

# 国家开放大学 《管理英语4》

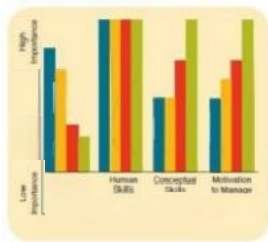
## Unit 1 Management Functions

### 学前热身

根据下图，为各个层次的管理者匹配所需管理技能的重要程度(High,

Above Average,Average,Low)。

Management Skills



Job Titles:Top managers

1.Technical skills LOW

2.Human skills High

3.Conceptual skills High

4.motivation to manage High

Job Titles:Middle managers

1.Technical skills LOW

2.Human skills High

3.Conceptual skills Above Average

4.motivation to manage Above Average

Job Titles:First-line managers

1.Technical skills Above Average

2.Human skills High

3.Conceptual skills Average

4.motivation to manage Above Average

Job Titles:Team leaders

1.Technical skills Above Average

2.Human skills High

3.Conceptual skills Average

4.motivation to manage Average

边学边练

回顾会话演练环节中的对话内容, 如果是发生的事件选择“对”, 否则选择“错”。

1、got behind (√)

- 2、lacked money (√)
- 3、got slack on their work (×)
- 4、didn't have enough work-hands (√)
- 5、did not connect with the German colleagues (×)
- 6、were low efficiency in communication (√)
- 7、worked flexibly (×)
- 8、had to work in the office (√)

为下列管理行为匹配相应的管理过程基本功能。

- 1、Managers should set forth incentive measures.(Leading)
- 2、Managers should be aware of challenges and predict future conditions in business. (Planing)
- 3、Managers should adjust their plans when conditions change. (Planing)
- 4、Managers should manage employees including their leaves,payments, allowances and much more. (Staffing)
- 5、Managers should pick out activities and put them into different categories,then assign these activities to teams or individual staff, and authorize them.(Organizing)
- 6、Managers should know what the obstacles are that keep the company from achieving its goals.(Controlling)
- 7、Managers should make right man perform his own functions in right position. (Staffing)
- 8、Managers should point out a right way to work for the staff.  
(Controlling)
- 9、Managers should supervise employees and their work.(Leading)

根据短文阅读环节的文章内容，将下方的问题同涉及的人群进行匹配。

- 1、(Top managers) did not want to hear bad news and were afraid of outside environment and failing to meet their targets.
- 2、(Middle managers) were afraid of disappointing the top managers and promised much but did little.
- 3、(Top managers) were extremely temperamental and shouted at people loudly and had terrifying reputation.
- 4、(Middle managers) were scared of telling the truth and remained silent or only told optimistic,filtered information,even lied.
- 5、(Managers and employees) held onto vested power.
- 6、(Top managers) gave too much pressure for faster performance in personnel selection.

为下列句子选择正确的词语。

7、Work should be divided so that each person will perform a specialized portion.

8、Managers must have the right to give orders and instructions, but they must also accept responsibility for whether the work is done correctly.

9、If you want loyalty and cooperation from employees, you must be loyal and cooperative in return.

10、Every organization should have only one master plan, one set of overriding goals.

11、Managers should place their personal interests second to those of the total organization.

12、Pay and rewards should double each person's efforts and, more important, each person's contribution to the organization's goal.

13、Orders and instructions should move upward from the higher manager to the lower one. Formal communications and complaints should flow down in the same channel.

14、If employees are treated unfairly, it may refuse dissatisfaction and conflict among employees.

## Unit 2 Communication Skills

### 学前热身

为图片匹配相应的沟通方式名称。



→telephone



→WeChat



→e-mail



face-to-face talk



→text message

3、tone

→mail

下方沟通方式哪些属于言语交际，哪些属于非言语交际。

2、facial expression

选择一项： ( B )

A.Verbal Communication

B.Non-Verbal Communication

3、tone

选择一项： ( A )

A.Verbal Communication

B.Non-Verbal Communication

4、 body movement

选择一项： ( A )

A.Non-Verbal Communication

B.Verbal Communication

5、 voice

选择一项： ( B )

A.Non-Verbal Communication

B.Verbal Communication

6、 gesture

选择一项： ( A )

