural analysis. This involves carrying out research that looks at the culture of a company and the business culture of the country in which it is based. It identifies how people, money and time are managed in a company, and investigates the business customs of the country and how its politics, economics and history impact on the way business is done.

13 According to the text, mergers can encounter problems when

- A contracts are signed too quickly.
- B experts cannot predict accurate figures.
- C conflicting attitudes cannot be resolved.
- D staff are opposed to the terms of the deal.

14 According to Chris Bolton, what do many organisations do in preparation for a merger?

- A ensure their interests are represented
- B give reassurances to shareholders





- C consider the effect of a merger on employees
- D analyse the varying strengths of their staff
- 15 The proposed merger of two pharmaceutical groups failed because
- A major shareholders were opposed.
- B there was a fall in the demand for their products.
- C there were problems combining their areas of expertise.
- D an issue of personal rivalry could not be resolved.
- 16 According to the text, focus groups can help companies to
- A develop new initiatives.
- B adopt contingency plans.
- C be decisive and react rapidly.
- D evaluate how well matched they are.
- 17 Creating a new culture in a newly merged organisation means that
- A management styles become more flexible.
- B there is more chance of the merger working.
- C staff will find it more difficult to adapt to the changes.
- D successful elements of the original organisations are lost.
- 18 According to the text, intercultural analysis will show
- A what kind of benefits a merger can lead to.
- B how the national context affects the way a company is run.
- C how long it will take for a company culture to develop.
- D what changes companies should make before a merger takes place.





《Achieving a successful merger》，实现一个成功的并购。文章没有从技术和经济效益的角度来分析并购成功的因素，而是强调了一个在并购中容易被忽视的重要因素：文化冲突。不同的企业文化走到了一起，能否兼容是并购能否成功的关键因素。一个比较著名的例子是当年惠普与康柏的并购。

第十三题，问什么情况下并购会遇到麻烦。答案是 A 段的最后一句，关键词是 **culture clash**：如果两个公司的员工在工作方式上存在文化冲突，那么金融专家和律师们为了达成交易所做的一切努力都是徒劳的。所以选 C：冲突性的态度无法得到解决。**Conflicting attitude** 对应于 **culture clash**。**attitude** 具体指公司员工做事情的方式和态度。

第十四题，问很多机构为并购所做的准备是什么。答案是第二段的这么一句话：**Corporates, he explains, concentrate their efforts before a merger on legal, technical and financial matters**。公司都把精力集中在法律、技术和金融事务上了。也就是更多的看重经济等方面的利益，而忽视了人的因素。选 A：确保他们的利益得到很好的反映，也就是自己的利益有保障。**represent** 在这里的意思是 **be present or found in something, especially to a particular degree**。

第十五题，问这俩医药公司并购失败的原因是什么。答案是第三段的倒数第二句：**the chief executives of the two companies could not agree which of them was to head up the new organisation**。在谁来领导新的机构的问题上无法达成一致。所以选 D：人员竞争问题无法得到解决。**Personal rivalry** 就是指两个领导谁也不服谁。

第十六题，问 **focus group** 可以帮助公司干什么。先弄明白 **focus group** 的意思，看剑桥高阶的解释：**a group of people who have been brought together to discuss a particular subject in order to solve a problem or suggest ideas**。处理问题的团体。答案在第四段。这一段是举例说明两个合并公司的文化兼容性问题。经过 **focus group** 的调查，这两个公司的做事方式有很大差别，不能兼容。所以这一题的答案是选 D：评估他们能否匹配。

第十七题，问在一个新合并的公司里创造新的文化意味着什么。答案是第五段的这么一句：**This means taking the best from both sides and making a new organisation that everyone can accept**。吸取双方的优点，创造一个所有人都能接受的新组织。每个人都能接受，那么合并成功的可能性会大大增加。选 B：合并起作用的几率增加了。

第十八题，跨文化分析能够表明什么。答案是最后一段的最后一句：**how its politics, economics and history impact on the way business is done**。看看这个国家的政治、经济和历史是怎么影响商业行为的。也就是考察宏观的国家背景对微观的经济个体的影响。选 B：国家背景怎样影响公司的运行方式。

## (9)

- 1 This businessman has successfully targeted a different group of consumers.
- 2 With careful forward planning, this businessman is helping the company survive a difficult period.
- 3 The company is now more open to change because of this businessman's way of thinking.







4 This businessman has made and implemented certain decisions despite opposition to them.

5 This businessman has achieved some success by misleading people about his intentions.

6 The abilities of this businessman were previously doubted by the company that employs him.

7 This businessman is admired for his ability to manage a number of business interests.

'Businessman of the Year' Award

A James King: Chief Executive of Fentons Finance

King was nominated for the quality of his leadership, with the judges claiming that the Fentons Finance boss is almost revered by his team. He is credited with reinventing Fentons Finance - revitalising its culture of inflexibility, removing outdated pre-merger barriers and playing a brilliant tactical game. He led everyone to believe he was opposed to large mergers and then jumped on the Westcombe Bank opportunity at just the right moment. History will be the judge, but for now the markets consider King to be a star.

B Keith Nash: Chief Executive of Hamley's Supermarkets

Nash took over as CEO when Hamley's systems and distribution were out of date and the brand badly needed freshening up. He began refocusing the brand at the higher quality end of the food market and launched several own-brand initiatives for the health conscious. As a result, the share price has gone up nearly 80 per cent. This should be extremely satisfying for Nash, who had left the retailer in 1986, disappointed after failing to secure the top job.

C Jorge Marquez: Chairman of the Kenwick Group

Marquez was a popular choice for his achievements at Kenwick. The judges say he has been courageous in pushing through the appointment of controversial or inexperienced chief executives to companies within the group, and then sponsoring them as they transformed their businesses. He operates as a 'virtual' chairman, without a permanent office in any one company. He phones his CEOs regularly, and several of them have acknowledged the vital contribution he makes to their effectiveness. Everyone is impressed at how he also finds the time to be chairman of two other large companies.

D Richard Jenkins: Finance Director of Centron Advertising

Labouring in the shadow of a high-profile boss can sometimes draw attention away from the finance director, and the judges considered it was high time Jenkins got that attention. The CEO may be the public face of Centron, but Jenkins is the one who makes it run smoothly. Behind the scenes, he is constantly demonstrating that budgets and forecasts are what is needed to make a company successful,





particularly now that the advertising market has been hit by recession. It is largely thanks to him that Centron is in much better shape than its rivals.

《'Businessman of the Year' Award》年度企业家奖。分别介绍了这个奖项的四个候选人的英雄事迹。

第一题，这个企业家成功的定位了不同的消费群体。答案在 B 段：He began refocusing the brand at the higher quality end of the food market and launched several own-brand initiatives for the health conscious. 他开始将品牌定位在高质量的市场并且发起了几项注重健康的自主品牌的运动。Health conscious 是指注重健康的。一个是高质量的市场，一个是注重健康的，联合起来，就是瞄准了不同的消费市场，即不同的消费群体。

第二题，通过小心的前进计划，这个企业家帮助公司度过了一个困难时期。答案是 D 段的这么一句：budgets and forecasts are what is needed to make a company successful, particularly now that the advertising market has been hit by recession.。预算和预告正是使得公司可以成功的，尤其当现在整个广告市场被衰退袭击的时候。Budgets and forecast 就是题干中说的 careful forward planning, successful 对应于 survive, a different period 对应于 the market has been hit by recession。

第三题，因为这个企业家的思维方式，公司对待变化更加开明了。答案是 A 段的这么一句：He is credited with reinventing Fentons Finance - revitalising its culture of inflexibility. 他以重塑了 Fentons Finance 而受到嘉奖——给了固定守旧的文化以新的生命。more open to change 就可以对应于 revitalising its culture of inflexibility. revitalising 是 give new life to 的意思。

第四题，尽管有反对意见，这个企业家还是制定并执行了某些决定。答案是 C 段的这么一句：he has been courageous in pushing through the appointment of controversial or inexperienced chief executives to companies within the group 在推动某些争议性的或者是经验不足的执行官的任命时他很有勇气。从 controversial 和 courageous 可以看出来，这些任命时不完全被接受的，有反对意见(opposition)，但他还是坚持了。

第五题，这个企业家通过让人们误会自己的意图而取得某些成功。答案是 A 段的这么一句：He led everyone to believe he was opposed to large mergers and then jumped on the Westcombe Bank opportunity at just the right moment 他让所有人相信他是反对大的并购的，然后在最佳时期跳上 Westcombe 银行的机会(即收购了这个银行)。let everyone believe, 也就是 misleading people about his intentions。

第六题，这个企业家的能力最初在雇佣他的公司里受到了怀疑。答案是 B 段最后一句，稍微隐晦点：This should be extremely satisfying for Nash, who had left the retailer in 1986, disappointed after failing to secure the top job. 因为无法得到高层的职位而失望离开，结果因为他的决策，公司股价上升了，让他很满足。意思就是本来以这个人的能力是可以胜任高层的工作的，但是他却没有得到。

第七题，这个企业家因为处理一些商业利益的能力而受到仰慕。答案在 C 段。C 段最后说这个人在不同的公司担任要职(be chairman)，不同的公司会有商业利益的冲突，而他却能好好处理(manage)，所以答案选 C。





(10)

The bank with ideas

With several hundred years of history behind it, the APL Bank has few problems in convincing businesses that it is reputable and secure \_\_21\_\_ of a range of banking serving. Now, it is demonstrating to business customers that it is flexible and responsive enough to \_\_22\_\_ their changing needs in the 21st century.

