



新编国际商务英语系列教材

新编商务英语综合教程 第2册

Business English Integrated Course

张立玉 主 编
周群强 邓之宇 李 晶 编 著



清华大学出版社·北京交通大学出版社



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内 容 简 介

本书共12个单元,内容主要包括公司管理、市场营销、国际贸易、商务陈述与宣讲、商务谈判、财务管理、电子商务、商务会议、商务访问与旅行、商务宴请、商务文化和商务问题处理。

本书可供商务英语、国际贸易、国际商务、金融、财税等经贸专业的学生作为复合型专业英语教材使用,亦可供具有一定英语基础的商务工作者学习参考。

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前 言

经济全球化的持续发展带来了国际间日益频繁的商务交流，而近年来我国的国际经济地位不断提升，更是极大地带动了市场对复合型商务人才的需求，各类高等院校纷纷开设商务英语专业或商务英语课程，培养适应 21 世纪商务活动的复合型商务人才，以满足市场需求。本书针对没有商务经验的在校学生，通过巧妙编排，从职业定位起步，帮助学生了解有关行业、公司及其各部门的基本商务概念，勾画出步入国际商务的大概轮廓，然后以求职为目标，选取具有商务英语教育背景的学生可能进入的某些部门和岗位，整合出工作内容和要求，通过大量商务信息的输入及实践能力训练的编排，培养学生的职业意识、国际商务沟通能力及商务实践技能。本书编者长期进行多层次的商务英语教学和剑桥商务英语等级考试辅导，并均有一定的国际商务实践工作经验。在本书的编写过程中，编者针对学生的特点和信息化时代商务的特点，强化学生的职业意识和英语实践应用能力，有意识地弱化有关英语语法的内容和训练。

本书共 12 个单元，内容主要包括公司管理、市场营销、国际贸易、商务陈述与宣讲、商务谈判、财务管理、电子商务、商务会议、商务访问与旅行、商务宴请、商务文化和商务问题处理。

每一单元由课堂导引 (Getting-in)、三个主要模块 (Module)、注释 (Notes) 和课后反馈 (Reflection) 组成。课堂导引 (Getting-in) 部分在编排时采用浅显易懂或生动有趣的材料帮助学生迅速建立起相关的商务概念；三个主要模块 (Module) 为每一单元的核心内容部分，根据不同的主题提供大量的相关材料，以供课堂学习、讲解和讨论，并配有丰富的商务知识练习及商务实践活动，着重训练学生听、说、读、写、译五种基本的国际商务沟通能力和商务实践技巧；注释 (Notes) 侧重于对相关词汇提供商务语境下的灵活理解；课后反馈 (Reflection) 帮助学生掌握自主学习的概念和方法。

本书的学时建议为 60~70 课时，教学中应多利用书中的案例鼓励学生讨论，完成形式多样的工作任务，同时应鼓励不同的想法和观点。此外，编者还建议在教学中结合实际，将实际工作和生活中的材料结合使用，这样将会有更好的效果。

本书在编写过程中参考了国内外大量的有关书籍和资料，在此向有关作者和提供资料的公司表示衷心的感谢。由于编者在本书的编写过程中做了一些求新的探索，故难免有不足之处，希望广大读者批评指正。

编 者

2012 年 12 月

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Unit 1

Management

Focus

- Time Management
- Stress Management
- Human Resources Management
- Leadership and Management Styles



Getting-in

1. Discussion.

An effective executive is indispensable to the growth of corporation. Can you name some famous entrepreneurs that you have known or heard about?

2. Identify effective managerial qualities by generating as many characteristics as possible and share these with your classmates.

The following are some qualities. What do you think are desirable qualities for a manager? Tick them out and then rank them in order of importance.

- Ability to get on well with colleagues ()
- Having a good personal image ()
- Technical knowledge ()
- Experience of management in different industrial sectors ()
- Ability to make people laugh ()
- Willingness to work up to 60 hours a week ()

- Having the ability to make difficult decisions under pressure ()
- Concern for the well-being of every employee, from the top to the bottom of an organization ()
- Ability to understand the detail of company activities ()
- Adaptability, such as coping with change, adjusting to new assignments, switching strategies rapidly, revising plans ()
- Ability to plan and understand corporate objectives ()
- Knowledge of the world ()
- Highly educated and cultured individual with wide range of personal interests ()
- Commitment to making money ()
- Stable health and psychological make-up ()
- Supportive family ()
- Ability to motivate ()
- Ability to delegate ()
- Being a good talker ()
- Being a good listener ()
- Being able to go home and forget about work problems ()

Module 1 Time Management and Stress Management

1.1 Vocabulary

Fill in the following paragraph with words given below.

perfectionism organizers priority quality plan calendar distractions

Everyone complains that they never have enough time. Lots of employees do my time management courses, to learn how to organize their time. Here are some ideas.

