

Detailed Guide to BEC Higher

新编剑桥商务英语 (高级)

精解

王战平 编著

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暨南大学出版社
Jinan University Press

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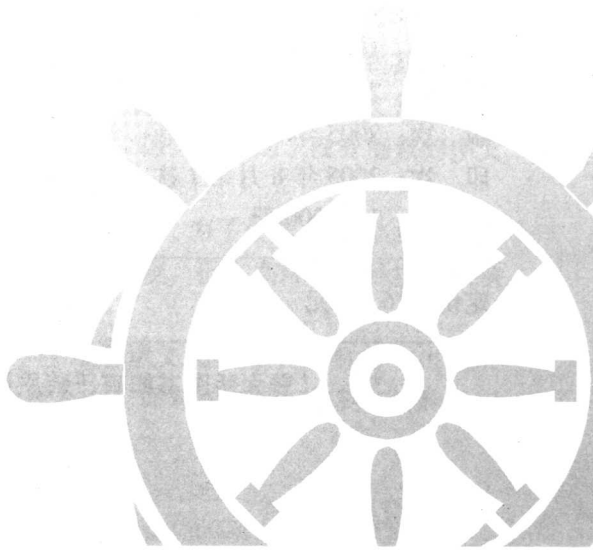
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前 言

《剑桥商务英语（高级）》的难点，在于课文内容是针对具有一定企业工作经验或商务知识的学员而设计的，因此书中就没有提供与课文相关的背景知识介绍、商务词汇解释以及难句分析。这对许多学生来说，要学好该课程，就需要解决语言和商务知识两方面的难题。

一、从语言方面来说，商务英语与学生在学校所学的正规或标准化的英语有较大的差异。商务英语融合了大量口语化的表示法、俚语以及行业术语。虽然《剑桥商务英语》中级和高级从纯语言角度来说难度并不大，前者相当于 CET4 的难度，而后者也只是略高于 CET6，但有相当一部分英语功底不错，甚至在 TEM8 考试中取得高分的学生却不能在《剑桥商务英语》考试中如愿过关，其根本的原因是由于对教材里所涉及的阅读内容及其听力方面的表示法等不甚了解。

二、从商务知识方面来说，《剑桥商务英语》其实就是简化了的工商管理（MBA）。欧洲的一些大学就规定《剑桥商务英语（高级）》是工商管理硕士（MBA）入学前必须要通过的考试。由于许多商务英语的学员包括培训教师没有机会去更深层次地了解书中所涉及的商务术语和商务概念，因此，在教学中商务英语就容易沦为一般的泛读课程，其结果是既费时费功，又收效不大。

针对商务英语的特点，本书旨在在商务知识和英语语言技能之间找到一个平衡点（毕竟商务英语的要求不能等同于工商管理专业课程的要求），以适合中国学生的方式对商务英语进行深入浅出的辅导和解析，确保学生在了解和掌握商务术语和基本商务概念后，能够更容易地理解、把握商务文章和听力材料，在写作和口语上能做到言之有物、言之有据。基于此，本辅导书主要包括以下几个模块：

（1）商务背景知识介绍：由于文化的差异、中外企业管理模式和操作流程的不同，使得许多学生对每个单元所涉及主题的详细内容不甚了解，“商务背景知识介绍”这部分内容会对课文所涉及的每个商务概念进行详细的解释和归纳。

（2）专业术语解析：由于很多商务术语都非常新，一般词典很难查到，有些甚至还没有对等的中文译法，因此“专业术语解析”这部分内容除了提供标准的中文译文外，还对每个词汇进行例释。而例释对没有商务经历的学员非常有用，因为简单的、没有情景的中文译文并不能保证对术语的理解准确。

（3）课文主题术语汇编：每个单元一般都由两大主题组成。为了使学生能全面掌握跟主题相关的词汇和术语，这部分内容特意挑选了课文中没有出现，但在实际商务环境下必须了解的一些商务术语。

（4）课文难句的英文解释：这部分内容在帮助学生理解课文阅读和听力材料中出现的难句的同时，也对最后的课文阅读翻译部分作针对性的补充，即对课文难句作英文解释，以利于学生彻底理解原句。

