

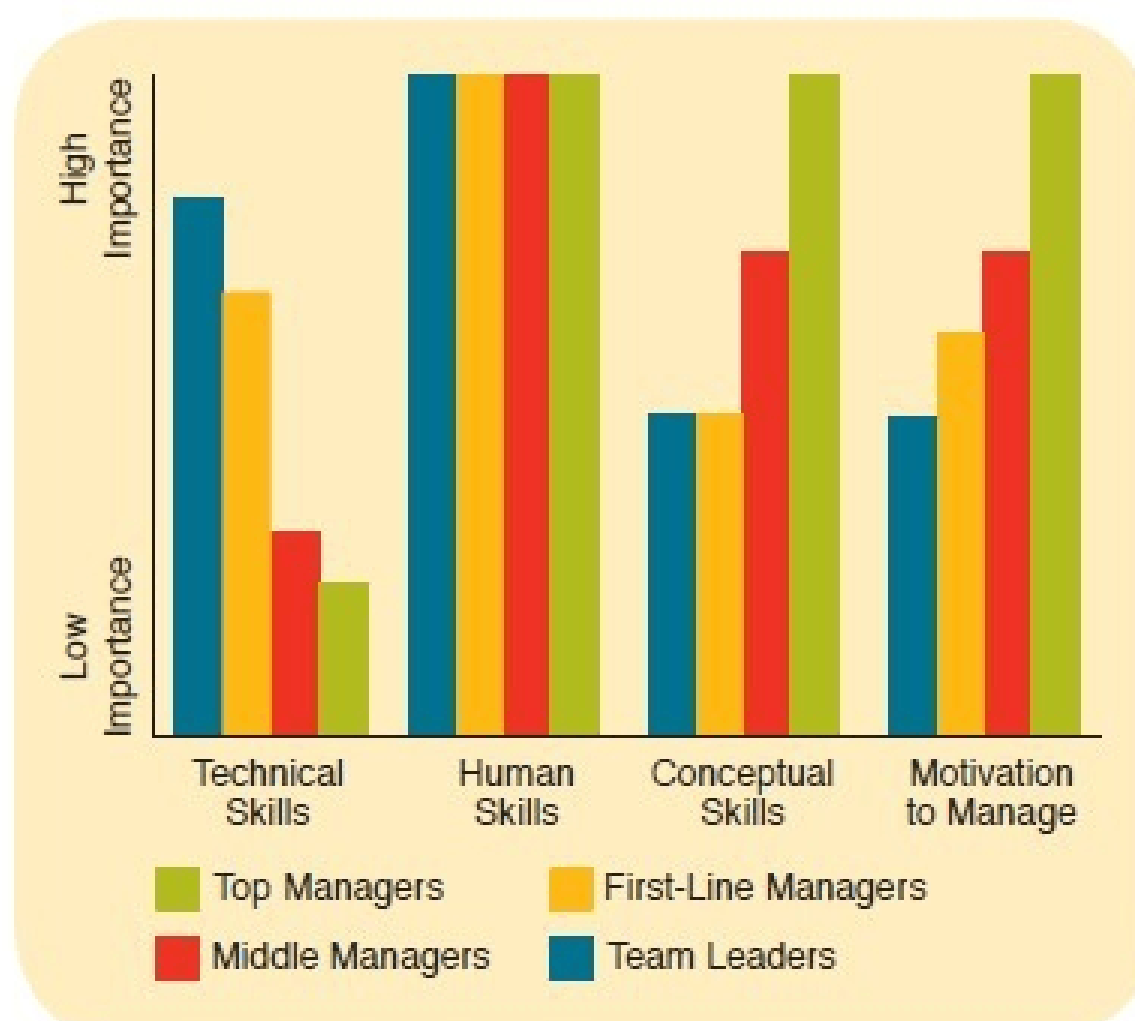
国家开放大学《管理英语 4》章节测试参考答案

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



1. Job Titles: Top managers

- (1) Technical skill (Low)
- (2) Human skill (High)
- (3) Conceptual skill (High)
- (4) motivation to manage (High)

2. Job Titles: Middle managers

- (1) Technical skill (Low)
- (2) Human skill (High)
- (3) Conceptual skill (Above Average)
- (4) motivation to manage (Above Average)