- Use a diary (BrE) or _____ (AmE) to plan your day and week. Personal _____ (small pocket-size computers) are good for this.
- Plan your day in advance. Make a realistic _____ (not just a list) of the things you have to do in order of importance: prioritize them. Work on things that have the highest _____ first.
- Avoid interruptions and _____, which stop you doing what you had planned.
- Do jobs to a realistic level of quality in the time available, and to a level that is really necessary. Don't aim for _____ when there is no need for it. Try to balance time, cost and _____.

1.2 Reading

Read the following passage about time management and do the exercise.

Successful Time Management

A

The secret of avoiding work pressure is thinking ahead. Every day you need to review your progress towards objectives and decide how you can best use the time available to make further progress. You may find this is best done at the start of your working day but some people prefer to have a planning session just before they finish. Whichever you select — and you may need to experiment to find what suits you best — find some way of fitting the activity into your schedule. Never say, “I don’t have time to plan today.”

B

Managers at all levels occasionally find they have taken on more than they can cope with. This is not a crime, but you must examine the reasons for such a situation and then plan a course of action. Until the problem is resolved, most of your time and energy will go into worrying about the situation and you will feel unmotivated. Think too about how to prevent it happening again. This may require you to be firm and avoid agreeing to more than is realistic.

C

If a review of your working practices shows that you are too much of a perfectionist, do something about this. Modern definitions of quality refer to “fitness for purpose”. If you bear this in mind, you may find it easier to persuade yourself to settle for an acceptable level of quality rather than perfection. When thinking about objectives and planning how to achieve them, consider how thoroughly you need to do something in order to meet your requirements. Unless you have spare time, do not spend extra hours on an activity in an effort to cover absolutely everything.

D

If your review of a period of time shows that you are spending time on things that are not really necessary or important, then think hard about whether you can afford this time. Many people file unnecessary papers and attend endless, unproductive meetings. Even top managers can be guilty of misdirecting their efforts by supervising subordinates too closely or failing to delegate. If you question the necessity of certain work, you may find it easier to avoid these misdirected efforts and this will better inform your planning in the future.

Which section (A, B, C or D) does each of the following statements refer to?

e.g.: People choose to plan their work at different times. (A)

- (1) In order to complete a task well, it may not be necessary to deal with every detail. ()
- (2) If you have too much to do, you may need to turn down work in the future. ()
- (3) Any planning activity needs to take place on a regular basis. ()
- (4) You should avoid giving additional time to a particular task. ()
- (5) It is possible that some routine tasks do not need to be carried out. ()
- (6) If you are overloaded with work, it is important to identify the cause. ()
- (7) People at all levels perform time-wasting activities. ()

1.3 Reading

Read the following extracts from an interview with Patricia who is talking about stress and stress management. Then do the exercises.

Extract 1:

My name's Patricia and I'm a university lecturer. I chose this profession because I wanted to do something rewarding: something that gave me satisfaction. Ten years ago, when I started in this job, I had lots to do, but I enjoyed it: preparing and giving lectures, discussing students' work with them and marking it. I felt stretched: I had the feeling that work could sometimes be difficult, but that it was stimulating, it interested me and made me feel good. It was certainly challenging: difficult, but in an interesting and enjoyable way.

Extract 2:

In the last few years there has been more and more administrative work, with no time for reading or research. I felt pressure building up. I began to feel overwhelmed by work: I felt as if I wasn't able to do it. I was under stress; very worried about my work. I became ill, and I'm sure this was caused by stress: it was stress-induced. Luckily, I was able to deal with the stresses and strains (pressures) of my job by starting to work part-time. I was luckier than one of my colleagues, who became so stressed out because of overwork that he had a nervous breakdown; he was so worried about work that he couldn't sleep or work, and had to give up. He's completely burned out, so stressed and tired by his work that he will never be able to work again. Burnout is an increasingly common problem among my colleagues.