Based in London, APL offers banking services to businesses throughout the UK via its branch \_\_23\_\_\_. Most customer service provision is \_\_24\_\_ out by personal account managers based in local branches, together with \_\_25\_\_ staff at company headquarters.

An important \_\_26\_\_ for APL has been to make it easy for customers to \_\_27\_\_ business with the bank. They can contact their account manager by direct line or email; if the manager is on holiday, a carefully chosen colleague becomes the 'account contact' and \_\_28\_\_ with the customer during the manager's \_\_29\_\_\_. In addition, for those who want \_\_30\_\_ to their bank at any time of day or night there is now a 24-hour phone-based service.

In order to remain competitive and build customer loyalty, the bank guarantees to turn around urgent loan \_\_31\_\_ within 24 hours. This focus on the customer has also been a driving \_\_32\_\_ in APL's recruitment and development policy. For example, newly inducted staff \_\_33\_\_ a 'customer service review' to find out what it is like to be on the other side of the desk, asking to borrow money.

Together, these \_\_34\_\_ in banking have achieved excellent results. The customer \_\_35\_\_ is growing fast, and last year the bank gained 36,000 new business accounts.

正确答案为橙色字体

21. A. producer B. supplier C. provider D. giver
22. A. achieve B. reach C. meet D. assist
23. A. system B. web C. grid D. network
24. A. taken B. brought C. carried D. put
25. A. aid B. support C. guidance D. backing
26. A. objective B. purpose C. direction D. scheme
27. A. do B. run C. make D. have





28. A copes B. arranges C. handles D. deals
29. A vacancy B. departure C. absence D. retirement
30. A access B. entrance C. approach D. opening
31. A. demands B. applications C. proposals D. orders
32. A power B. strength C. force D. pressure
33. A take over B. go through C. set down D. put up
34. A. innovations B. adaptations C. revisions D. modernization
35. A. source B. base C. centre D. foundation

网友提问：

Most customer service provision is carried out by personal account managers based in local branches, together with \_\_\_\_\_ staff at company headquarters.

1. aid
2. support
3. guidance
4. backing

为什么用 support，不用 backing?两者有什么区别？

解答：

这里不能选择 backing。back 有支持的意思，但是 backing 表支持时却是名词

(support or help, especially with money.)

查了朗文词典和剑桥词典，backing 做形容词时只在朗文词典里有一种解释：backing singers

意思应该是背景歌手或者是伴唱歌手。

所以给出的空里不能选 backing.







support staff 可以说是一种固定的用法，意思是支持人员，或者是后勤人员、运维人员，填入这个句子的空格处正好合适。

这是《金融时报》词典的解释：Employees whose work is helping a company or organization to operate, for example technical or administrative workers

橙色标注的几个空将做重点解答

21、争议的焦点可能在 B 和 C 之间，supplier 还是 provider。

supplier 更侧重于提供某种产品(朗文：a company or person that provides a particular product)

provider 强调提供某种服务(朗文：a company or person that provides a service)

联系这个空后面的 banking serving，这里应该选择 provider。

23、network 相互关系(配合)的系统

branch network 由分支机构构成的网络。

这个词很好理解，看一遍就会了。如果是第一次选，没准会选中 system

28、cope with 后接事 deal with 可接人和事

handle 是及物动词，后面直接接人和事，相当于 deal with

31、loan application 贷款申请

apply for loan 固定用法

33、go through 仔细的查看，后面正好和 customer service review 搭配。

driving force 和 customer base 属于固定用法

(11)

## Dealing with Expenses

0 Most companies use forms or spreadsheets to process travel and entertainment

00 expenses claims. As a result, it can be difficult to control over spending across the

34 organisation, and unfortunately when data often needs to be processed again and entered





35 into the firm's other such accounting systems. One solution is an automated expenses  
36 management system. But if there are various measures you can implement to make  
37 your existing procedures more efficient. Firstly, try ensure that all expenses claims are  
38 independently been authorised. Who approves senior managers' claims, for example?  
39 Don't waste time for reviewing all expenses claims; only look in detail at a sample, but  
40 regularly up date the firm's expenses policy, and query with all claims that fall outside it. You  
41 should also avoid duplicating effort; if line managers check expenses, there is little point  
42 in the accounts department are doing so. You could try to cut down on cash advances and  
43 corporate credit cards; making staff to use their own credit cards encourages them  
44 to submit claims on time. It is also a good idea to identify and remind staff who do not  
45 submit or approve claims promptly. Finally, aim to recharge every expenses to customers where your  
business model allows.

《Dealing with Expenses》，处理花费。

34 题，一个完整的句子，数据需要被处理，句子成分很齐全，不是 when 引导的时间状语从句，when 是多余的

35 题，前后没有用 such 指代的意思，就是说公司的其他的会计系统。Such 多余。

36 题，不是从句，不需要 if 来引导。从 there 开始也是一个完整的句子，成分很齐全。

37 题，try 在这里从意思上和用法上都不通。没有尝试的意思，就是要确保(ensure)，而且就算要用 try，后面也不能直接跟 ensure，好歹用个 try to，可惜 BEC 里没有这种改法。只能把 try 去掉。

38 题，前面有了谓语动词 are，后面冒出一个 been，这是什么用法，直接用 are authorised，表示被授权。

39 题，waste time doing，把时间浪费在什么上面，固定搭配，for 多余。

40 题，query 是询问、质问，及物动词，后面直接跟宾语，不用 with。

41 题，正确的





42 题，谓语句词重复。There is little point in doing so, 做什么没有意义，常见的说法，are 是多余的。

43 题，make sb. do sth. 固定搭配，to 多余

44 题，正确的

45 题，every 后面不能直接跟名词的复数，除非是 every four minutes 这样的用法，所以去掉。

(12)

## Evaluating the performance of the board

Few employees escape the annual or twice-yearly performance review. (0) .....G.....The answer is not a great number. And the smaller the company, the fewer checks there are on how well the directors are doing. Some of the largest companies formally assess the performance of their board, but very few new or growing companies have managed to get round to establishing any such procedure.

Many business experts believe, however, that it is important for all companies to review the performance of the board. (8) .....Another reason is that the board itself needs information on how well it is doing, just as much as other employees do. For the chief executive, appraisal of some sort is absolutely essential for his or her own sake and for the good of the company. Indeed, many of those who have reached this level remark on how lonely the job of chief executive is and how few opportunities they get to discuss issues relating to it.

There is some evidence to show that once smaller companies put a board appraisal process in place, they find this process relatively easy to operate. (9) .....Their counterparts in larger organisations, however, are often afraid that appraisals could be a challenge to their status.

So, how should companies assess their board? (10) .....At a very basic level, this could simply mean getting all the directors to write down what they have achieved and how they can improve on it. At the other end of the scale is the full '360-degree' appraisal. Here, each director is appraised in a systematic manner by a combination of the chairman and fellow directors.

In the largest companies there are many methods for assessing the board. A number of such companies have self-assessment schemes. The chairman may meet each board member individually to ask how things are going, in a fairly informal way. The whole board might also meet to talk about its progress in open session. (11).....These might ask for people's opinions on the board's main tasks or on how well the committees are working.

Research indicates there has been some improvement in the way the appraisal of board members is conducted. (12) .....The chairman will have been involved directly or indirectly in the appraisal of all members of the board. Whose job is it, then, to appraise the chairman?





A It is often the case that the directors of such companies are even happy to receive criticism, as this can prevent them from making basic mistakes.

B The rest of the workforce sees it as unfair if the directors are the only members of the company to escape appraisal.

C These are encouraging as they put a limit on the power of the chairman to assess fellow directors.

D Alternatively, questionnaires might be distributed to directors, forming the basis for future discussion.

E One issue remains, however, when all the others have been dealt with.

F It is generally agreed that it is the chairman's responsibility to ensure the regular appraisal of each member of the board.

G However, one wonders how many companies have in place a formal appraisal process for their board of directors.