A.Non-Verbal Communication

B.Verbal Communication

7、 touch

选择一项： ( A )

A.Non-Verbal Communication

B.Verbal Communication

8、 eye contact

选择一项： ( B )

A.Verbal Communication

B.Non-Verbal Communication

9、 space

选择一项： ( A )

A.Non-Verbal Communication

B.Verbal Communication

10、 posture

选择一项： ( A )

A.Non-Verbal Communication

B.Verbal Communication

## 边学边练

根据会话演练环节的对话内容，判断正误。

1、 Alison doesn't feel good about the meeting yesterday.(√)

2、 Alison and Sean attended the meeting together.(×)

- 3、Alison has a communication problem with Sean.(×)
- 4、Sean thinks Alison is not a good employee.(×)
- 5、Alison doesn't agree with Sean's suggestion dealing with John.(×)

根据会话演练环节的对话内容，为下列题目选择正确答案。

- 1、Cathy is asked to discuss a work problem about \_\_\_\_\_ with her boss.

选择一项:

- A.lack of efficiency.
- B.a former team member.
- C.a new supervisor.

正确答案是: lack of efficiency.

2、 What is the main contribution to the latest problem according to Cathy?

选择一项:

- A.Too much training.
- B.Frequent absence.
- C.Very little concentration.

正确答案是: Frequent absence.

3、 What does the boss propose to solve the problem?

选择一项:

- A.To cut off some training.
- B.To replace Cathy with a team member.
- C.To have someone to do Cathy's job when she's away.

正确答案是: To have someone to do Cathy's job when she's away.

4、 Who has caused some problems amongst the team in the past?

选择一项:

- A.Cathy.
- B.Frank.
- C.Gary.

正确答案是: Gary.

5、 Which of the following statements about Cathy's boss is NOT TRUE?

选择一项:

- A.She doesn't blame Cathy for the current problems of her team.
- B.She identifies the problems and offers her solution to Cathy.
- C.She leaves all the problems to herself.

正确答案是: She leaves all the problems to herself.

回顾阅读环节的文章内容，判断正误。

1、 Communication and leadership don't always go hand in hand.(×)

2、 The say-do gap happens when people misunderstand their leader's intention.(×)

3、 Using technical jargon makes a leader convincing.(×)

4、 Communicating sincerely is always the best.(√)

5、 Observation is as important as communication when you want to know what people really think.(√)

根据下方的描述选择对应的沟通方式。

1. a written or printed message to a person or group, usually sent by mail  
in an envelope 答案 letter

2. the writing, sending, and receiving of messages electronically 答案  
E-mail

- 3.a list or program of things to be done or considered **答案 agenda**
- 4.a facility enabling participants in distant locations to take part in a conference electronically **答案 video conferencing**
- 5.a display that shows notices,advertisements,bulletins,etc **答案 notice board**
- 6.an internal document that is generally short,focuses on a single topic, reports information,makes a request,or recommends future action **答案 memorandum**
- 7.the telephonic transmission of scanned-in printed material **答案 fax**
- 8.an official record of the proceedings of a meeting **答案 meeting minutes**

回顾短文听读环节的文章内容，完成下列题目。

1、Confirming reception of the sent messages means \_\_\_\_\_

选择一项：

- A.the messages are sent to the right receivers.
- B.the messages are correctly written.
- C.the messages are correctly understood.

**正确答案是：the messages are sent to the right receivers.**

2、In the famous British Army Commander story,it was probably at the step of \_\_\_\_\_ that went wrong in the communication chain.

选择一项：

- A.decoding
- B.sending
- C.conceiving

**正确答案是：decoding**

3、Chinese Whispers is \_\_\_\_\_

选择一项：

- A.a game to pass message around in a whisper
- B.a person who whispers in Chinese
- C.the fact that Chinese people who don't normally talk very loudly

**正确答案是：a game to pass message around in a whisper**

4、Allocative failure does NOT happen when \_\_\_\_\_

选择一项：

- A.the right information goes to the right place
- B.the correct information is not received by the right person
- C.a company gathers false information

**正确答案是：the right information goes to the right place**

5、Which of the following cases belongs to human failure?

选择一项：

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