Extract 3:

Many people want to get away from the rat race or the treadmill, the feeling that work is too competitive, and are looking for lifestyles that are less stressful or completely unstressful, a more relaxed ways of living, perhaps in the country. Some people work from home to be near their family and have a better quality of life, such as more quality time with their children: not just preparing meals for them and taking them to school, etc. Choosing to live and work in a less stressful way is downshifting or rebalancing, and people who do this are downshifters.

1. Rearrange these sentences containing expressions from the interview Extract 1 and Extract 2.

- (1) and stimulating. I felt pleasantly stretched. But then the pressure became too much and I felt overworked
- (2) and under a lot of stress: I found travelling very tiring. I was overwhelmed by my work. I started getting bad headaches, and I'm sure they were stress-induced.
- (3) challenging to change professions in this way, but now I feel the stress again! I must do something to avoid burning out.
- (4) Hi, my name's Piet. I'm an engineer, or I was. I worked for a Dutch multinational for 10 years. I was based here in Holland, but my work involved a lot of travelling, visiting factories. At first I

liked my job: it was very rewarding

- (5) So, when I was 35, I made a change. I started a little wine shop in Amsterdam, working on my own. Now, after five years, I have 6 employees. At first it was

2. Correct the 7 mistakes in italics with the correct forms of expressions from Extract 3.

Shift Down a Gear to Find a Sweeter (1) *Lifestyle*

Your work has taken over your life, you are suffering from stress and sick of running to stay in the same place. Solution? Exchange cash for (2) *qualitative time*.

If you feel bored, frustrated and trapped in your job, you are a likely candidate for not just a job change but a “downshift”. This trend from the US, where it is practised by ten per cent of the working population, has arrived in Britain.

A better word for downshifting would be (3) *reequilibrating*, suggests Judy Jones, co-author of *Getting a Life: The Downshifter's Guide to Happier, Simpler Living*, a recent guide to a simpler life. “Trading part of your income for more time is about redefining yourself and your idea of success,” she maintains.

But how do you achieve one aspect of the (4) *downshift's* dream-financial independence? First, try living on less money. Ms Jones suggests you don't use money to keep the (5) *footmill* turning. In her case, she found a third of her income was her “(6) *mouse race* membership fee”, spent on work-related activities like eating fast foods, taking holidays to get away from it all and having massages to relieve stress.

Downshifting doesn't necessarily mean changing your job, but taking steps to stop your work taking over your life. It can involve flexible working, job sharing, school term-time working, or cutting down to fewer days at work. All of these things can lead to a better (7) *quantity of live*.

Module 2 Human Resources Management

2.1 Listening

You will hear a discussion between two consultants, Christina Shaw and David Yates, about a management training programme for a company called Sandfords.

Choose the correct answer for each question.

- (1) The senior management team at Sandfords believe staff training is important because _____.
- A. the company is performing badly
 - B. it will enhance the company's reputation

- C. investing in training promotes staff loyalty
- (2) What did the senior managers say about previous training programmes?
- A. They became too difficult to organise.
B. The trainers lacked sufficient expertise.
C. There was negative feedback on the content.
- (3) Christina Shaw believes the attitude of middle managers is that training _____.
- A. is of limited value to them
B. is only necessary for new staff
C. is less necessary for junior staff than for them
- (4) One manager interviewed by Christina said that many of his management colleagues are _____.
- A. critical of the new programme
B. delighted by the new programme
C. doubtful about the new programme
- (5) The training programme will include sessions on _____.
- A. presentation techniques B. customer care C. negotiating skills
- (6) David and Christina agree that the training programme should consist of _____.
- A. early morning sessions B. one-day events C. residential weekends
- (7) According to Sandfords, the best time to start the training programme is _____.
- A. March B. April C. May
- (8) What do Christina and David need to do first?
- A. Prepare a draft training schedule.
B. Submit an estimate for their charges.
C. Design a questionnaire for participants.

2.2 Reading

Read the following passage and do the exercises.

The Importance of Human Resource Management

It is nearly a century since the car manufacturer Henry Ford said, 'You can destroy my factories and offices, but give me my people and I will build the business right back up again. (0) G . But a few business theorists are beginning to argue that managing people well can add more to the bottom line than anything else.