《Evaluating the performance of the board》，评估董事局的表现。众所周知一个公司里面是经常对员工的表现进行评估的，那么谁又来评估董事局的表现呢？这篇文章讲了对董事局表现进行评估的重要性和一些方法。

第八题，前面说对董事局的表现进行评估是很重要的。空格后面的句子中有 **another reason**，可见这个第八空应该填入对董事局表现进行评估原因的句子。**B** 符合这一特点，为什么要进行评估，因为“如果决策层是公司唯一逃避评估的成员的话，其他的员工会视之为不公平。”

第九题，前面说小公司会发现这种评估过程更容易操作。空格后面一个 **however**，说大公司的决策层会认为评估是对他们地位的一种挑战。可见这个空格应该填入表示小公司愿意接受评估的句子。**A** 符合这一特点：通常这些公司的决策层会很乐意接受批评，因为这可以防止他们犯错误。这里的 **such companies** 是个暗示，可以和前面的 **smaller companies** 对应上。

第十题，前面问怎样对公司的董事局进行评估。那么很明显，后面跟的句子应该和评估的方式方法有关。符合这一标准的只有 **F**：一般认为确保对董事局里每个成员的定期评估是主席的责任。也就是说是依赖于主席进行评估。**responsibility** 是个关键词。

第十一题。第五段依然是讲评估的方法，具体的过程。空格的前面说主席可以单独会见董事局的每一个成员，或者是集体在一起谈话。空格后面说这些可以询问人们关于董事局主要任务以及委员会的工作进展情况的意见。**ask for people's opinion** 是个关键点，什么可以询问人们的观点？调查。选 **D**，**questionnaires** 是个关键的暗示：或者，也许可以给经理们分发调查问卷，形成未来讨论的基础。







第十二题，这一空前面说有调查显示对董事局成员进行评估的方法有所改善。空格后面来了一个疑问，提出没有人评估主席。可见第十二题有转折的意思，选 E，有关键的连词 however，而且 E 的 one issue remains，正好对应最后一段最后一句话的一个问题。内容上也吻合。

(13)

## BRITISH COMPANIES CROSS THE ATLANTIC

Next month a large group of British business people are going to America on a venture which may generate export earnings for their companies' shareholders in years to come. A long list of sponsors will support the initiative, which will involve a £3-million media campaign and a fortnight of events and exhibitions. The ultimate goal is to persuade more Americans that British companies have something to interest them.

While there have been plenty of trade initiatives in the past, the difference this time round is that considerable thinking and planning have gone into trying to work out just what it is that Americans look for in British products. Instead of exclusively promoting the major corporations, this time there is more emphasis on supporting the smaller, more unusual, niche businesses.

Fresh in the memories of all those concerned is the knowledge that America has been the end of many a large and apparently successful business. For Carringtons, a retail group much respected by European customers and investors, America turned out to be a commercial disaster and the belief that they could even show some of the great American stores a retailing trick or two was hopelessly over-optimistic.

Polly Brown, another very British brand that rode high for years on good profits and huge city confidence, also found that conquering America, in commercial and retailing terms, was not as easy as it had imagined. When it positioned itself in the US as a niche, luxury brand, selling shirts that were priced at \$40 in the UK for \$125 in the States, the strategy seemed to work. But once its management decided it should take on the middle market, this success rapidly drained away. It was a disastrous mistake and the high cost of the failed American expansion plans played a large role in its declining fortunes in the mid-nineties.

Sarah Scott, managing director of Smythson, the upmarket stationer, has had to think long and hard about what it takes to succeed in America and she takes it very seriously indeed. 'Many British firms are quite patronising about the US,' she says. They think that we're so much more sophisticated than the Americans. They obviously haven't noticed Ralph Lauren, an American who has been much more skilled at tapping into an idealised Englishness than any English company. Also, many companies don't bother to study the market properly and think that because something's successful in the UK, it's bound to be successful over there. You have to look at what you can bring them that they haven't already got. On the whole, American companies are brilliant at the mass, middle market and people who've tried to take them on at this level have found it very difficult.'





This time round it is just possible that changing tastes are running in Britain's favour. The enthusiasm for massive, centralised retail chains has decreased. People want things with some sort of individuality; they are fed up with the banal, middle-of-the-road taste that America does so well. They are now looking for the small, the precious, the 'real thing', and this is precisely what many of the companies participating in the initiative do best.

13 The main reason that the British business people are going to America is to

A encourage American consumers to buy their products.

B analyse how American companies attract media coverage.

C look for financial backing from American investors and banks.

D investigate how British and American companies could form partnerships.

14 In the writer's opinion, the proposed venture will be different to previous ones because

A fewer British business leaders will be making the trip.

B less well-known companies will be better represented.

C the larger companies have decided they will not be participating.

D it involves research into how British companies market themselves.

15 The writer states that Carringtons was wrong to

A be cautious about trading in America.

B borrow money from its European investors.

C assume it was superior to American rivals.

D ignore the advice of its American managers.

16 According to the writer, Polly Brown's mistake occurred when it

A continued to trade despite making a loss.

B attempted to attract a different type of customer.





C tried to break into too many markets at the same time.

D expected American consumers to pay British prices for goods.

17 Sarah Scott states that British companies hoping to succeed in America should

A focus on a gap in the market.

B be less concerned with their image.

C concentrate on selling products in the mid-price range.

D carry out research into the pricing policies of American companies.

18 The writer suggests that success in America depends upon

A adopting a more American approach to marketing.

B persuading the mid-range consumer to pay for quality.

C copying the strategies of American companies.

D building a reputation as a supplier of unique goods.

《British companies across the Atlantic》，跨洋英国公司。有一批在本土干的不错的英国公司，雄心勃勃的要在大洋彼岸的美国去大展拳脚，结果遭遇了滑铁卢。文章根据这些公司的经验和教训，说明了去海外开拓市场的注意事项。

13 题，问英国商人去美国的主要原因是什么。答案是第一段的最后一句话：The ultimate goal is to persuade more Americans that British companies have something to interest them. 终极目标是更多的美国人信服英国公司有可以吸引他们的地方。说的这么婉转动听，其实意思就是：要美国人买他们英国人的产品。答案是 A。ultimate goal 可以对应于 main reason。

14 题，说在作者的观点里，所推荐的企业(proposed 是 recommended 的意思)不同于上次的一批，原因是什么。答案是第二段的最后一句：Instead of exclusively promoting the major corporations, this time there is more emphasis on supporting the smaller, more unusual, niche businesses. 这次的重点更多的在于支持规模小一些的特色企业，而不是单独促进大公司。也就是说这次和上次的区别在于重点扶植的对象不同。选 B: less well-known companies will be better represented. 不那么出名的一些公司将得到更好的展现。represented 在这里的意思是 be present to a particular degree. 看一个例句：Abstraction is well represented in this exhibition.





15 题，问作者认为 Carringtons 错误的地方在哪。答案是第三段的最后一句：the belief that they could even show some of the great American stores a retailing trick or two was hopelessly over-optimistic. 认为自己可以给一些大的美国商店玩一下连锁的戏法，结果杯具了。也就是答案 C 所说的认为他们强于美国对手。Show some of the great American stores a retailing trick 是关键词，理解了这个就好做出答案。

16 题，问依作者之见，Polly Brown 的错误在什么时候发生的。答案在第四段，前面说当这个公司将自己定位于一个特殊的奢侈品牌时，战略似乎是奏效的。但是当管理层决定去攻占中级市场时，成功的果实很快被榨干了。所以答案是 B：试图去吸引一个不同类型的消费群体。a different type of customer 可以对应于 take on the middle market. take on 在这里是 occupy 的意思。

17 题，问 Sarah Scott 说英国公司要想在美国成功必须怎么样，答案在第五段。这个人在第五段前面讲了很多英国公司的缺点，比如自以为是。最关键的句子是这么一个：You have to look at what you can bring them that they haven't already got. 给他们带来他们现在还没有得到的一些东西。也就是说要填补现有市场上的一些空白。选 A。

18 题，在美国成功取决于什么。答案在第六段。说人们需要有一点个性的东西，而这正好是从事于这个领域的很多公司可以做的。答案选 D：建立一个独特商品提供者者的名声。unique goods 是关键词，可以对应 things with some sort of individuality。

(14)

## Problems in the IT industry

In the information technology industry, it is widely acknowledged that how well IT departments of the future can fulfil their business goals will depend not on the regular updating of technology, which is essential for them to do, but on how well they can hold on to the people skilled at manipulating the newest technology. This is becoming more difficult. Best estimates of the current shortfall in IT staff in the UK are between 30,000 and 50,000, and growing.

And there is no end to the problem in sight. A severe industry-wide lack of investment in training means the long-term skills base is both ageing and shrinking. Employers are chasing experienced staff in ever-decreasing circles, and, according to a recent government report, 250,000 new IT jobs will be created over the next decade.

