



BEC 商务英语高级考试真题汇总

(1)

In the last few years, managers throughout industry have seen more changes than many of them could have expected to see in their entire working lives having to communicate information which often leads to feelings of insecurity has become a key activity. From being regarded as relatively unimportant in many companies, management employee communication has become a central corporate need.

Concordia International provides a good example of a company that has adjusted well to the changing needs for communication. Since 1995, Concordia has been turned inside-out and upside-down, to ensure that it is a marketing-led, customer-responsive business, one that looks outwards at customers and competitors, rather than inwards at its own processes and the way things were done in the past. In the last eight years, Concordia has reduced its workforce by more than 80,000 people - or 35% - on a voluntary basis, with further downsizing anticipated.

From being an engineering company, Concordia is now remaking itself as a service company. The role of employee communication in such a context is to build people's self-confidence, to persuade them that, although it is inevitable that the changes will go ahead, they also bring with them new opportunities for employees. However, this is not an easy task. People tend to be skeptical of these claims and to feel that they are losing touch with the company they have worked for over many years. This is understandable, since many of the old certainties are being swept away, including the core activities of the company they work for. Above all, they have had to face up to the fact that they no longer have a job for life.

Research indicates that people respond to this predicament in a variety of ways. The bulk of employees fall into two main categories in terms of their response to the new situation: on the one hand there are the "pragmatists" and on the other "the highly anxious" the former see their job as a means to an end and have a relatively short-term perspective, with strong loyalty to their local term, rather than the company as a whole. The second category, usually the majority, may respond to threatened changes with a feeling of having been let down, and even feel anger at the company for what they see as changing the terms of their employment.

The employee communication process needs to be capable of accurately directing its messages at a variety of employee groups and departments within the workforce. This is why middle managers and line managers are so key to communication. They are the people who know about the full range of concerns among the workforce. The problem in the past was that this crucial area was often the responsibility of a separate, relatively isolated unit. Concordia puts responsibility for communication firmly on line managers. All their research points to the same conclusion: people prefer to get their information face-to-face from their line managers. That is the key relationship and where arguments and hearts and minds - are lost.





The general rule in company communication is to tell employees as much as you can as soon as you can. If you can't provide details, then at least put the news in context and commit yourself to providing greater detail when it becomes available another rule of company communication is that there must be a fit between what the company is telling its employees and what it is telling its shareholders.¹⁵ In the last eight years, Concordia has

A made over 80,000 employees redundant

B completed a period of downsizing

C reduced its workforce of 80,000 by 35%

D given 35% of departing employees voluntary redundancy

16 From Concordia's point of view, the role of communication is to

A win employee support before going ahead with the changes

B change the company's core activities.

C emphasise the positive aspects of the changes

D explain the need for the changes

17 what does research show about most employees' response to change?

A they expect it to have a bad effect on the company

B they feel completely powerless

C they become less loyal

D they felt they have been treated unfairly

18 Concordia's communication process mainly relies on

A printed communication

B departmental heads

C personal communication





D a separate, specialized unit

19 According to the writer, what is the guiding principle about giving information within an organization?

A Never make promises about future developments

B Give people an overall view at the earliest possible stage

C always include plenty of hard information

D Hold back until all the details can be provided

20 which of the following would be the most suitable title for the article?

A employee attitudes to company communication

B making company communication more effective

C Researching company communication

D Making employees feel less powerless

文章取材自一本管理手册，说的是一个组织里的有效沟通问题。这套题目有些特别，不像之前的阅读的第三部分，六道题目分别依次对应文章的六个段落，这题的答案稍微分散了些。

15 题，答案很明显，但是选项很有迷惑性。答案是第二段的最后一句：In the last eight years, Concordia has reduced its workforce by more than 80,000 people - or 35% - on a voluntary basis, with further downsizing anticipated. 减少了 80000 员工(或者说减少了 35%的员工)，预期还会减少更多。A 选项是对的，made redundant 是前面某套题目阅读的第五部分考过的词组；B 不对，没有完成(completed)，因为预期还会裁减更多(with further downsizing anticipated)；C 也不对，迷惑性最大，reduced its workforce of 80,000，用了介词 of，所以这句的意思是一共就 80000 员工，而实际情况是减少了 80000 员工；D 不对，35%的员工被裁减，都是在自愿的基础上的，而不是离开的人中有 35%是自愿的。

16 题，问根据此人的观点，沟通的角色是什么。也就是问沟通的目的或者作用是什么。答案在第三段。沟通是为了帮助人树立自信，说服他们虽然要面临一些变化，但是同样也会拥有一些新的机会。说白了，就是鼓励这些被裁的人。答案选 C，强调变化的积极方面。这里的 positive aspects 是对前面说的 bring with them new opportunities 的一个概括。(想起了电影《在云端》，up in the air，里面那个老男人的工作就是职业裁员专家，专门对被裁的人说些这样的话。)