Mike Manzorci, a leading American author in this area, has strong views about the growing importance of human resources in today's business world. (1) . A company with high staff commitment, for example, has an asset that its rivals find hard to copy.

Research in Britain would appear to support this notion. A recent business school survey into the performance of eight multinationals found that people management could be the most decisive factor in a company's performance. Another study indicated the same thing in medium-sized manufacturing firms.

(2) . After all, how can an organisation evaluate the commitment of its staff?

For this reason, the researcher George Hessenberg argues that a scientific approach is needed. He feels that when HR professionals suggest changing an organisation's compensation structure or being more selective in recruiting, they are asking for things that require resources. (3) _____.

Some new approaches are emerging that attempt to do just that, including the scheme devised by consultants Couze Jordan. The scheme, which covers communication, recruitment, and use of resources, predicts that significant improvements in these areas achieve an increase in shareholder value of up to 30 percent.

Another programme, launched by James Lester, an independent human resources expert, approaches the problem from a perspective that is designed to appeal to a wide range of managers. (4) _____. Both, he argues, involve appropriate decisions being made about the allocation of resources within a particular budget.

Lester's expertise enables him to carry out an organisational audit for his clients to identify which areas of HR are in most need of improvement. This is because there is no point in businesses spending large amounts without knowing if the investment is worthwhile. (5) _____. Lester's advice, however, is for companies to think twice before hiring people, since it is vital they assess whether they are getting value for money.

Choose the best sentence from the following list to fill each of the gap in the passage. Example is given in the (0) gap.

- A. But the findings are inconclusive because of the difficulty of collecting reliable evidence.
- B. He argues that the role of a skilled, motivated and flexible workforce has become more significant as traditional sources of competitive advantage diminish.
- C. For example, a common mistake is to spend a fortune on recruitment to cover up for deficiencies in training.
- D. However, most leading experts in the field believe that there is sufficient evidence to support this model of workplace dynamics.
- E. He compares the positive use of human resources to effective fund management, as this is something that senior executives can relate to.
- F. He believes, however, that the only way they will gain approval for these potentially expensive initiatives is to have some data that demonstrates positive financial benefits.
- G. In the light of this statement, it is odd that people management has taken so many years to move up the agenda.

2.3 Reading

Read the following passage and do the exercises.

Human Resources Management

The last two decades have seen a marked change in human resources management, the process of acquiring, deploying, and developing people for organizational success. Each of the three words in this

key term reflects a separate change in the field. No longer can companies afford to look at people as a commodity to be exploited to exhaustion and then discarded. In today's organizations employees are viewed as human resources that need to be carefully nurtured, accommodated and developed. Human resources management involves the following process.

- ◆ Human resources planning.
- ◆ The employment process.
- ◆ Evaluating and developing job performance.
- ◆ Compensation and benefits.

Human Resources Planning

Imagine you had the task of finding 3,000 employees for a brand-new automobile assembly plant. That is precisely the challenge Toyota motor Company faced in 1987 while its new factory was being built in Georgetown, Kentucky. This situation dramatizes the need for human resources planning, the systematic process of forecasting the future demand for employees and estimating the supply available to meet that demand. Employees represent a substantial investment, and their employment and redeployment requires as much planning as for other assets.

Forecasting demand. Human resources planners consider both internal and external factors when forecasting a firm's demand for workers. Internal factors include possible shifts in goods or services, planned expansions or contractions in operations, purchases of new equipment, and likely personnel changes such as retirements and leaves of absence. Perhaps the most important external factor to consider in planning for workers is the state of the nation's economy. Rising or falling interest rates, for example, can affect a firm's sales and hence its demand for human resources. Other important external factors include government regulations, technological changes, and the level of competition a firm faces.

Estimating the supply of workers. Forecasting the supply of workers available from within a company requires estimating how many current workers are qualified to move into anticipated vacancies.~ The human resources department also needs to assess production schedules and budgets. Equal Employment Opportunity goals, and possible relations, plant choosing, turnover and absenteeism rates, and transfers within a firm.

Planning to meet needs. After the human resources specialists have forecast the demand and supply of personnel, they develop a plan to assure a work force appropriate for the company. If they anticipate a greater demand than the supply available, their plan will focus on attracting new employees. If, on the other hand, they see supply exceeding demand, they will plan for a reduction of the work force.