Most employers are confining themselves to dealing with the immediate problems. There is little evidence, for example, that they are stepping up their intake of raw recruits for in-house training, or retraining existing staff from other functions. This is the course of action recommended by the Computer Software Services Association, but research shows its members are adopting the short-term measure of bringing in more and more consultants on a contract basis. However, this approach is becoming less and less acceptable as the general shortage of skills, coupled with high demand, sends contractor rates soaring.







An experienced contract programmer, for example, can now earn at least double the current permanent salary.

With IT professionals increasingly attracted to the financial rewards and flexibility of consultancy work, average staff turnover rates are estimated to be around 15%. While many companies in the financial services sector are managing to contain their losses by offering skilled IT staff 'golden handcuffs' - deferred loyalty bonuses that tie them in until a certain date - other organisations, like local governments, are unable to match the competitive salaries and perks on offer in the private sector and contractor market, and are suffering turnover rates of up to 60% a year.

But while loyalty bonuses have grabbed the headlines, there are other means of holding on to staff. Some companies are doing additional IT pay reviews in the year and paying market premiums. But such measures can create serious employee relations problems among those excluded, both within and outside IT departments. Many industry experts advise employers to link bonuses to performance wherever possible. However, employers are realising that bonuses will only succeed if they are accompanied by other incentives such as attractive career prospects, training, and challenging work that meets the individual's long-term ambitions.

This means managers need to allocate assignments more strategically and think about advancing their staff as well as their business. Some employers advocate giving key employees projects that would normally be handled by people with slightly more experience or capability. For many employers, however, the urgency of the problem demands a more immediate solution, such as recruiting skilled workers from overseas. But even this is not easy, with strict quotas on the number of work permits issued. In addition, opposition to the recruitment of IT people from other countries is growing, as many professionals believe it will lead to even less investment in training and thus a long-term weakening of the UK skills base.

13 According to the first paragraph, the success of IT departments will depend on

- A their success at retaining their skilled staff.
- B the extent to which they invest in new technology.
- C their attempts to recruit staff with the necessary skills.
- D the ability of employees to keep up with the latest developments.

14 A problem referred to in the second paragraph is that

- A the government needs to create thousands of new IT posts.
- B the pool of skilled IT people will get even smaller in the future.





C company budgets for IT training have been decreasing steadily.

D older IT professionals have not had adequate training.

15 What possible solution to the long-term problems in the IT industry is referred to in the third paragraph?

A ensure that permanent staff earn the same as contract staff

B expand company training programmes for new and old employees

C conduct more research into the reasons for staff leaving

D offer top rates to attract the best specialist consultants

16 In some businesses in the financial services sector, the IT staffing problem has led to

A cash promises for skilled staff after a specified period of time.

B more employees seeking alternative employment in the public sector.

C the loss of customers to rival organisations.

D more flexible conditions of work for their staff.

17 Employers accept that IT professionals are more likely to stay in their present post if they

A are set more realistic performance targets.

B have a good working relationship with staff in other departments.

C are provided with good opportunities for professional development.

D receive a remuneration package at top market rates.

18 According to the final paragraph, the UK skills base will be weakened by

A changes to managers' strategic thinking.

B insufficient responsibility being given to IT staff.

C the employment of IT staff with too little experience.





D the hiring of IT personnel from abroad.

《Problems in the IT industry》，IT 行业的问题。IT 行业的人才紧缺并且青黄不接，很多公司只顾短期利益，不愿意投入时间和成本进行培训。并且由于待遇等问题，人员流失现象十分严重。

第十三题，问根据第一段，IT 部门的成功取决于什么。答案是 but 后面的一句：but on how well they can hold on to the people skilled at manipulating the newest technology.取决于他们能否留住精通于掌握最新技术的人。也就是 A 所说的，成功留住有技术的员工。

第十四题，问第二段提到的一个问题是什么。第二段这么说：A severe industry-wide lack of investment in training means the long-term skills base is both ageing and shrinking。一个严重的全行业范围的培训投入缺口意味着长期技术基础不仅老化而且紧缩。简单的说，就是人才短缺并且青黄不接。选 B：有技术的 IT 人才未来会更少。Pool 在这里是供应、聚集的意思。a pool of skilled labour: supply, common supply, reserve。

第十五题，问对于第三段提到的 IT 行业的长期问题的可能的解决方法是什么。答案在这里：This is the course of action recommended。所以弄明白这里的 this is 是指代什么，就找到了正确的答案，this is 指代的内容在前面：they are stepping up their intake of raw recruits for in-house training, or retraining existing staff from other functions。他们开始对吸收的生手进行室内培训，或者是从其他功能上对现有的员工重新培训。简单概括，就是培训，无论是新来的还是老员工。答案选 B：为新旧员工扩展公司的培训计划。

第十六题，问金融服务行业的一些企业，IT 员工问题导致了什么。答案是第四段的这么一句：While many companies in the financial services sector are managing to contain their losses by offering skilled IT staff 'golden handcuffs' - deferred loyalty bonuses that tie them in until a certain date 这些公司怎么留住人才避免损失呢？提供“黄金手铐”——延期的忠诚分红将他们套到某一天。也就是说给这些员工的分红是延迟发放的。即 A 选项所说的：对有技术员工一段时期后的现金许诺。Deferred 就是 after a specified period of time。

第十七题，IT 职业者更愿意待在现有的位置上，如果。。答案是第五段的最后一句：employers are realising that bonuses will only succeed if they are accompanied by other incentives such as attractive career prospects, training, and challenging work that meets the individual's long-term ambitions.这些分红只有同其他的动力相结合才能成功：有吸引力的职业前景，培训以及和个人长期目标相吻合的有挑战性的工作。也就是 C 段总结的：为职业发展提供良好的机会。

第十八题，问最后一段说，英国技术基础将被什么削弱。答案是最后一段的最后一句：opposition to the recruitment of IT people from other countries is growing, as many professionals believe it will lead to even less investment in training and thus a long-term weakening of the UK skills base.。从其他国家招 IT 人员的反对意见在上升，很多专家相信这会导致培训的减少并因此削弱长期的英国技术基础。即 D 段说的：从海外招聘 IT 人员。

(15)





## Chairman's Report

I am pleased to report that, although we had been expecting poor results for this half year because of slow growth in the world economy, the company has performed very satisfactorily. Operating profits for this first half are in fact very much (19) with those for the corresponding (20) last year. Profits reached £1 15 million before tax, compared with £1 16.3 million last year. Much of our success in the last six months can be (21) to the fact that all our major construction projects remained on schedule. Particularly pleasing was the early (22) of a major building contract in Canada.

The company has made good progress with the initiatives announced at the Annual General Meeting. The majority of shareholders (23) the Board's decision to sell the company's loss-making engineering (24). It was the Board's belief that the company would (25) most benefit by (26) its resources on the expansion of its construction activities. Negotiations with a potential buyer began in February and are now at a critical (27). However, we feel that we are not as yet in a (28) to comment on what the outcome is likely to be.

In June, we made a successful (29) for the Renishaw Construction Company of Hong Kong SAR, in order to give us greater (30) to markets in South East Asia. We still have sufficient resources to pursue our growth (31) and are at present (32) several other business opportunities which, like Renishaw Construction, would (33) new markets to us.

19. A in order B on track C in line D on target

20. A session B term C season D period

21. A attributed B referred C assigned D designated

22. A termination B ending C completion D finalising

23. A confirmed B maintained C agreed D supported

24. A portion B component C sector D division

25. A have B gain C find D earn

26. A focusing B directing C pointing D strengthening

27. A height B step C edge D stage

28. A condition B point C position D capacity

29. A request B price C demand D bid







30.A access B approach C admission D entrance

31.A strategy B process C promotion D system

32.A inquiring B deliberating C exploring D searching

33.A send B open C provide D give

文章是一篇报告，介绍了公司某段时间的发展状况，总体的势头是良好的，积极向上。

19 和 20 题需要在一起考虑，从整体上把握句子的意思。in line with 与....一致;on track : doing or saying things that are likely to be successful or correct 步入正轨;on target(射击)准。20 空选词关键要将空格前面的 those for the corresponding 和前面的 for this first half 对应，这里空格填入的词要能和 this first half 相匹配，表示时间段，时期，所以是 period。因为是半年，所以不选 season。整个句子的意思是这半年的营业利润(operating profit)实际上是与去年同期相一致的。

21 题，attribute to，表原因，联系整个句子不难做出选择。designate 是委任、指派

22 题，意思是完成了一个主要的建筑合同，从一个 pleasing 可以看出感情基调，A 和 B 肯定不选，不是终止也不是结束，finalise 最后定下来，定案。