(5) **课文阅读参考译文**：这部分内容给每个单元出现的阅读文章提供了相应的中文译文，以确保覆盖每个句子和商务概念。英文功底稍逊的学生想要更快、更准确地理解阅读材料的意思，这部分内容可以起很大的作用。

笔者在从事《剑桥商务英语（中级）》和《剑桥商务英语（高级）》的教学期间，收集了大量的商务资料，并结合自己曾在大企业对商务知识和商务活动多年的积累和亲身体验，包括在一家全球百强企业两年多同声传译的经历，制作了详尽的教学课件。笔者将这些课件运用到教学之中，收到了很好的效果。每届学生参加《剑桥商务英语（高级）》考试，通过率都在90%以上。相关的经验和材料，已包括在本书之中，相信会对读者有所裨益。

本书适合高校英语专业学生、非英语专业英语达到四级水平以上的学生、中外企业员工以及各高校和培训机构中《剑桥商务英语（高级）》的学员和教师使用。由于笔者水平有限，希望各位读者指正和批评。

王战平

2005年7月19日

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Unit 1a Work Roles

Background Information

What is a work role?

A work role is the set of expectations associated with the agreement to perform tasks. As there are two parties to the agreement, there are two sets of expectations associated with a work role. Both viewpoints are valid and need to be taken into account when work roles are designed.

The organization's expectations are as follows:

- The purpose of the work role is to enable an organization to achieve its purposes;
- The objectives and goals of the role should be relevant to the organization's purposes and in accordance with the organization's set of values;
- The tasks should be relevant to the pursuit of the goals and objectives of the role and in accordance with the organization's set of values. The employee is expected to perform the stated tasks to the satisfaction of the organization. The organization holds the employee **accountable** for the role tasks. That is, the employee will be rewarded for successful performance of the tasks and punished otherwise. Accountability is necessary because the organization cannot attain its goals or objectives unless the tasks are effectively carried out;
- Organizational resources need to be made available to the employee so that the tasks can be successfully performed. The organization grants the employee **authority**: the right of access to or control over organizational resources. Provision of organizational resources is necessary for the tasks to be feasible.

A general statement of a work role must include the purpose of the role, what the role-holder is expected to achieve and how s/he will be rewarded and punished, what objectives are involved, what activities are required or permitted, and what resources the role-holder is authorized to use.

The employee's expectations are as follows:

- The work role is one of many different roles the employee acts in life. For example, other roles of a male employee might be husband, father, son and member of a professional association. The employee's purpose in acting in a work role is to gain satisfaction, directly or indirectly. Direct satisfaction comes from performing the tasks in the work role. Indirect satisfaction comes from the

rewards for performing the work role which can be used to help performance in other roles in life. The employee has to integrate the purposes of the work role with the purposes of the other roles in life;

- The employee has to adopt the organization's values in terms of the goals and objectives that are to be pursued in the work role. At the same time the employee will be pursuing other goals and objectives for other roles. The employee has to integrate the work role goals and objectives with those for other roles;
- The employee has to adopt the organization's values in terms of choosing how to pursue the work role goals and objectives. S/he has to integrate these values with those for other roles in his or her life. The degree of integration will affect the willingness of the employee to carry out tasks and his or her persistence to carry them out in adverse situations. This is the **responsibility** the employee has for the role. An employee is responsible if s/he rewards himself or herself for successful performance of the tasks and punishes himself or herself otherwise. It is very important to be clear about the difference between accountability and responsibility. Accountability is defined in terms of the **power** of the organization to punish the employee. On the other hand, responsibility is personal; it depends on the person filling the role. An organization cannot force an employee to be responsible. An organization can hold an employee accountable for a role, but s/he may not be responsible;
- The employee will have a degree of willingness and ability to use the organizational resources that have been made available. This is the **power** of the employee to fulfill the role.

