

BEC 商务英语考试高级阅读真题

(1)

PART ONE

Questions 1 - 8

- Look at the sentences below and at five passages taken from a book about famous management thinkers on the opposite page.
- Which passage does each sentence refer to?
- For each sentence 1 - 8, mark one letter A1 B, C, D or E on your Answer Sheet.
- You will need to use some of these letters more than once.

Example:

He has developed his own company to promote his work.

0 A B C D E

- 1 Others in his field think very highly of him.
- 2 His ideas have spread beyond the business world.
- 3 He felt that people should be able to enjoy their work.
- 4 His ideas are more complex than they seem.
- 5 He did a variety of interesting things before writing his books.
- 6 His most successful book was written with a colleague.
- 7 He is particularly skilled at forecasting important developments.
- 8 Contact with the military was an early influence on his thinking.

A John Adair



Adair is the pioneering British thinker in the theory of leadership. He was the first person in the UK to hold a professorship in Business Leadership and has published a series of influential books on the subject.

Despite his quiet appearance, Adair has had a colourful life, serving in a Bedouin regiment and working on an Arctic fishing boat! His initial interest in leadership came from his army experience and he used to lecture at the highly prestigious academy where British army officers are trained. He now works as an international consultant.

B Edward de Bono

De Bono is unusual among major gurus for two reasons: firstly, he was born not in one of the great industrial nations but on the tiny island of Malta. Secondly, his ideas have reached a wider audience than just managers, so that his books have become essential reading in many different disciplines.

Most of de Bono's work has been concerned with the way human beings can train themselves to think more creatively. This apparently simple idea has resulted in 37 books and a highly successful career as a lecturer and consultant.

C Peter Drucker

Probably no other single thinker has done as much as Drucker to establish management as a serious area of study. Certainly, his fellow management thinkers consider him one of the founding fathers of the discipline, and his books and articles are quoted more than those of any other management writer.

His first book was published as far back as 1939, yet he is still writing and teaching. His greatest distinction has been his ability to predict coming trends in business and economics. As a result, his ideas are treated with the greatest respect and interest.

D Frederick Herzberg

Although relatively few contemporary management students will have read his books, Herzberg's name is instantly recognisable to anyone who has studied industrial organisations. This is because the American psychologist was responsible for introducing the concept of motivation into management thinking.

As a young man, Herzberg became deeply interested in mental illness and the human need for mental and emotional satisfaction. This led him to criticise the approach of many



companies to job design, and to argue for the need for job enrichment to stimulate employees efforts.

E Tom Peters

The American s reputation was created in the 1980s by the spectacular success of one book, In Search of Excellence, co-written with Robert Waterman. The two were working together as management consultants and no-one expected their first (and only) book to end up selling 5 million copies worldwide!

Although his ideas have been criticised, Peters popularity as a speaker and writer has continued to grow. So much so that Peters has created his own business to market books, videos and consultancy based on his work.

(2)

PART THREE

Questions 15 - 20

- Read the following article on recruiting and managing staff and the questions on the opposite page.
- Each question has four suggested answers or ways of finishing the sentence, A, B, C and D.
- Mark one letter A, B, C or D on your Answer Sheet, for the answer you choose.

As a manager in the service industry sector, I've looked at hundreds of CVs in my time. They are not necessarily the bland documents some bosses might think they are! They are full of little pointers towards individuals personalities and suitability for the job. The first thing I always look at is an applicant s employment record. I check for continuity and stability. If somebody has a long list of previous jobs, all of varying length, alarm bells start ringing. Rather than an irregular route from job to job, what I hope to see is stable career progression. What does their career path look like - is it all steps forward, or are there a lot of sideways moves? And I am always pleased to find a family person with children, because in my experience they tend to be responsible and reliable.

I never rely on CVs alone. We get applicants to fill in one of our own application forms. We ask why they've applied, what their aspirations and personal goals are, and also about their interests and hobbies and any clubs they belong to. That gives you a useful insight



into their personality and lifestyle. The application form also enables us to test how much people have actually been progressing in their careers, because we ask for details of the salaries they have received for each job.

It's always worth looking at CVs and designing application forms with great care. Taking on employees might be rewarding, but it is also a big investment for any business. Mistakes in choosing staff can cost companies dear, so it makes sense to spend time ensuring you get the right person.

In the service sector, one of the aims of companies is to maintain and improve customer service, and this is achieved partly through low staff turnover. You need to take on people who understand that, and will want to stay. That's why, when you've taken staff on, the next thing is getting the best out of them.

My management style comes from the days when I took over my first business, an ailing road haulage firm which I was certain I could turn into a profitable company. The first thing is to treat others as you'd like to be treated yourself. As soon as I took over the business, I talked to everybody individually, and looked for ways to make sure their particular skills benefited the company.

I didn't have much experience then of managing people, but above all I always tried to be fair and honest with everyone. As a result, I think the staff knew that and accepted my decisions, even if they didn't agree with them all. Also, bosses must be able to communicate. You also need to create team spirit, and build on the strength of the team. I explained my plans for the company to all the staff, and let them all know what I needed from them. The lorry drivers responded brilliantly, and were the key to turning the business round. They understood that we had to develop a professional reputation, and from then on the days of poor quality deliveries were over.

Lastly, I am a great believer in profit-sharing. It takes a team to make a company work, so profits should be shared by all. Job satisfaction is important, but it doesn't pay the rent. Shared profit and bonuses help to strengthen team spirit by giving everyone a common goal that they work towards together.

15 What fact does the writer hope to learn from applicants' CVs?

A that they have experience of many different jobs

B that their careers have developed steadily

C the opinion their employers had of them



D whether they are married or single

16 The writer says the application form is useful because it

A reveals something of the applicant's character.

B gives information about the applicant's family.

C explains what skills the applicant has for the job.

D shows how much the applicant wants to earn.

17 According to the writer, why are CVs and application forms so important?

A Interviewing people is an expensive process.

B They indicate whether applicants really want the job.

C They indicate whether applicants are efficient or not.

D Employing the wrong people can be disastrous.

18 One reason why the writer was successful in her first business was that

A she was used to dealing with people.

B she was open with the staff.

C the business was already doing well when she started.

D the staff agreed with all her decisions.

19 The writer believes profit-sharing is a good idea because

A it encourages a competitive spirit.

B everyone earns the same salary.

C everyone shares the same aim.

D it creates job satisfaction.



20 Which would make the best title for this text?

- A Profit-sharing as motivation
- B How I turned a business round
- C People - the key to business success
- D The importance of a well-presented CV