23 题，大部分股东都支持、赞同董事会的决定，选 support，如果是 agree 的话后面需要 with。

24 题，董事会的决定是卖掉公司亏损的工程部。A、B 首先排除，做完形填空最忌讳的是把汉语思维和汉语含义带入英文语境中，有的时候宁可选自己从来没有见过的用法，也不要从汉语意思出发强塞一个英文单词进去。sector 是(尤指一国经济的)部门、行业，division 是(一个机构的)部门。

25 和 26 题，句子的意思是公司将通过把资源集中在建筑活动的扩张上来获得大部分的收益。25 题的 A 和 C 容易排除，关键是看 gain 还是 earn。earn 是通过努力挣到一笔钱(to receive a particular amount of money for the work that you do)，gain 是获得或者实现什么(to obtain or achieve something you want or need)，因为是公司的战略，所以用 gain 更合适一些。

27 题，at a critical stage，在一个关键的阶段。

28 题，in a position to do sth.能够做某事。固定搭配

29 题，成功招标，bid

30 题，give us greater access to markets 给我们更大的市场准入

31 题，growth strategy，增长策略，追求我们的增长策略。





32 题，探索更多的商业机会。inquire 询问;deliberate 仔细考虑，深思熟虑;

33 题，为我们开放新的市场。provide 后需要加 with

(16)

B 1 It would be advisable for Flacks to consult customers before developing a new product.

D 2 Producing goods for specialist markets might increase Flacks' profits.

C 3 Flacks may need to change the function of one of its facilities.

A 4 Flacks should utilise its current expertise to enter a different market.

B 5 Flacks may need to consider closing its current production facility.

C 6 Flacks should develop the connections it has established with leading retailers.

A 7 Expanding the product range would not be a problem for the workforce.

Flacks is a UK-based company that produces fashion accessories for women. How can it continue to grow its business?

A Susan Falmer

Faced with a shrinking market, cheap imports and competitive pricing, Flacks will have to work hard to increase its margins. They need to move into a more promising market, one where demand is growing and where the company can exploit existing skills and contacts. They could think about brand extension - this would not be a giant leap and the sales force would take it in its stride. Also, they wouldn't need to re-equip their factory and could use non-UK sourcing if facilities here are in short supply.

B Mesut Guzel

They have the fundamentals of a survival strategy in a market where outsourced manufacture and brand differentiation hold the key to success. I think they should initially locate some of their production in another country, where manufacturing quality tends to be better and it is easier to meet changing customer demands. But they should also regularly monitor production in Britain and think about outsourcing all this work abroad at some point if they need it done faster. The company should continue to work on innovative products, and thorough market research will help to ensure any new ideas are well received.

C Gary Wilmot





In order to beat their rivals in a highly competitive market, Flacks should ensure their products are attractive and build on their relationships with the big stores rather than trying to go it alone and market directly. They should also consider refocusing production by using their UK factory for high-specification products. They could eventually build more production overseas in a cycle of continuous development.

D Michal Kaminski

The demand for fashion accessories is relatively flat and the company should consider exploiting niche markets to improve its margins. But even within these, Flacks must distinguish its goods from those of its rivals in terms of quality, performance and design. Innovative sales, marketing and PR are vital to exploit these niche products. One competitive advantage that Flacks does have is production times. Many retail chains now have two-tier supply chains and Flacks could focus on top-up orders. They might also investigate other sales channels such as mail order.

这篇文章是关于一个女性时尚饰品公司——Flacks 的发展战略问题，四个专家给出了自己的建议。这套题目的答案稍微有些隐晦。

第一题，说在开发新产品前咨询客户的意见对于 Flacks 来讲是很明智的。答案是 B 段的最后一句：thorough market research will help to ensure any new ideas are well received. 彻底的市场调查能够确保新的思想很好的被接受。Market research, 市场调查，在很大程度上就是咨询客户的意见(consult customers), any new ideas 可以对应于 developing a new product, 能够 well received, 那么对于公司来讲当然就是 advisable 了。选 B。

第二题，说为专业市场生产产品可以增加利润。答案是 D 段的这么一句：the company should consider exploiting niche markets to improve its margins 这题关键是要理解一个市场的含义：niche market。看英英解释：a small area of trade within the economy, often involving specialized products. improve its margins 也就是 increase profits, 选 D。

第三题，说 Flacks 可能需要改变它的一个设备的功能。这里答案不是太明显，是 C 段的这么一句：They should also consider refocusing production by using their UK factory for high-specification products。他们也需要考虑通过利用英国工厂生产高规格产品来调整生产焦点。也就是说，英国工厂原来不是生产高规格产品的，即题目说的改变它的一个设备的功能。

第四题，说 Flacks 可以利用现有的技能来进入一个新的市场。答案是 A 段的这么一句：They need to move into a more promising market, one where demand is growing and where the company can exploit existing skills and contacts。他们需要进入一个更有发展前景的市场，一个需求增长并且公司可以利用现有技能和合同的市场。exploit existing skills 也就是 utilise its current expertise。

第五题，说 Flacks 可以考虑关闭现有的生产设备。这题也有些隐晦，答案是这么一句：think about outsourcing all this work abroad。关键就在于 outsource 这个词的意思：turn to outside suppliers or





manufacturers 外购。既然是要考虑 outsource——turn to outside manufactures, 那么也就是可以考虑关闭自己的生产设备了。选 B。

第六题, 说 Flacks 应该考虑发展同领先的连锁商已经建立起来的关系。答案在 C 段: build on their relationships with the big stores 发展他们同大商店的关系。

第七题, 说扩展产品范围对劳动力来讲不是问题。答案在 A 段: They could think about brand extension - this would not be a giant leap and the sales force would take it in its stride. 他们可以考虑品牌扩张——这不是一个巨大的跳跃, 在销售力量的步调范围之内。言下之意, 不是问题。选 A。

(17)

## Staff appraisals

Good preparation for staff appraisals can pay dividends in terms of staff loyalty and satisfaction. Many managers, particularly those running smaller companies, feel they are too busy to give their employees appraisals, and many staff clearly dread them. (0) ..... They provide the opportunity for the manager to have one-to-one discussions with an employee and find out about any concerns, as well as identifying training needs and discovering career aspirations. They can make a staff member feel valued and so build loyalty.

The annual appraisal can either be a rewarding or painful experience. According to research carried out among 500 employees, the standard office appraisal is far from perfect. (8) ..... The possible outcome for the company is even worse; up to a quarter of employees will look for a new job within two weeks of a bad appraisal and 40% within a month.

The quality of the appraisal lies with how the boss decides to carry it out. When it is done well, employees are able to use the feedback they receive to improve their performance. (9) ..... So how should a constructive appraisal be carried out? According to Andrew Gillingham, a consultant trainer, appraisals can be manager-led, with the appraiser preparing a document and sharing it with the employee. Establishing training needs and motivating the employee towards bigger and better things are part of this process. (10) ..... In both cases, Gillingham believes that the effectiveness of the appraisal discussion can determine the performance of the company.

Gillingham believes that anyone who thinks it's just the employee who doesn't like the appraisal experience has got it wrong. Too many managers regard appraisals as a waste of time. (11) ..... Managing people is a difficult matter, and without the necessary training, many managers try to avoid the uncomfortable issues that often need to be discussed at appraisals.

Gillingham believes that calling the process an appraisal may be unhelpful. (12) ..... In either case, it is important to ensure that the meeting is successful and results in better quality management.







Gillingham firmly believes that the main thing is to emphasise an open communications ethos in the workplace that gives staff a chance to talk about issues and feel valued.

A Alternatively, managers may want the employees themselves to evaluate their work performance.

B In larger companies, the people likely to do something with this information will be found in the HR department.

C. Problems such as rushing through the appraisal and being appraised by a manager who doesn't understand the employee's role were common concerns.

D Arguably, 'performance review' is more appropriate since it helps create correct expectations from the meeting and indicates what will happen.

E This is mainly because they have not been shown how to carry out appraisals properly.

F But all too often, the format of the appraisal doesn't allow this.

G But this can be avoided and, given a more positive attitude from participants, appraisals can prove enormously useful for all involved.

