

# BEC 商务英语初级考试历年真题 1

## 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了深思熟虑的。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

## BEC 商务英语初级考试历年真题 2

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 serious 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，找个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。

#### BEC 商务英语初级考试历年真题 3

1 Genuine feedback would release resources to be used elsewhere.

2 Managers are expected to enable their staff to work effectively.

3 Experts are unlikely to facilitate a move to genuine feedback.

4 There are benefits when methods of evaluating performance have been negotiated.

5 Appraisals tend to focus on the nature of the face-to-face relationship between employees

and their line managers.

6 The idea that employees are responsible for what they do seems reasonable.

7 Despite experts' assertion, management structures prevent genuine feedback

8 An increasing amount of effort is being dedicated to the appraisal process.

A

Performance appraisal is on the up and up. It used to represent the one time of year when getting on with the work was put on hold while enormous quantities of management hours were spent in the earnest ritual of rating and ranking performance. Now the practice is even more frequent. This of course makes it all the more important how appraisal is conducted. Human resources professionals claim that managers should strive for objectivity and thus for feedback rather than judgement. But the simple fact of the matter is that the nature of hierarchy distorts the concept of feedback because performance measure are conceived hierarchically. Unfortunately, all too many workers suffer from the injustices that this generates.

B

The notion behind performance appraisal- that workers should be held accountable for their performance-is plausible. However, the evidence suggests that the premise is wrong. Contrary to assumptions appraisal is not an effective means of performance improvement - it is judgement imposed rather than feedback, a judgement imposed by the hierarchy. Useful feedback , on the other hand, would be information that told both the manager and worker how well the work system functioned, and suggested ways to make it better.

C

Within the production system at the car manufacturer Toyota, there is nothing that is recognizable as performance appraisal. Every operation in the system has an associated measure. The measure has been worked out between the operators and their manager. In every case, the measure is related to the purpose of the work. That measure is the basis of feedback to the manager and worker alike. Toyota 's basic idea is expressed in the axiom "bad news first" . Both managers and workers are psychologically safe in the knowledge that it is the system- not the worker - that is the primary influence on performance. It is management 's responsibility to ensure that the workers operate in a system that facilitates their performance.

D

In many companies , performance appraisal springs from misguided as assumptions. To judge achievement, managers use data about each worker 's activity, not an evaluation of the process or system 's achievement of purpose. The result is that performance appraisal involves managers' judgement overruling their staff 's, ignoring the true influences on performance. Thus the appraisal experience becomes a question of pleasing the boss, particularly in meetings, which is psychologically unsafe and socially driven, determining who is "in" and who is "out".

E

When judgement is replaced by feedback in the true sense, organizations will have a lot more time to devote to their customers and their business. No time will be wasted in appraisal . This requires a fundamental shift in the way we think about the organization of performance appraisals, which almost certainly will not be forthcoming from the human resources profession.

关于员工评估和反馈的文章。一个组织内部的上下级沟通真的太重要了。

第一题,说真正的反馈可以释放用在别处的资源。意思上真正的反馈可以让人腾出精力。答案是 E 段的第一句: When judgement is replaced by feedback in the true sense, organizations

will have a lot more time to devote to their customers and their business。这题的意思还算比较明显，feedback in the true sense，就是 genuine feedback，devote to their customers and the business,就是把资源释放在别的地方。

第二题，说经理们是被期望着使员工工作得更有效率。答案是 C 段的最后一句：It is management's responsibility to ensure that the workers operate in a system that facilitates their performance.经理们的责任，也就是 managers are expected to，有利于他们的表现，就是 enable their staff to work effectively。

第三题,说专家不大可能有利于真正反馈的进程。答案是 E 段的最后一句：which almost certainly will not be forthcoming from the human resources profession。人力资源专家，就是 experts。需要理解下这里的 forthcoming 的含义：willing to divulge information。（人）愿意透露消息的。专家们不愿意透露消息，也就是不能指望专家来 facilitate。

第四题,说商讨评估表现的方法是有利的。答案是在 C 段,有点分散。前面说 The measure has been worked out between the operators and their manager。这个措施是在操作者和经理们之间拟定的。between the operators and managers，也就是评估表现的方法是被商讨了的。后面介绍的情况都是这个 measure 有多么的好：is the basis of feedback。综合起来，就是选项说的，商讨是有好处的。

第五题,说评估倾向聚焦于员工和他们直属经理们之间面对面关系的性质。这个选项可能会弄的人一头雾水,首先得弄明白这里的面对面关系指的是什么。员工和直属经理的关系,就是上下级的关系,过分看重这个关系,那么在评估过程中就会有顾虑,谁还敢揭自己上司的短?所以这个句子的意思是说评估过程中有顾忌,无人敢说真话。答案是 D 段的这么一句：Thus the appraisal experience becomes a question of pleasing the boss。评估过程成了讨好自己的老板,说的就是这个意思。

P.S: 这是我个人对这道题的理解,大家有异议,可以提。

第六题,说员工对他们所作负责的想法听起来很合理。答案是 B 段的第一句：The notion behind performance appraisal- that workers should be held accountable for their performance -is plausible.这里的 accountable 就是负有责任。Plausible 是貌似真实的,也就是 seems reasonable。

第七题,说虽然有专家们的主张,管理层的结构阻止了真正的反馈。答案是 A 段的这么一句：the simple fact of the matter is that the nature of hierarchy distorts the concept of feedback。管理层的机构,就是这句里提到的 the nature of hierarchy,等级制的性质。这个单词在 BEC 阅读里常出现。distort, 扭曲,就是选项里的 prevent。

第八题,说在评估过程中投入了更多的努力。答案是 A 段的这么一句,有点隐晦：Now the practice is even more frequent. This of course makes it all the more important how appraisal is conducted.这个句子是紧跟上文的, the practice 指的就是 appraisal。评估的更频繁,评估是怎么进行的显得更加重要。认为更加重要了 (makes it all the more important), 就会投入更多努力了。综合起来,这些的意思就是评估过程投入了更多的努力。不太容易看出来。

#### BEC 商务英语初级考试历年真题 4

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.<sup>15</sup> 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 feel 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，所以这句话的意思是一共就 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 **main ideas**。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。

## **BEC 商务英语初级考试历年真题5**

### 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.

Dr 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

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