Job analysis. Hiring, training, and evaluating employees is a lot easier when both the employer and the prospective employee know precisely what a job entails. The information should come from a job analysis, a systematic study of each employee's duties, tasks and work environment.

The Employment Process

The procedure by which a firm matches its hiring needs with the available human resources is the employment process. It includes recruitment, the process of attracting qualified people to apply for the job; selection, the identification of appropriate candidates; and orientation, the systematic introduction of new employees to their new organization, job, and coworkers. At any point in this procedure, the employer may determine that its needs and the job applicant's do not match and reject the application.

Applicant may also withdraw at any point.

Recruiting. The objective of recruiting is to attract a pool of qualified applicants from which to choose the most appropriate person for a particular job. If recruiting produces only as many as candidates as there are jobs, the employer cannot be selective. If, on the other hand, the efforts to recruit result in a flood of applicants, the firm needs to have a systematic screening apparatus in place.

Selection. Employee selection may be described as a screening or sifting process that identifies applicants who should be extended a job offer. It is constrained by Equal Employment Opportunity regulations and historically has been plagued by haphazard practices and outright abuses. Various types of testing, interviews, physical examinations, and reference checks are all part of this sometimes lengthy sorting-out process.

Orientation. Soon after a new employee joins a firm, he or she should receive an orientation, the process of introducing new employees to their new organization and job. During the orientation the human resources representative commonly covers background like the company's history, organizational structure, product or service lines, and key managers. Other topics may include the company's employee policies and procedures like the sick leave and vacations, the availability of health and life insurance and safety regulations.

Evaluating and Developing Job Performance

Once people have been hired, constructive steps must be taken to keep them productive, relatively content, and up to date. This is where performance appraisal, employee assistance programs, and training and development come into play. We examine each of these important human resources management activities in the section along with a look at promotion, transfer, and discharge.

Performance appraisal. Most public and private organizations big enough to have a formalized management system conduct some type of performance appraisal. A performance appraisal is a formal assessment of how well employees are doing their jobs. Performance appraisal serves two kinds of purposes. First, it helps evaluate employees, including determining eligibility for pay rises and promotion and deciding which employees to retain. Second, it helps develop employees because it is future oriented and aimed at improving the employees' career potential.

Employee assistance program. People do not leave their personal problems on the doorstep when they go to work. Drug and alcohol, domestic, financial, and emotional problems accompany employees into the workplace. Employee drug and alcohol abuse alone cost US economy an estimated \$60 to \$100 billion a year. As a result, many companies have developed employee assistance programs (EAPs) that offer help and counseling for employees with personal problems. EAPs, in the long run, save rather than cost the company money. The nature and extent of a company's EAP is limited only by management's imagination and willingness to help troubled employees get back on the right track.

Training and development programs. Workplace training today is an immense undertaking. In 1987, according to one study, US public and private organizations budgeted \$32 billion for training and development. The term training and development refers here to the process of changing employee attitudes and/or behavior through some type of structured experience. A recent training trend of great importance is an emphasis on remedial education. In view of the fact that 29 percent of American high school students drop out before graduation, companies are having to take up educational slack through

remedial courses in reading, writing, math and interpersonal relations. America's competitiveness is tied directly to the quality of its new workers.

Promotion, transfer and discharge. A promotion is an advancement granted to an employee to a higher position, greater responsibility, or more prestige. Sometimes a promotion includes a transfer, a shift from one job to another or in an organization that may or may not require a change in the employee's place or work. Transfer can also be a horizontal change that does not involve a promotion. A discharge, or termination is a permanent separation initiated by the employer, usually for causes such as absenteeism or poor job performance.

Compensation and Benefits

Employees work for compensation, the money or benefits or both for which an employee exchanges work.

A business compensation system has three main purposes: attracting qualified employees, retaining those employees, and motivating higher levels of performance from them. A firm achieves each of these goals through the various aspects of the compensation system.

A compensation system includes base pay (refers to the basic wages or salaries that workers receive), incentives (refer to bonus and other plans designed to encourage employees to produce work beyond the minimum acceptable levels), and benefits (refer to services that employees receive that are paid for by the employer, like health insurance, pension, and vacations). A good system motivates effective performance by establishing fair individual rates of compensation and by effectively linking performance to compensation.

Today's Human Resources Challenges

At no other time in history has business faced so many and such complex human resources challenges as it does today. It worths summarizing them.