《Staff appraisals》，员工评估。很多公司的员工和经理都害怕评估，但是好的评估可以增进员工的忠诚度和满意感，给公司带来益处。

第八题，前面说年度评估可能是个有用的或者是痛苦的经历。但是根据调查，标准的年度评估效果却不尽如人意。那么正常来讲，后面应该接着说评估不好(far from perfect)的原因或者是表现。C 选项讲的是表现(problems)，E 选项虽然有 because，但是不是讲的评估不好的原因。选 C，正好和后面也对的上。出了问题，才使得后果更加严重(the possible outcome is even worse)。

第九题，也需要理顺上下文的逻辑关系。前面说评估的质量取决于老板决定怎么去执行。如果进行的好的话员工会根据收到的反馈来改进他们的表现。空格后面一个 SO，问到怎么样让一个有建设性的评估被实行？那么前面的内容多少有点转折的意思。实行的好对改进员工的表现有好处，可实行的不好呢？逻辑上看，这里应该填入评估如果被执行的不好会怎么样，或者说影响实行的一些因素，所以后面才会问到该怎么去执行。从给出的几个选项，F 是最符合这一特征的：评估的格式不允许这个(指根据反馈的结果改进表现)。

第十题，接着上面讲评估的具体方法。空格的前面讲评估都是 manager-led，并且介绍了一些过程。空格后面有 in both cases，可以看出空格这里应该填入评估的另一种方法，和 manager-led 对应的。选项 A 最符合条件：经理们可能想要员工们自己评价自己的工作表现。alternatively 这个连词是个暗示。

第十一题，前面说很多经理视评估为浪费时间。后面说如果没有必要的训练，很多经理都会回避那些需要在评估上讨论的让人不舒服的话题。E 选项可以对应于上下文：那主要是因为他们并没有被演示怎么正确





的进行评估。因为没有接受训练才不理解，才会认为是浪费时间。have not been shown 也就是 without the necessary training。

第十二题，这一空是最明显的。叫评估不合适，那就换个名字吧，选 D，叫“performance review”。

(18)

## Consumer Behaviour

0 The consumer is the focus of all retail business and it is important to appreciate how  
00 consumers are influenced in their buying decisions. Most of consumers, before making a  
34 purchase, gather information and evaluate with the alternatives, but the extent to which  
35 they look for information depends on the type of purchase. For example, in the case of  
36 routine grocery purchases most consumers respond to automatically. However, for  
37 purchases where the risk of making the wrong decision is greater, like buying a new  
38 car, so the search for information is more important. The decision to purchase is never a  
39 single decision but a number of these separate decisions, and at any time during this  
40 process, consumers can change their minds about and choose an alternative route. For  
41 example, although a consumer may have decided where to buy a product only to realise  
42 at the last moment that this is, in fact, having the wrong choice. The price in the store may  
43 be too high or the staff unhelpful. On the other hand, a lack of queues, favourable credit  
44 facilities and efficient staff all lead to a too positive impression, so retailers should  
45 remember how difficulties in these areas that can affect a sale or even lose a customer permanently.

《Consumer Behaviour》，消费者行为。文章分析了一些影响消费者行为的因素。

34 题，evaluate 是及物动词，后面直接接宾语。evaluate the alternatives，评估替代的选择。with 多余。

35 题，正确的





36 题，如果是 **respond to**，后面应该要接宾语，而这里的 **respond to** 后面的是副词，所以直接用 **respond** 表示反应，**to** 是多余的。

37 题，正确的

38 题，这里并没有因果关系。完整的句子是这样的：**for purchases where the risk of making the wrong decision is greater,(so)the search for information is more important.**意思风险越大，收集信息越重要。**so** 是多余的。

39 题，**separate decision** 是和前面的 **single decision** 相对应说的，并没有特别指代，所以代词 **these** 在这里是多余的。

40 题，**change their minds**，改变他们的注意，**about** 多余。

41 题，这个句子并没有转折的意思，完整的是 **a consumer may have decided where to buy a product only to realize at the last moment that this is the wrong decision.**连词 **although** 是多余的。

42 题，从上面的完整句子可以看出，已经有了谓语 **is**，**having** 是多余的。

43 题，正确的。

44 题，**too** 是副词，后面不能跟着来修饰名词，只能是 **too positive**。而从这里的句子的意思来看，是说好的设备和高效率的员工可以带来一个好的印象。所以 **too** 是多余的。

45 题，**that** 引导从句。而这个句子主谓宾很齐全，**that** 前面是主语，**affect** 是谓语，后面是宾语，不是从句，所以 **that** 多余。

## (19)

1 In order to complete a task well, it may not be necessary to deal with every detail.

2 If you have too much to do, you may need to turn down work in the future.

3 Any planning activity needs to take place on a regular basis.

4 You should avoid giving additional time to a particular task.

5 It is possible that some routine tasks do not need to be carried out.

6 If you are overloaded with work, it is important to identify the cause.

7 People at all levels perform time-wasting activities.





## Successful Time Management

A

The secret of avoiding work pressure is thinking ahead. Every day you need to review your progress towards objectives and decide how you can best use the time available to make further progress. You may find this is best done at the start of your working day but some people prefer to have a planning session just before they finish. Whichever you select - and you may need to experiment to find what suits you best - find some way of fitting the activity into your schedule. Never say, 'I don't have time to plan today'.

B

Managers at all levels occasionally find they have taken on more than they can cope with. This is not a crime, but you must examine the reasons for such a situation and then plan a course of action. Until the problem is resolved, most of your time and energy will go into worrying about the situation and you will feel unmotivated. Think too about how to prevent it happening again. This may require you to be firm and avoid agreeing to more than is realistic.

C

If a review of your working practices shows that you are too much of a perfectionist, do something about this. Modern definitions of quality refer to 'Witness for purpose'. If you bear this in mind, you may find it easier to persuade yourself to settle for an acceptable level of quality rather than perfection. When thinking about objectives and planning how to achieve them, consider how thoroughly you need to do something in order to meet your requirements. Unless you have spare time, do not spend extra hours on an activity in an effort to cover absolutely everything.

D

If your review of a period of time shows that you are spending time on things that are not really necessary or important, then think hard about whether you can afford this time. Many people file unnecessary papers and attend endless, unproductive meetings. Even top managers can be guilty of misdirecting their efforts by supervising subordinates too closely or failing to delegate. If you question the necessity of certain work, you may find it easier to avoid these misdirected efforts and this will better inform your planning in the future.

《Successful Time Management》，成功的时间管理。文章针对怎么利用时间、提高工作效率提出了一些建议。

第一题，为了完成好一个任务，没有必要处理每一个细节。答案是 C 段的最后一句话，而且这句话同时是第一题和第四题的答案所在：Unless you have spare time, do not spend extra hours on an activity in an







effort to cover absolutely everything.除非你有空闲的时间，否则不要在一件事情上花费额外的时间去努力涉及到所有事情。cover absolutely everything 可以对应于 deal with every detail。

第二题，如果你有很多要做的，也许需要拒绝以后的工作。答案是 B 段的最后一句，有点绕：This may require you to be firm and avoid agreeing to more than is realistic.这需要你变得坚定，避免答应超出现实的工作。more than is realistic，也就是眼前无法完成的工作，即 work in the future。

第三题，任何计划行为都需要建立在一个有规律的基础上。答案在 A 段。A 段整个就是讲的计划的重要性，有计划，才能合理安排时间。中间说有人喜欢在每天开始的时候计划，有人喜欢在结束前。答案是这么一句：you may need to experiment to find what suits you best-find some way of fitting the activity into your schedule.你必须去试验寻找最适合你的——寻找将这个活动融入到你的时间表的某种方法。要让计划融入进你的时间表，也就是说计划要成为你的日程的固定部分，即题目说的 take place on a regular basis。

第四题，在第一题已经说了，C 段的最后一句，extra hours 可以对应于 additional time。

第五题，可能有些例行的任务不需要被执行。答案是 D 段的第一句：If your review of a period of time shows that you are spending time on things that are not really necessary or important, then think hard about whether you can afford this time 如果回顾某段时间发现你在一些并不是真正必要或者重要的事情上花费了时间，那么你需要仔细考虑这次你是否花的起。言下之意，有些 things that are not really necessary or important(some routine tasks)可以不必花时间做(do not need to be carried out)。

第六题，如果你觉得自己工作负担过重，那么查明原因很重要。答案是 B 段的这么一句：This is not a crime, but you must examine the reasons for such a situation and then plan a course of action。examine the reasons 可以对应于 identify the cause。

第七题，各个等级的人都会进行浪费时间的活动。答案在 D 段，需要提炼。D 段整个讲的都是不要把时间浪费在不必要的事情上。前面说不要干一些 routine task，后面说顶端的经理们也会误用他们的努力。最后一段盘点了很多，前面的 many people，后面的 even top manager，和在一起就是题目说的 people at all levels。不管是 routine task，还是 misdirecting their efforts，都是 time-wasting activities。

(20)

## Human Resources Policy

CBA Bank was the largest financial institution to sign the employers' 'People Come First' code of practice in the early 1990s. In doing so, it committed itself to the highest (0) in human resources practices such as the communication of company(19)..... to employees, the setting of individual training and personal (20).....plans, and the holding of regular performance (21)..... for all staff.