3. Job Titles: First-line managers

- (1) Technical skill (Above Average)
- (2) Human skill (High)
- (3) Conceptual skill (Average)
- (4) motivation to manage (Above Average)

4. Job Titles: Team leaders

- 1. Technical skill (Above Average)
- 2. Human skill (High)
- 3. Conceptual skill (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. (Planning)
- 3. Managers should adjust their plans when conditions change. (Planning)
- 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. (Controlling)

(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 (Directing)

9. Managers should supervise employees and their work. (Evaluating)

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 (reflect) each person's effort and, more important, each person's contribution to the organization's goal.

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

14. If employees are treated unfairly, inevitably dissatisfaction and conflict among employees.

写作训练

一份格式标准、内容明确的议事日程能够帮助我们有条不紊地开展工作，让我们一起了解一下议事日程的相关知识，相信对你的管理工作也会有帮助的。

英汉匹配，了解议事日程的内容。

1. 会议主题 (Theme)
2. 讨论议题 (Topics or points of discussion)
3. 分段时间 (Times for each discussion) topic
4. 会议日期及时间 (Date and Time)
5. 会议发言人 (Name of the presenter)
6. 总结与下次议题 (Summary and Next Steps for follow-up)
7. 会议地点 (Meeting location)
8. 会议目的 (Goals)

回答问题，熟悉议事日程的结构。

1. what is the theme for this meeting (DFM DCT Project).
2. when is the meeting to be held (From 9:00 a.m. to 4:00 p.m. on March 24, 2017.)
3. where is the meeting to be held (DFM)
4. who is Cong Xiaojun (Chief Engineer of DFM)
5. when is the topic "Who is executing the RAISC project" to be discussed (From 9:45 a.m. to 10:30 a.m.)
6. what is to be discussed from 3:00 p.m. to 4:00 p.m. (Summary and next step)

Unit 2 Communication Skills

学前热身

为图片匹配相应的沟通方式名称。



(text message)



(telephone)



(face-to-face talk)



(mail)



(e-mail)



(WeChat)

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

A. Verbal Communication

B. Non-Verbal Communication

3. tone

A. Non-Verbal Communication

B. Verbal Communication

4. body movement

A. Verbal Communication

B. Non-Verbal Communication

5. voice

A. Non-Verbal Communication

B. Verbal Communication

6. gesture

A. Non-Verbal Communication

B. Verbal Communication

7. touch

A. Verbal Communication

B. Non-Verbal Communication

8. eye contact

A. Verbal Communication

B. Non-Verbal Communication

9. space

A. Verbal Communication

B. Non-Verbal Communication

10. posture

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.

A. lack of efficiency.

B. a former team member.

C. a new supervisor.

2. What is the main contribution to the latest problem according to Cathy

A. Very little concentration.

B. Frequent absence.

C. Too much training.

3. What does the boss propose to solve the problem

A. To have someone to do Cathy's job when she's away.

B. To cut off some training.

C. To replace Cathy with a team member.

4. Who has caused some problems amongst the team in the past
- A. Frank.
 - B. Cathy.
 - C. Gary.
5. Which of the following statements about Cathy's boss is NOT TRUE
- 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.

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. (X)
- 2. The say-do gap happens when people misunderstand their leader's intention. (X)
- 3. Using technical jargon makes a leader convincing. (X)
- 4. Communicating sincerely is always the best. (X)
- 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 (letter)
- 2. the writing, sending, and receiving of messages electronically (email)
- 3. a list or program of things to be done or considered (agenda)
- 4. a facility enabling participants in distant locations to take part in a conference electronically (video conferencing)
- 5. a display that shows notices, advertisements, bulletins, etc. (bulletin board)
- 6. an internal document that is generally short, focuses on a single topic, reports information, makes a request, or recommends future action (memorandum)
- 7. the telephonic transmission of scanned-in printed material (fax)
- 8. an official record of the proceedings of a 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 _____.