Work roles may be performed ineffectively for the following reasons:

- The role has not been properly defined or the employee has not been properly informed of the role requirements;
- The organizational goals and objectives conflict with the employee's goals and objectives;
- The role goals and objectives conflict with those of other roles in the organization or outside constraints and the employee has no means to resolve these conflicts;
- The employee does not believe the stated tasks will achieve the organizational goals and hence feels little responsibility for effective task performance. Alternatively, the nature of the tasks and the rewards may produce a feeling of little responsibility in the employee;
- The employee is not competent to perform the tasks;
- The organizational resources made available to the employee are inappropriate or inadequate to achieve the tasks. That is, the authority does not match the accountability;
- The employee does not have the power to use the resources.

Kinds of Work Agreement

The amount of discretion an employee has in a work role is determined when the work agreement is reached and confirmed by an employee or an organization. Some roles do not give an employee any discretion at all, e. g. , unskilled workers working on an assembly line. On the other hand, the general manager of a company will have a lot of discretion. It is possible to define four pure types of

work agreement based on how the work agreement is reached. In the real world, work roles will be a mixture of these pure types. The four types are shown below:

Prescribed Work: In prescribed work, one or more employees in an organization have the authority to determine the tasks performed by another employee. This authority may arise from official position (the employee is a subordinate of another) or expert knowledge. This kind of work is legitimized by the authority of the other employees. It presumes the willingness of the subordinate to work within the boundaries set by the other employees.

Contractual Work: This is determined jointly by those involved in the work agreement. An employee and an organization negotiate the terms of the agreement which then becomes the work contract. It is legitimized by the contract. Each party to the contract consents to abide by the contract and, in turn, expects the other party to do likewise. Contracts compel compliance through their enforcement by a third party or a higher authority. This higher authority acts as the arbitrator of the contract in the event of a dispute. Each party to the contract must have right of appeal, for without a clear appellate process, contractual work has no basis for legitimization.

Discretionary Work: This is determined solely by an employee. It involves the use of judgment (discretion) within the limits set by contractual and prescribed work. It is legitimized by the sanction. The sanction is the permission explicitly or implicitly implied by the contract or given by the employee's superior.

Emergent Work: This is environmental determined. It is not within the controllable boundaries of the parties involved in the work agreement. It is legitimized by the environment. Action is compelled by the situation instead of interpersonal relationships. The effectiveness of the responses of the parties involved is given by how well they adapt to the environmental changes.

Belbin's WorkSet

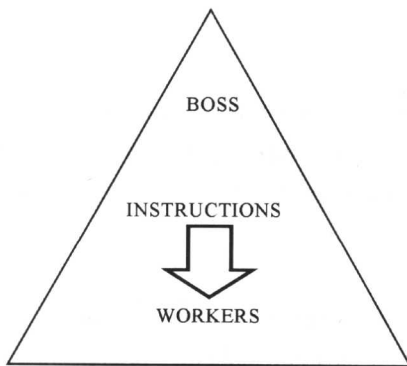
WorkSet is the name of a new computerised performance management system that has been designed to define and continually update Work Roles. It has been developed by Dr. Meredith Belbin, Barrie Watson and the BELBIN team over 5 years involving extensive pilot trials in the public and private sectors in the UK, Sweden and Australia.

How does WorkSet™ differ from traditional practices?

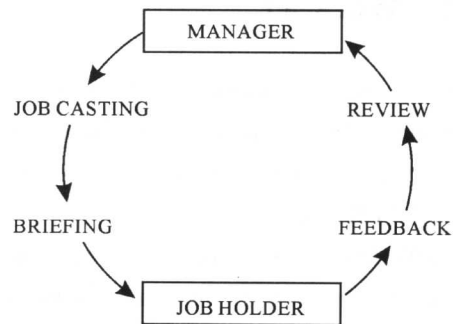
- WorkSet is designed to facilitate feedback between managers and jobholders. Lengthy job descriptions can be replaced by a much shorter, but clearer, jobholder brief;
- WorkSet is a dynamic system. WorkSet adopts a dynamic approach to clarifying and continually updating Work Roles. This contrasts with the relative static nature of the traditional job description;
- Jobholders play an active role in shaping their jobs. Whereas traditional practices place the main emphasis on the manager in defining the job;