17 题，问调查显示大多数人对 change 的反应是什么。这题在答案中也很明显，但是选项很纠结。都有点似是而非。The second category, usually the majority, may respond to threatened changes with a feeling of having been let down., and even feel anger at the company for what they see as changing the terms of





their employment.大多数员工的反应就是很失望，甚至会很愤怒。个人觉得这题出的不够严谨，没有哪个选项能严格从原文中提炼出来。对比下 D 要好点，因为对公司失望和愤怒，就是觉得受到了不公正的待遇。此题有待高手补充更完美的理由。

18 题，问沟通过程主要依赖于什么。答案是第五段的这句：people prefer to get their information face-to-face from their line managers。喜欢面对面的从直属经理那里获取信息。所以选 C，个人的交流。

19 题，问组织内部提供信息的指导准则是什么。最后一段的第一句就是：The general rule in company communication is to tell employees as much as you can as soon as you can。尽可能的快，尽可能的多。不能提供细节的，至少给个大致背景消息(put the news in context)。时机成熟了，再告知更多。选 B：在可能的最早的阶段让人有个总体的印象。

20 题，给文章选标题。这种题在 BEC 的阅读里还真不多见。选标题，就是要挑选文章的最主要意思，从整体上把握文章的主旨。这篇文章通篇说的就是 communication，前面介绍了沟通的背景：裁员;接着说了员工对裁员的反应;然后最后两段，一段说员工喜欢什么样的沟通方式，一段说沟通的原则是什么。综合起来，就是关于怎样进行有效沟通的问题。选 B。A 不对，片面了，只是文中某部分的内容，并且这部分内容是为后面做背景介绍，不是主要的;C 不对，不是简单的 research，research 仅仅是介绍状况，文章还有关于实现措施的。

(2)

The Negotiating Table

You can negotiate virtually anything. Projects, resources, expectations and deadlines are all outcomes of negotiation. Some people negotiate deals for a living. Dr Herb Cohen is one of these professional talkers, called in by companies to negotiate on their behalf. He approaches the art of negotiation as a game because, as he is usually negotiating for somebody else, he says this helps him drain the emotional content from his conversation. He is working in a competitive field and needs to avoid being too adversarial. Whether he succeeds or not, it is important to him to make a good impression so that people will recommend him.

The starting point for any deal, he believes, is to identify exactly what you want from each other. More often than not, one party will be trying to persuade the other round to their point of view. Negotiation requires two people at the end saying "yes". This can be a problem because one of them usually begins by saying "no". However, although this can make talks more difficult, this is often just a starting point in the negotiation game. Top management may well reject the idea initially because it is the safer option but they would not be there if they were not interested.

It is a misconception that skilled negotiators are smooth operators in smart suits. Dr Cohen says that one of his strategies is to dress down so that the other side can relate to you. Pitch your look to suit your customer. You do not need to make them feel better than you but, For example, dressing in a style that is





not overtly expensive or successful will make you more approachable. People will generally feel more comfortable with somebody who appears to be like them rather than superior to them. They may not like you but they will feel they can trust you.

Dr Cohen suggests that the best way to sell your proposal is by getting into the world of the other side. Ask questions rather than give answers and take an interest in what the other person is saying, even if you think what they are saying is silly. You do not need to become their best friends but being too clever will alienate them. A lot of deals are made on impressions. Do not rush what you are saying---put a few hesitations in , do not try to blind them with your verbal dexterity. Also, you should repeat back to them what they have said to show you take them seriously.

Inevitably some deals will not succeed. Generally the longer the negotiations go on, the better chance they have because people do not want to think their investment and energies have gone to waste. However , joint venture can mean joint risk and sometimes , if this becomes too great , neither party may be prepared to see the deal through . More common is a corporate culture clash between companies, which can put paid to any deal. Even having agreed a deal, things may not be tied up quickly because when the lawyers get involved, everything gets slowed down as they argue about small details.

De Cohen thinks that children are the masters of negotiation. Their goals are totally selfish. They understand the decision-making process within families perfectly. If Mum refuses their request , they will troop along to Dad and pressure him. If al else fails, they will try the grandparents, using some emotional blackmail. They can also be very single-minded and have an inexhaustible supply of energy for the cause they are pursuing. So there are lesson to be learned from watching and listening to children.