- A. the messages are sent to the right receivers.
 - B. the messages are correctly understood.
 - C. the messages are correctly written.
2. In the famous British Army Commander story, it was probably at the step of _____ that went wrong in the communication chain.
- A. sending
 - B. decoding
 - C. conceiving
3. Chinese Whispers is _____.
- A. the fact that Chinese people who don't normally talk very loudly
 - B. a person who whispers in Chinese
 - C. a game to pass message around in a whisper
4. Allocative failure does NOT happen when _____.
- A. the correct information is not received by the right person
 - B. a company gathers false information
 - C. the right information goes to the right place
5. Which of the following cases belongs to human failure
- A. Adequate communication between departments.
 - B. Increasing customer complaints.
 - C. Decreasing creativity across departments.

写作训练

按照提示语，帮助 Jones 完成给 Peter 的道歉信。

Dear Peter,

1. State what your letter is about.

(I am writing to apologize.

2. State your mistake.

(I am very sorry for the delay.

3. Acknowledge the consequence you've caused.

(It was not my intention to create such an awkward and embarrassing

situation for you.

4. Accept responsibility.

(It's my fault.

5. Offer a solution that will lead to change.

(I've spoken to Keith to make sure that the task gets out as soon as possible

6. State a desire to have better interactions in the future.

(Please feel free to let me know of your thoughts and concerns over this matter.)

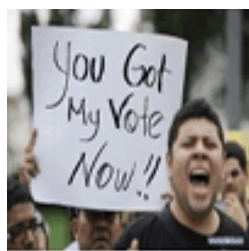
Sincerely,

Steven Jones

Unit 3 Team Work

学前热身

为下方图片匹配相应的团队合作的词汇。



(Support)



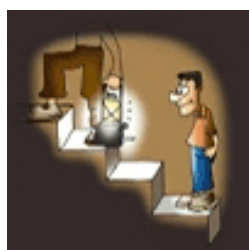
(Communication)



(Shared goals)



(Assistance)



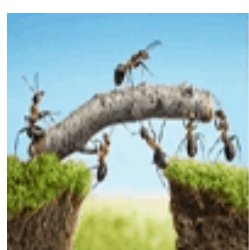
(Mentoring)



(Collaboration)



(Brainstorming)



(Cooperation)

边学边练

(英译汉) 下面的句子描述的是优秀团队中的哪些成员。

1. Team Leader: A team leader is the heart of the team. He / She guides the way for the rest of the group. (队长/组长)

2. Team Maven: All strong teams need individuals who are highly focused on knowledge—both acquiring and sharing. (行家里手/内行)

3. Team Realist While enthusiasm and soaring imaginations are indeed important qualities for teams to possess, it's also imperative for groups to be grounded in reality. (务实者)

4. Team Communicator: When situations get a little stressful or tense, communicators serve as bridges between the various members. (协调者)

5. Team Supporter: If a team encounters a tough obstacle, it's the job of the most passionate person to see the bright side and then figure out how to use it. (鼓舞者)

根据短文听读环节的文章内容，判断下列陈述是否正确。

1. The 35 employees who had come together for a team building event were

young, smart and passionate~~(x)~~)

2. Most of the 35 employees were good solution sharers and knew well about teamwork. (X)

3. The place of this team building event was not a normal~~(x)~~ cafeteria.

4. There were many filled balloons in the ~~cafe~~teria.

5. All the employees attending the team building event had two chances to blow up a balloon. If the balloon blasted twice, they~~(x)~~ failed.

6. In the second round, the employees only focused on finding out their own balloons, so only few of them found balloons with their~~(x)~~ names.

7. In the third round, the employees were required to share the name information on each balloon they ~~(g)~~t

8. According to the summary addressed by the team leader, the conclusion “everybody’s business is nobody’s business” could~~(b)~~ be drawn.

9. Sometimes it is success-hindering that you do not share when you work in a team. (√)

选择下列词汇的同义词。

sum up (summarize)

passionate~~(x)~~ enthusiastic

singly~~(x)~~ solely

blast~~(x)~~ pop

frequently~~(x)~~ on regular basis

obstruction~~(x)~~ obstacle

principal~~(x)~~ chief

direct~~(x)~~ instruct

英译汉。

1. Hold department meetings to review projects and progress, to obtain broad input, and to coordinate shared work processes. (组织部门会议，审核项目进程，获取充分的信息，协调共享工作流程)