Like other organisations, CBA is replacing the traditional hierarchy with a flatter organisational structure which gives employees more broadly defined (22) .....within the company. The change is offering





employees greater opportunities for work in cross-disciplinary project teams. As a result, interpersonal (23) ..... are extremely important.

The policy seems to be working. There is a great deal of goodwill among employees, who (24).....the fact that customer satisfaction is the organisation's chief aim. CBA claims to pursue this aim for its own (25)..... , rather than as a means of earning profits for shareholders.

An ability to relate to all kinds of people is the most important attribute CBA looks for in (26).....recruits. Graduates are (27)..... for a two-year period and exposed to all (28)..... of retail financial services. By the end of this training period, they will have taken their Institute of Banking examination and, if they have (29)..... their performance targets, they will have (30)..... a job at the bank.

'On the whole, we are not looking for people straight out of college,' says human resources manager Mai Kemp. 'We would prefer that they had (31).....some experience of life and had taken a year out between school and college to travel or do some kind of work.'

The company has recently introduced a new policy on pay, and it is now (32).....to performance through bonus schemes, with the objective being to (33) ..... employees for their achievements and effort.

19 A designs B purposes C ends D objectives

20 A continuation B extension C development D advancement

21 A reviews B trials C revisions D judgements

22 A capacities B parts C roles D elements

23 A abilities B talents C assets D skills

24 A recommend B honour C respect D obey

25 A sake B reason C behalf D cause

26 A expected B intended C potential D eventual

27 A taken on B written in C put on D drawn in

28 A fields B areas C regions D parts

29 A arrived B done C passed D met

30 A secured B reached C confirmed D fixed





31 A gained B won C earned D realised

32 A attached B linked C combined D joined

33 A return B reward C recompense D refund

《Human Resource Policy》，人力资源政策。主要是讲的 CBA 银行的人力资源政策，。先简单介绍了这个银行的管理结构，是扁平化的组织结构(flatter organizational structure)，而不是等级制公司(hierarchy)。总体原则是不招应届的刚出校门的毕业生，而要有一定的生活经验或者是工作经验。

第 19、20、21 题，这几空都是举例说明前面提到的 human resources practices。19 空是说的将公司的发展目标传达给员工。公司目标，用 objective。purpose 是指具体做某件事情的意图。这里有必要区分一下 objective 和 purpose，看英文解释。

purpose: the reason you do something, and the thing you want to achieve when you do it

objective: something that you are working hard to achieve, especially in business or politics

第 20 题，个人培训和发展计划的制定。个人发展计划，personal development plans，选 C。

第 21 题，定期的表现回顾。用 review。hold 在这个句子里是举行的意思。the holding of regular performance review，定期举行员工的表现回顾。

第 22 题，说扁平化的组织结构可以给员工更加定义广泛的角色。broadly defined roles,选 C。

第 23 题，人际交往技巧是很重要的。interpersonal skills,是地道的说法。参见一个例句：you will need good interpersonal skills.

第 24 题，这一句的意思很好理解，是说员工们越来越看重或者说是承认一个事实：顾客的满意是组织的主要目标。recommend 是推荐、建议，后面不接 the fact(事实)，honour 是敬重，obey 是遵守，这里应该选择 respect。respect 这里是重视或者接受的意思，看英英词典上的解释：to accept that something which is established or formally agreed is right or important and not to attempt to change it or harm it。所以这一空应该选择 respect the fact，表示接受这个事实。

第 25 题，CBA 银行追求这个目的是为着自己的利益，而不是为股东挣利润的工具。for the sake of something 或 for something's sake: for the purpose of; in the interest of; in order to achieve or preserve 为了...目的; 为了...的利益;为了。。。固定用法，选 A。

第 26 题，寻找潜在的新成员。地道的词是 potential，比如 potential recruits, potential staff, potential candidates.





第 27 题，考察的是短语 **take on** 的一个用法，雇佣：If you take someone on, you employ them to do a job.;write in: to write a letter to a newspaper, television company or other organization, to state an opinion or ask something 以群众来信的形式表达的意见。

第 28 题，把毕业生分配在各个连锁金融服务领域。用 **area**。field 做领域、范围讲的时候是指的研究、活动，**region** 是指的具体的地区，**parts** 是部分，应该用 **area**。

第 29 题，完成目标，**met the targets**。

第 30 题，完成了目标就可以得到工作。**secure**: to get possession of; **acquire**:

第 31 题，招的人已经具有了一定的生活经验。**gain**: to obtain something that is useful, that gives you an advantage, or that is in some way positive, especially over a period of time

eg: After you've gained some experience teaching abroad you can come home and get a job.

第 32 题，薪酬现在和业绩挂钩。**link to**，联系。

第 33 题，**reward sb.**奖励某人。**reward employees for their achievements and effort**，因为功劳而奖励员工。

(21)

## Meetings That Work

0 A vital skill for anyone running a business it is the ability to communicate

00 effectively. This is particularly important in a meeting where complex arguments

34 need to be put forward and where it is too vital to get the best out of the situation

35 and those present in as little time as possible. Before calling a meeting, ask

36 yourself if you actually need one, since so many are unproductive results and do

37 not really need to take place. Sending an email or by using another means of

38 communication, such as a simple phone call, might achieve the desired results in

39 half the time. Having established the need for a meeting, so inform those you

40 wish to attend and ask people to be punctual. Concerning the key to a good







41 meeting is an agenda, which needs to be sent out in advance and should state the

42 date, time and location. It should also contain the names of those ones who will

43 be present and set that out, starting with the most important, the points for

44 discussion. Ask in advance for suggestions for items to be discussed about but

45 set a deadline for submissions in order to reduce the amount of time that has to be spent under 'Any Other Business'.

《Meetings that work》，起作用的会议。文章讲的是开好一个会议应该注意哪些问题。

34 题, it is vital to do sth., 做什么事情是至关重要的。too...to 结构表示太而不能。从上下文和词组的用法来看, too 是多余的。

35 题, 正确的

36 题, since so many are unproductive, 是说的很多会议都没有效果。主谓宾很齐全, unproductive 做形容词就可以修饰前面的 meeting, results 是多余的。

37 题, 完整的句子应该是 Sending an email or(by)using another means of communication might achieve the desired results in half the time. 介词 by 是多余的。有 by, 不仅后面的主语不对, 也没有与前面的 sending 保持一致。

38 题, 正确的

39 题, 这个句子的前后没有因果关系, 去掉 so

40 题, (Concerning)the key to a good meeting is an agenda, 主谓宾是齐全的, the key to a meeting 是主语, is 是谓语, an agenda 是宾语, 意思就是日程表是会议的关键。Concerning 是多余的。

41 题, 正确的

42 题, those who 固定的搭配, 指代哪些人, ones 是多余的

43 题, 去掉插入成分 starting with the most important, 完整的句子是 set(that)out the points for discussion. set out 是词组, 在这里是陈述、阐明的意思: present information or ideas in a well-ordered way in writing or speech.。所以 that 多余。

44 题, discuss 是及物动词, 做讨论时直接用 discuss, 而不是 discuss about。事实上, 在 discuss 后面接 about 时的 about 一般都是做“大约的”意思讲, 而不是一个完整的词组。所以此处 about 多余。





45 题，正确的。

(22)

## Staff Appraisals

A director of the advertising agency owned by tycoon Bob Jacoby once grumbled that he wasn't enjoying his work. Jacoby's reply was, 'I don't pay you good money to enjoy yourself. If you enjoy working here, you should be paying me money.' Jacoby's sentiments used to be common.(0)\_\_\_\_ Happily, things have changed. Most organisations now undertake regular staff appraisals, at which employees have the opportunity to discuss one-to-one with their line manager their ambitions and hopes, their strengths and weaknesses, their achievements and their disasters. But it is worth remembering how new all this is, and why.

For a start, appraising isn't something many managers do naturally of their own accord. They often find appraisals difficult to handle and have to be made to carry them out. Appraisal systems have become widespread partly as a result of employment legislation, but more particularly because companies have learned that such assessments can work to their advantage. (8).....The company can improve its collective performance by helping employees to improve their individual performance.

Managers who use appraisals need to approach them very carefully. They should bear in mind their own experiences of being appraised when in junior positions, recalling which appraisals were helpful, which were not, and why. In most cases, their own bosses did their homework, checking out the job specification, the C.V. and any previous reports. (9).....As a result, a lot of time would have been wasted, debating exactly what had happened and when.

Being prepared and appreciating what it is like to be on the receiving end are, indeed, the keys to successful appraising. It is important to begin an appraisal by giving members of staff a chance to express their own views about their performance. (10) ..... Any information gained from colleagues is normally given in a positive spirit, since nowadays everyone understands appraisals and appreciates that they are carried out with good intentions.