15 Dr Cohen treats negotiation as a game in order to

A put people at ease

B remain detached

C be competitive

D impress rivals

16 Many people say “no” to a suggestion in the beginning to

A convince the other party of their point of view

B show they are not really interested

C indicate they wish to take the easy option





D protect their company's situation

17 Dr Cohen says that when you are trying to negotiate you should

A adapt your style to the people you are talking to

B make the other side feel superior to you

C dress in a way to make you feel comfortable.

D try to make the other side like you

18 According to Dr Cohen, understanding the other person will help you to

A gain their friendship

B speed up the negotiations

C plan your next move.

D convince them of your point of view

19 Deals sometimes fail because

A negotiations have gone on too long

B the companies operate in different ways

C one party risks more than the other.

D the lawyers work too slowly

20 Dr Cohen mentions children's negotiation techniques to show that you should

A be prepared to try every route

B try not to make people feel guilty

C be careful not to exhaust yourself

D control the decision-making process.

关于 negotiating techniques 的文章。传统的阅读题型，相对比较容易。





15 题，答案很明显：he says this helps him drain the emotional content from his conversation。帮助他抽离他的谈话中的感情成分。要想选对，只需要知道选项 B 中 detached 的含义：not reacting to or becoming involved in something in an emotional way

16 题，这题貌似只能采取排除法。因为几个选项和原文的对应都不是太明显。问为什么很多人在一开始要对一个建议说“不”。答案是第二段的最后一句：Top management may well reject the idea initially because it is the safer option but they would not be there if they were not interested.。最高管理层在一开始可能会拒绝这个建议，因为这样是一个更安全的选择。但是如果他们真的不感兴趣的话，他们就不会在那里(谈判)了。A 在这段文字中没有提到，B 不对，他们肯定是感兴趣的，C 也不对没有提到，原文说的是 safer option。选 D，之所以会拒绝，因为从维护公司利益的角度，这样是一个 safer option。

17 题，答案也很明显：Dr Cohen says that one of his strategies is to dress down so that the other side can relate to you.这里的两个词组可以解释下：

dress down: to wear clothes that are more informal than the ones you would usually wear relate to :to feel that you understand someone's problem, situation etc

所以这个句子意思是穿的不那么正式，这样可以让另一方接近你。也就是 A 说的是你的风格适应你的谈判对象。C 不对，不是 make you feel comfortable，而是 make others feel comfortable。D 也不对，可能会误选，不是让别人喜欢你，like 太夸张了，只是容易接近。

18 题，答案在第四段的第一句话：Dr Cohen suggests that the best way to sell your proposal is by getting into the world of the other side.。走进另一方的世界，就是原文说的 understanding the other person，目的是为了 sell your proposal，也就是让对方接受你的建议，选 D。

19 题，谈判失败的原因，答案是第五段的这么一句：More common is a corporate culture clash between companies, which can put paid to any deal.。公司文化冲突导致的。文化冲突，就是两个公司在运作、理念等等上的不一致，选 C：两个公司以不同的方式运作。

20 题，为什么要借鉴小孩子的办法，原文最后一段提到小孩子的办法就是，爸爸不行找妈妈，妈妈不行就在感情上敲诈爷爷奶奶。此路不通就换另一条，就是 A 说的尝试每一条路线。B 没有提到，C 不对，原文说小孩子有 inexhaustible supply of energy。D 也没有提到。

(3)

The Scientific Approach to Recruitment

When it (0) to selecting candidates through interview, more often than not the decision is made within the first five minutes of a meeting.??Yet employers like to (21) themselves that they are being exceptionally thorough in their selection processes. In today's competitive market place, the (22) of staff in many organizations is fundamental to the company's success and, as a result , recruiters use all means at their disposal to (23) the best in the field.





One method in particular that has (24) in popularity is testing, either psychometric testing, which attempts to define psychological characteristics, or ability & aptitude testing (25) an organization with an extra way of establishing a candidate's suitability for a role. It (26) companies to add value by identifying key elements of a position and then testing candidates to ascertain their ability against those identified elements.

The employment of psychometric or ability testing as one (27) of the recruitment process may have some merit, but in reality there is no real (28), scientific or otherwise, of the potential future performance of any individual. The answer to this problem is experience in interview techniques and strong definition of the elements of each position to be (29) as the whole recruitment process is based on few real certainties, the instinctive decisions that many employers make, based on a CT and the first five minutes of a meeting, are probably no less valid than any other tool employed in the (30) of recruitment.