2. Hold a monthly company meeting, sponsor sports teams and encourage

cheering team fans(组织月度会议，赞助运动队，支持啦啦队。)

3. Use ice breakers and teamwork exercises at meetings.(可以进行破冰活动和团队练习。)

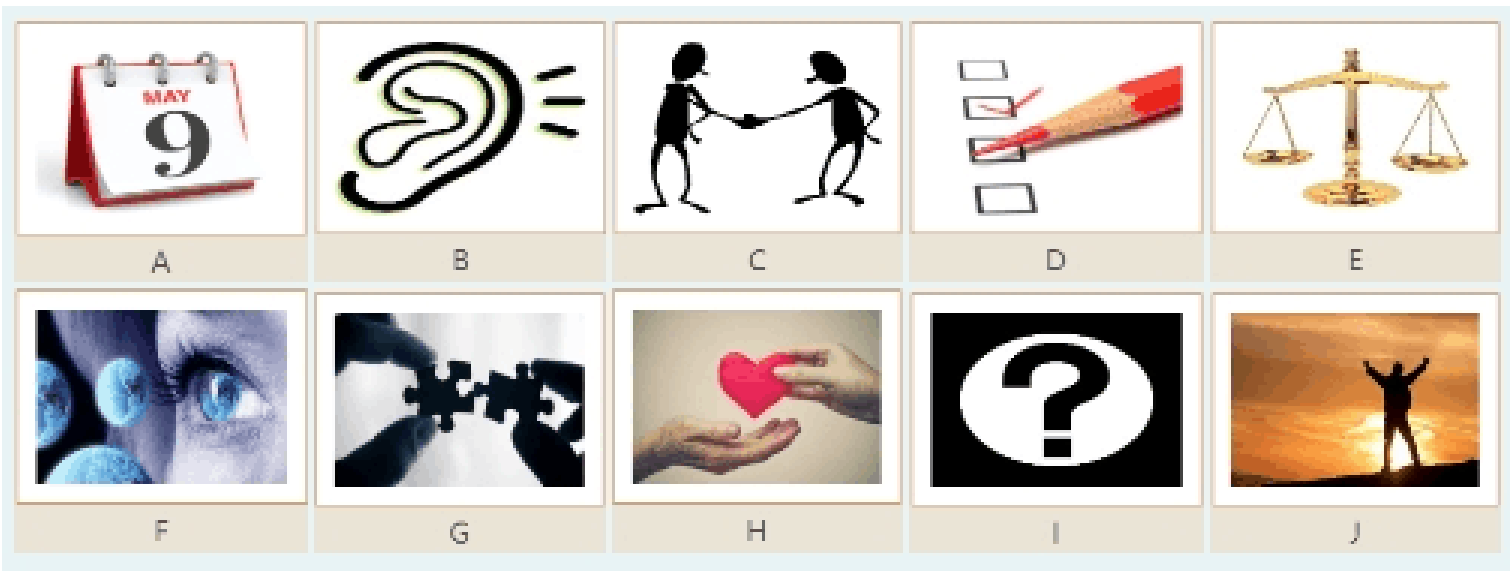
4. There are many ways you could do this, for instance by buying everyone the same T-shirt or hat, putting team member names in a draw for company merchandise and gift certificates.(做这件事可以有很多方式，例如，给每个人都买相同的T恤衫或者帽子，或用团队成员的名字来抽奖，赢取公司产品和礼券。)

5. You'll be amazed at the progress you will make in creating a teamwork culture, a culture that enables individuals to contribute more than they ever thought possible — together.(你会为你在构建团队文化中所取得的进步而感到震惊，这种文化可以激发大家一起做出超乎想象的更大贡献。)

Unit 4 Staff Motivation

学前热身

你认为以下 10 种激励方式哪些适合男性哪些适合女性，为每种激励方式匹配合适的图片。



- 1. It is important for me to keep my deadlines.
- 2. I need to feel respected.
- 3. I must know the truth.
- 4. Listening to others' stories comes naturally to me.
- 5. It is very important for me to succeed at what I set out to achieve.
- 6. It is important for me to attain my goals.
- 7. I often rely on my intuition.

8. It is exciting to generate new initiatives.
9. It's important for me to have balance in my life.
10. My empathy is important resource to me.