The atmosphere in the appraisal should be one of positive and open discussion about how the employee is performing in the company.(11).....Some individuals will feel unjustly criticised when their boss makes comments on their performance. Others will respond fiercely to a critical assessment - although if they defend themselves passionately, that is no bad thing!

Finally, it is important to regard appraisals as part of a continuing process.(12)..... Instead, they should be followed up with friendly questions from time to time, making it clear to employees that new goals and strategies suggested in them are to be taken seriously and are to be acted upon.





If these pieces of advice are followed, it is hoped that both the employees and the company as a whole will benefit from the experience.

A However, managers must take great care in this respect.

B Only after that should managers put forward their own points, which are likely to include comments collected from others in the organisation.

C They should not be forgotten as soon as they are over.

D Like many other aspects of free enterprise, appraisals are an excellent example of underlying self-interest.

E Sometimes the appraiser goes too far the other way and fails to communicate problem areas and scope for improvement.

F If they relied on memory, they probably got things wrong.

G Employees were paid, and they obeyed; if they didn't like it, they could leave.

《Staff Appraisals》，员工评价。文章是讲的对员工进行评价归于整个公司的意义，以及进行员工评价时应该注意哪些问题。

第八题。第二段讲了评价的好处，对整个公司是有利的。第八空前面说公司认识到这些评估是对他们自己有利的。第八空的后面说公司可以通过帮助员工改进个人表现来改进集体的表现。从前后文的信息看，这一题应该填入表示评估对公司有利的句子，没有转折。D 选择符合：同自由企业的其他方面一样，评价是潜在私利的杰出例子。这里的 **underlying self-interest** 可以对应于前面的 **work to their advantage**。

第九题。第三段是讲经理们要小心谨慎的使用评价。第九空前面说经理们要记住自己处于底层时被评价的经历(**bear in mind their own experiences of being appraised**)，通常情况下需要查看任职资格、简历和先前的其他报告。而第九空后面说的是这样会浪费时间，争论到底发生了什么，什么时候发生的。可以第九空的意思有一定得转折，选 F：如果他们依赖于记忆，很有可能把事情弄错。**Relied on memory** 正好与前面的 **checking out the job specification** 相对应;**got things wrong** 对应于后面的 **a lot of time would have been wasted**。

**Job specification** : a written statement about a job that includes a job description and the skills, experience and personal qualities that sb needs in order to do the job, used when an organization is looking for a new person for a job.

第十题，这一题的答案比较明显。前后文内容很一致，还有明显的连词。这一空的前面说在开始评估前给每个员工一个表达对自己表现看法的机会很重要。答案是 B：只有在那之后经理们才能提出自己的观点，这个观点可能包括从组织中的其他人那收集的评论。**After that** 很明显是承接上文的连词，**put forward their**





own points 可以对应于前面的 express their own views, 而 comments collected from others 是对应于后文的 any information gained from colleagues。

第十一题。这一段的开头就说评估的气氛要积极、公开。第十一空的后面说有些人会觉得不公正的被批评了, 还有些人会对批评做出激烈的反应。可见第十一题有转折的意思。选 A, however 是个明显的关键词: 经理们必须在这个方面小心。因为一旦不小心, 就会出现后文所说的那些员工的反应。

第十二题。这一段是讲的持续评估的重要性。选 C: 他们不能一结束就被遗忘。前面的 a continuing process 和后面的 should be followed up 都是关键词。

(23)

## 《SELL,SELL,SELL》

Last year over £ 13bn was spent on advertising in the UK and research indicates that most people will have seen 2m sales messages by the time they are 30. Advertising is big business and often acts as the interface between commerce and culture. While there are many adverts that just irritate, there are some that are miniature works of art. (0)... .The advertisers themselves believe they are delivering an important message because they are protecting and promoting a client's brand and extending greater choice to the consumer. (8).....Instead of being free, many TV channels would only be available on subscription packages of about £500 per month and newspapers might cost six times more than their present cover price.

There are many different models of advertising practice, but no one is precisely sure what makes a good advert. (9).....While some try to get you to buy a product, others, such as anti-smoking campaigns, aim to get you not to do something. Some adverts are not aimed at consumers at all, but at retailers, shareholders or employees. For example, manufacturers often advertise their products in trade magazines to reassure retailers that a new brand will be widely promoted. Petrol companies often choose to emphasise how environmentally friendly they are; this is to offset any negative public perceptions of the industry rather than to persuade consumers to buy an individual brand of petrol. (10).....This is because petrol is regarded, in advertising terms, as a distress purchase. We get it because we can't do without it, not because we really want it. In general, however, the main aim of advertising is to attribute emotional qualities to a product in order to create an individual brand that the consumer can associate with.

Working out whether an advert has been successful is extremely difficult.(11).....For example, what persuaded them to buy a car? You cannot be sure whether it was the advertising, the price, the opposition's distribution, changes in the law or changes in consumer attitudes that was the determining factor. What advertising can't do is make consumers buy something they don't want. It can perhaps persuade you to try something once, but if you don't like what you get, you won't try it again.(12).....In other words, where there is no emotional engagement, such as a consumer's feelings about a bag of peas, beliefs are much harder to shift.







- A Moreover, it is almost impossible to get people to change the way they view things they are indifferent to.
- B Over the last ten years, other forms of advertising, such as direct marketing, have become increasingly popular as well as scientific.
- C They don't, as the industry well knows, care enough to be brand loyal to such a product.
- D Whether you accept this argument or not, you have to recognise that without advertising our world would be very different.
- E The problem lies in isolating precisely what motivates people to behave in a particular way.
- F This is partly because not all advertisements are designed to do the same thing.
- G The production costs involved in these can reach higher figures than those for the average movie.

《Sell,Sell,Sell》，听名字像是跟销售有关，其实是关于广告的。广告的最终目的就是提升销售。第一段是总体讲述广告业的情况以及广告的作用。第二段介绍了广告的几种形式，不同的公司对广告的要求是不一样的。第三段讲怎么样才能打好广告，一不小心就容易让观众产生逆反心理。

第八题，这一空的前后都是在讲广告的作用。前面说做广告的人认为他们是在传递一种重要的信息，因为他们保护并且提升了客户的品牌同时又给消费者提供了更多的选择。后面说要是没有广告的话，很多电视节目就不会免费，而且报纸会比现在贵六倍。从前后的信息可以看出这里是在讲广告的重要性，广告是必不可少的。D 选项可以和这里的前后内容相吻合：不管你接不接受这个论断，你都得承认没了广告世界将大不一样。this argument 是指前面广告商的那段话，而 very different 就是引出后面的电视不免费、报纸涨价等等。

第九题，这一段是讲广告的不同模式。第一句话就说广告有很多模式，但是没有人能够精确的确定什么才是好的广告。紧接着后面说了不同的广告有不同的目的和侧重点。从 while some... 的句式可以看出这里是扩展说明的，那么 F 空应该接一个过渡的句子，表示不同的公司对广告有不同的需求。选项 F 符合这一特点：这部分是因为不是所有的广告都被设计成干相同的事情。也就是说不同的广告会满足不同的需求。This 是指代前面的 no one is precisely sure。空格后面的扩展说明可以对应于 do the same thing。

第十题，这一空前面的以汽油公司为例，说明这些公司的广告并不怎么强调个人品牌，他们更加看重的是整个大环境的友好。后面也是具体解释这一现象的原因。所以相应的第十空也是填入一个过渡句，前面的 rather than to persuade consumers to buy an individual brand of petrol 是一个暗示，这一空应该填入 C：他们并没有像这个行业所熟知的那样看重对这种产品的品牌忠诚度。Brand loyal 也就是 buy an individual brand of petrol





第十一题，最后一段讲什么样的广告才能算是成功的。第一句就说评判很困难。11 题空格后面是举例说明。what persuaded them to buy a car 是一个关键的句子。因为没有办法判断到底是什么最终说服消费者购买，所以很难评判一个广告是否成功。11 题选 E，motivate 是关键词，可以对应最后一段反复出现的 persuade。

E 选项的句子值得分析理解：The problem lies in isolating precisely what motivates people to behave in a particular way.

Isolating 在这里不是形容词，孤立的，而是动词的分词形式，isolate 此处的用法是：if you isolate an idea, problem etc, you consider it separately from other things that are connected with it. (isolate something from something)将...剔除(以便看清和单独处理)。

所以这个句子的含义就是问题在于准确的将人们某种行为的动机给剔除出来。

第十二题，这一空的前后都是在说客户对产品喜好的重要性。前面说 if you don't like what you get, you won't try it again, 后面说 where there is no emotional engagement, beliefs are much harder to shift. 没有感情依赖的话，观念很难被转变。从前后内容来看，A 选项最适合填入：另外，让人转变对他们不感兴趣的事情的看法几乎是一件不可能的事情。Change the way 对应于 shift, indifferent to 对应 there is no emotional engagement.