21. A suggest B convince C advise D believe

22. A worth B credit C quality D distinction

23. A secure B relies C attain D achieve

24. A lifted B enlarged C expanded D risen

25. A provides B offers C contributes D gives

26. A lets B enables C agrees D admits

27. A portion B member C share D component

28. A extent B size C amount D measure

29. A occupied B met C filled D appointed

30. A business B topic C point D affair

《The scientific approach to recruitment》，招人的科学方法。这篇完型比较简单。完型填空也有两种题型，两种解题思路。一种是从意思上理解然后做出选择，一种是根据单词的用法。前者比较容易，后者很考验语言功底。

21 题，理解上下文的意思。前面说招人时的决定一般是在五分钟以内做出的。但是雇主们试图使自己详细相信他们在挑选过程中是经过深思熟虑的。Convince oneself，使确信。其他的词没有这个用法。

22 题，员工的质量对公司的成功是至关重要的。选 quality。





23 题，招人者试图利用一切方法来抓住这个领域最好的(人才)，**secure the best**，抓住最好的。**realise** 是实现，**attain** 是获得，后面不能接人，**achieve** 是实现一个目标。

24 题，**rise in popularity**，固定搭配，**popularity** 是知名度的意思，这个词组应该可以翻译成声名鹊起。

25 题，**provides with**，提供。给组织提供另外一种方法。**offer** 的用法是 **offer sb sth**，**contribute** 在这里意思不对。

26 题，是公司能够增加价值，**enable**

27 题，这题的意思很明显，测试(**testing**)作为招聘过程的一个组成部分，要区分选项的几个单词，尤其是 **portion** 和 **component**，看英英解释。

Component: one of several parts that together make up a whole machine, system etc

Portion: a part of something larger, especially a part that is different from the other parts

这里强调 **testing** 是一个组成部分，没有说明特殊的地方，选 **component**。

28 题，对每个人未来的可能表现没有一个真正的衡量。选 **measure**。

29 题，**fill a position**，填补空位，**fill** 在这里的意思是 **to perform a particular job, activity, or purpose in an organization, or to find someone or something to do this**。不能选 **occupy**，因为 **occupy** 更强调人的一种主动，而这里只是客观说某个需要填补的职位。

30 题，**in the business of**，也是一种固定的说法，在什么的过程中。很多场合都可以使用。可以多看几个例句：

We're in the business of stimulating the economy(By Obama)

Energetics is a specialist management consultancy in the business of climate change

(4)

There is a commonly held view that the only way to get (0) decent pay increase is to move on: to go out into the job market and find someone (31) is prepared to pay you a figure more in line (32) the talents you can offer. Whilst changing employers from time (33) time is something we probably all need to do to advance our careers in the directions we want them to take, it is nevertheless an activity that carries quite definite risks. Irrespective of (34) well we research prospective employers, a new job is still largely a step into the unknown . It may turn (35) to be a good move or it could prove to be a complete disaster : most of us (36) had experience of both. The point here, though, is that changing employers is not something we want to be doing all the time and certainly not (37) time we feel the urge for better pay . We'd (38) taking





more risks than we needed to just to achieve a pay rise. Getting a pay rise should always be viewed (39) a serious business. There are no quick fixes or gold methods with “ guaranteed “ results. Quick fixes only serve to trivialize the issues and could (40) some circumstances get you into very serous trouble indeed.

答案及解析

关于加薪的文章，教你怎么样实现加薪。这道题目不难，但是抛开题目，单说文章里谈的加薪的方法，各位还是要辩证的看。要想人生第一份工作就找到自己满意的，是挺难，可是以加薪为目的跳槽，也未必是什么明智的好办法。

31 题，太明显的定语从句，前面是 **someone**，那么当然填入表示人的关系代词 **who**。

32 题，**in line with**，和什么一致，固定搭配，在中级的选词版完型里常考到这个词组。这句的意思是，找一个愿意给你提供和你才能更加一致的薪水的人。

33 题，**from time to time**，时不时的。**changing employers from time to time**，时不时的换老板。

34 题，**Irrespective of**，同 **regardless of** 一样，后面接让步状语从句，不管我们对可能的雇主研究的多么好，新的工作都是一个未知数。用 **how well**。

35 题，**turn out to be**，固定用法。

36 题，换工作，要么是个好的举措，要么将成为灾难。而我们大多数人这两种经历都有。有这种经历，是过去完成时，用 **have+done**。

37 题，理解前后文意思。换老板不是件我们经常愿意做的事情，并且也不是一想要加薪就要换老板。用 **every time**，表示每次要加薪就准备换老板。

38 题，这题有点难度，考验人的语法功底。首先这个句子是虚拟语气，**We'd** 是 **we would** 的缩写，而不是 **we had**。是表示对将来的假设，我们要承担更多的风险。所以用 **would be**。

39 题，比较明显的，**view as**，将什么视作什么。

40 题，和 **circumstance** 相关的词组，很容易想到 **under/on some circumstance**，在某种情况下。