边学边练

回顾会话演练环节的对话内容，判断下方哪些是对话中提及的员工激励方法。

1. extra bonus (✓)
2. push money (×)
3. employee of the month (✓)
4. fun activities
5. dividend (×)
6. vote on the most helpful employee
7. special fun days once or twice a year
8. a pay incentive every month

根据下列员工的基本情况，为他们选择最合适的激励方式。

1. Kevin: loves playing computer games

- A. vouchers for stores
- B. an extra-days holiday
- C. E-book reader
- D. two nights at a beach resort
- E. company lunches
- F. free laundry coupon
- G. book card valued \$500
- H. restaurant gift card
- I. leave an hour early

J. Playstation 4

2. Stacy: too busy to wash clothes; always goes to the laundry

- A. vouchers for stores
- B. leave an hour early
- C. two nights at a beach resort

- D. E-book reader
 - E. restaurant gift card
 - F. Playstation 4
 - G. an extra-days holiday
 - H. free laundry coupon
 - I. company lunches
 - J. book card valued \$500
3. David: an environmentalist; interested in reading very much
- A. an extra-days holiday
 - B. restaurant gift card
 - C. vouchers for stores
 - D. free laundry coupon
 - E. two nights at a beach resort
 - F. company lunches
 - G. leave an hour early
 - H. E-book reader
 - I. book card valued \$500
 - J. Playstation 4
4. Alice: food lover
- A. book card valued \$500
 - B. E-book reader
 - C. an extra-days holiday
 - D. company lunches
 - E. two nights at a beach resort
 - F. vouchers for stores
 - G. free laundry coupon
 - H. restaurant gift card
 - I. Playstation 4
 - J. leave an hour early

5. Stephen: wants to give his bride a surprise

- A. leave an hour early
- B. company lunches
- C. free laundry coupon
- D. an extra-days holiday
- E. vouchers for stores
- F. E-book reader
- G. two nights at a beach resort
- H. Playstation 4
- I. restaurant gift card
- J. book card valued \$500

6. Emma: loves reading and wants to be a book owner

- A. book card valued \$500
- B. restaurant gift card
- C. free laundry coupon
- D. company lunches
- E. E-book reader
- F. leave an hour early
- G. two nights at a beach resort
- H. Playstation 4
- I. vouchers for stores
- J. an extra-days holiday

根据短文听读环节的文章内容，为下面几个问题选择正确的答案。

1. What kind of company is Google _____

- A. A large American company.
- B. A large global enterprise.
- C. A medium-sized international company.

2. How does Google motivate its employees _____

- A. Providing a friendly work culture in the company.
- B. Offering entertaining equipment in the employees' office.
- C. TPromoting the employees to higher job positions.

3. Who founded Google _____

A. Sergey Brin.

B. Larry Page and Sergey Brin.

C. Karen May.

4. Google employees have the freedom to _____.

A. spend certain time on their chosen projects

B. use the totem pole with their colleagues

C. play bowling with their colleagues at work

5. What is Google's secret to success _____

A. Encouraging among employees the aspiration to be No. 1 in the world.

B. Valuing the happiness of its employees as much as innovating good products.

C. Paying high salary to the employees and practicing strict management.

英译汉。

6. Working for Google comes with perks that most other organizations can't provide — bowling alleys, free haircuts, gym memberships, and shuttles to and from work. (在谷歌公司工作, 可以获得其他公司不能提供的诸多福利: 保龄球馆, 免费理发, 健身会员卡, 班车。)

7. Creating a work culture that keeps employees happy will motivate them to do their best and will keep them loyal to the company. (打造一个能够让员工开心工作的文化氛围, 可以激发他们努力工作, 并坚持忠于公司。)

8. Google also makes it employees want to work because managers provide tasks that are inspiring and challenging. (谷歌公司能够保持员工工作欲望因为管理人员能给他们提供鼓舞人心、有挑战性的任务。)

9. This freedom takes employees out of their routine and away from the mundane tasks that often make workers feel uninspired about their jobs. (这样的自由可以使员工不用循规蹈矩从单调乏味、毫无工作激情的任务中解脱出来。)

10. If you value people, and care about them as whole people, one thing you do is give them a voice, and you really do. (如果你重视员工、尊重他们的完整人格,

就给他们发言的机会，并认真倾听。)

根据短文听读环节的文章内容，为下列问题选择正确的答案。

1. What kind of qualifications should a CEO have

A. Some of his employees didn't want to install the PayPal app, and others didn't even remember their PayPal passwords.

B. You can compel the staff to use it, but you cannot force consumers to buy it.

C. He should find the root of the problem and figure out how to fix it with his executive board and even the whole company.