- How to establish and maintain equal employment opportunities for women and minority group members.
- How to cope with the increasingly complex legal requirements related to employee compensation and benefit plans.
- What to do about the skyrocketing costs of health care, which directly affect the cost of medical insurance.
- How to set up equitable rates of pay to reflect female and male employees' comparable worth to the firm.
- What businesses can use to motivate employees when labor market conditions dictate that entry-level salaries must nearly match those being paid to senior employees in the same job classification.
- How to motivate new hires in two-tier system who will never achieve the base pay of senior employees in the same job.
- Seek out solutions to curb on-the-job use of alcohol plaguing entry-level employees.
- How to balance the employee's right to privacy with the employer's right to know in the areas of drug and AIDS testing.
- How to deal with AIDS and fear of AIDS in the workplace.

1. Discuss the following questions.

- (1) According to the article, what is human resources management and what factors have contributed to its importance?
- (2) What is the human resources planning process?
- (3) What are the steps in the employment process? Explain each step.
- (4) Why is human resources management especially important today?
- (5) Why are employee orientations important?
- (6) What should a good compensation system accomplish?

2. Match the terms (1–10) on the left to the explanations (A–J) on the right.

- | | |
|---------------------------------|--|
| (1) performance appraisal | A. the systematic introduction of new employees to their new organization, job, and coworkers |
| (2) employee assistance program | B. a standardized screening device intended to predict the applicants' potential for successful job performance |
| (3) discharge | C. a formal assessment of how well employees are doing their jobs |
| (4) compensation | D. the systematic process of forecasting the future demand for employees and estimating the supply available to meet that demand |
| (5) employment test | E. a written summary of the duties, tasks, and responsibilities associated with a job |
| (6) orientation | F. the process of attracting qualified people to apply for the job |
| (7) recruitment | G. a systematic study of each employee's duties, tasks, and work environment |
| (8) job description | H. the money or benefits or both for which an employee exchanges work |
| (9) job analysis | I. a permanent separation initiated by the employer, usually for causes such as absenteeism or poor job performance |
| (10) human resources planning | J. a program that offers constructive help and counseling for employees with personal problems |

3. Fill in the blanks of the following sentences with the words or phrases given below. Make changes when necessary.

initiate *personnel* *participate* *sift* *termination*
discharge *exchange* *deploy* *forecast* *appraisal*

- (1) He was anxious to _____ out of that department in the branch company for a promotion and

better pay.

- (2) After his _____ from the company, he went to China to be an English teacher.
- (3) This company will spend a large sum of money to _____ the new employee into the management and the regulation of the company.
- (4) In order to expand the sales of the company, the manager has to actively _____ in all kinds of international meetings.
- (5) It wouldn't be wise to buy the company before having it _____.
- (6) After several rounds of talk, both sides cannot reach the agreement so they decided to their contract.
- (7) To be a good human resources manager, it is necessary to _____ the future need of the employees of the company.
- (8) An interviewee will become an employee of a company only after _____ for several times.
- (9) Airline _____ can purchase flight tickets at reduced prices, which is also a kind of welfare.
- (10) One of the important steps of human resources management is to _____ people.

Module 3 Leadership and Management Styles

3.1 Reading

Read the following passage and do the exercises.

In Search of the Perfect Boss

Women are the fairer sex after all. Right?

Who holds the key to getting the most out of your job? It's you, of course — but there is another keyholder. Your boss. And as anyone who has ever worked for a poor manager will tell you, a boss who lacks basic management skills can soon take away all your enthusiasm and motivation.

But what makes a (1) _____ manager? Good leadership qualities? Inspirational creativity? A direct line to the boardroom? Sex? Yes, sex. The sex of your boss may be more of a factor than anything else. Women managers are a (2) _____ but growing minority — only 18% of managers in the UK are women.

Women managers also happen to be more efficient and trustworthy, have a better understanding of their workforce and are more generous with their praise. In short they make the (3) _____ managers, and male bosses will have to start learning from their female counterparts.

A dangerous and controversial idea?

Maybe. But all the research points towards such a conclusion. A survey in *Management Today* magazine criticizes the ability of male bosses to function as leaders in the modern workplace. A majority of those questioned -1,000 male and female managers across the UK-believed women had a more modern outlook on their profession and were more (4) _____ and considerate. They also believe