D. Why are the employees not using the app? If they use it, how should it be improved? What are their needs?

E. Passion, enthusiasm, and professionalism.

F. He said that they should leave the company and find something they embrace.

G. No, it is not. It has revealed PayPal's problems in morale and culture.

2. What displeased David Marcus and made him to write a critical letter to his employees

A. You can compel the staff to use it, but you cannot force consumers to buy it.

B. Why are the employees not using the app? If they use it, how should it be improved? What are their needs?

C. He said that they should leave the company and find something they embrace.

D. No, it is not. It has revealed PayPal's problems in morale and culture.

E. Passion, enthusiasm, and professionalism.

F. Some of his employees didn't want to install the PayPal app, and others didn't even remember their PayPal passwords.

G. He should find the root of the problem and figure out how to fix it with his executive board and even the whole company.

3. How did David Marcus persuade the employees who were not interested in PayPal

A. No, it is not. It has revealed PayPal's problems in morale and culture.

B. He should find the root of the problem and figure out how to fix it with his

executive board and even the whole company.

C. Passion, enthusiasm, and professionalism.

D. Why are the employees not using the app? If they use it, how should it be improved? What are their needs?

E. Some of his employees didn't want to install the PayPal app, and others didn't even remember their PayPal passwords.

F. He said that they should leave the company and find something they embrace.

G. You can compel the staff to use it, but you cannot force consumers to buy it.

4. Is it right for what David did to his employees?

A. He should find the root of the problem and figure out how to fix it with his executive board and even the whole company.

B. Why are the employees not using the app? If they use it, how should it be improved? What are their needs?

C. Passion, enthusiasm, and professionalism.

D. He said that they should leave the company and find something they embrace.

E. Some of his employees didn't want to install the PayPal app, and others didn't even remember their PayPal passwords.

F. No, it is not. It has revealed PayPal's problems in morale and culture.

G. You can compel the staff to use it, but you cannot force consumers to buy it.

5. When faced with internal problems, what should a good CEO do at first?

A. Some of his employees didn't want to install the PayPal app, and others didn't even remember their PayPal passwords.

B. He said that they should leave the company and find something they embrace.

C. Why are the employees not using the app? If they use it, how should it be improved? What are their needs?

D. You can compel the staff to use it, but you cannot force consumers to buy it.

E. He should find the root of the problem and figure out how to fix it with his

executive board and even the whole company.

F. No, it is not. It has revealed PayPal's problems in morale and culture.

G. Passion, enthusiasm, and professionalism.

6. Why is it a bad idea to force the staff to accept the products they are not embracing

A. No, it is not. It has revealed PayPal's problems in morale and culture.

B. He should find the root of the problem and figure out how to fix it with his executive board and even the whole company.

C. He said that they should leave the company and find something they embrace.

D. Passion, enthusiasm, and professionalism.

E. You can compel the staff to use it, but you cannot force consumers to buy it.

F. Why are the employees not using the app? If they use it, how should it be improved? What are their needs?

G. Some of his employees didn't want to install the PayPal app, and others didn't even remember their PayPal passwords.

7. What should David find out about his staff's not using the app?

A. Why are the employees not using the app? If they use it, how should it be improved? What are their needs?

B. You can compel the staff to use it, but you cannot force consumers to buy it.

C. He said that they should leave the company and find something they embrace.

D. No, it is not. It has revealed PayPal's problems in morale and culture.

E. He should find the root of the problem and figure out how to fix it with his executive board and even the whole company.

F. Passion, enthusiasm, and professionalism.

G. Some of his employees didn't want to install the PayPal app, and others didn't even remember their PayPal passwords.

以上内容仅为本文档的试下载部分，为可阅读页数的一半内容。如要下载或阅读全文，请访问：<https://d.book118.com/927034003003010005>