	CONDITIONS		COLOUR SET		OUTCOME
MANAGER BRIEF TO JOBHOLDER	Comply with Instructions and procedures	→	BLUE	→	Preservation of standards
	Use personal discretion and judgement to achieve an objective	→	YELLOW	→	Personal empowerment
	Provide help and support to others	→	GREEN	→	Greater job flexibility
	Joint responsibility and discretion for achieving an objective	→	ORANGE	→	Promotes team working
JOBHOLDER FEEDBACK TO MANAGER	Takes on additional work as deemed necessary	→	GREY	→	Adds value to job
	Uses personal initiative	→	WHITE	→	Innovation and improvements
	Reports where time is being wasted	→	PINK	→	Raises productivity

The BELBIN™ Work Roles Colour Sets



Traditional Practice



Work Roles

- The WorkSet Review leads to performance improvements. Recent research shows that traditional appraisals often fail to raise morale, motivation or performance. The WorkSet Review, however, leads to positive outcomes by involving the manager and jobholder in two way discussion about how the job should be realigned and what training and development needs be provided to maximize performance.

What are the benefits of using Work Roles and WorkSet™?

Benefits to Managers

- The facility for encouraging personal initiative by jobholders—within a clearly defined framework;
- A means of securing more flexible working practices along with the reduction of unproductive activities;
- Relief from the chore of writing detailed job descriptions.

Benefits to Jobholders

- The opportunity to influence the shape of their jobs;
- The possibility of using the existing job as the basis for personal development;
- A method of ensuring that managers understand their preferred working styles and aspirations.

Benefits to the Organization

- A method for implementing human resource strategies, where these focus on empowerment, teamworking and continuous improvement;
- A color language that improves comprehension, raises interest and improves morale, especially in a multi-cultural workforce;
- Continually updated information on personal working styles and on current work practices.

Sources from <http://www.belbin.com/>

Essential Vocabulary

- **Work Roles (工作职责)**: Work roles are the fluid, evolving set of tasks required to produce specified outcomes. Required skills for Work Roles are in constant flux and the learning of the worker is continuous. The Work Roles being filled by many workers today, especially in the knowledge work, often encompass duties and tasks that no longer fit the more static occupational title once assigned to that position in the organization. The term is skills-based and replaces the term Job Title or Occupation where either of these terms is static and does not allow for the rapid evolution of the position.
- **Job Description (职位描述)**: A document defining the job title and responsibilities of a specific job. It may include information on the specific tasks or activities to be performed and measures by which successful performance will be judged. May include salary and bonus information. Well organized companies create job descriptions and then hire people to do what is described by the job description. In effects, it is a contract to which both the company and employee agree. More than one specific employee can be hired to undertake the same job. A job is not equal to a task or activity. In some cases, a job and an activity are equivalent. A company describes the activity and hires one or more people to do just that. In most cases, a person will be hired to perform multiple tasks or activities and may only perform specific steps within any given activity.

Sometimes called a Job Model.

- **Peak Occupancy** (入住高峰期): The peak occupancy is defined as the maximum ratio of the number of guests registered to a hotel's total capacity.
- **Management Team** (管理团队): Managers and other key persons who give a company its general direction.
- **Behavioral Attribute** (行为特征): Behaviours can be broken down into individual constituent parts called Behavioural Attributes (BAs). A Behavioural Attribute (BA) is defined as a separable part of the behaviour of an object.
- **Project Team** (项目组): The dedicated or part-time resources assigned to a project, which include the project leader, functional team leaders, functional team members, technical and consulting support. *Ad hoc* team members are brought in on a temporary basis to solve specific issues.
- **Clock In & Out** (上下班打卡): Register one's arrival at work & departure from work. In a company, all employees are required to clock in and out at the beginning and end of each workday. They also clock in and out for all breaks, including lunch and shorter breaks.
- **Leisure Group** (旅游休闲集团公司): Focused on the hospitality and entertainment sectors, A Leisure Group is dedicated to providing holiday and leisure services.
- **Temp** (临时工): Abbreviation of temporary employee; a worker (especially in an office) hired on a temporary basis.
- **PA** (个人助理): Abbreviation of personal assistant; somebody employed to perform secretarial and administrative tasks for somebody such as an executive who has many responsibilities.

Work Roles Glossary

- **Accountability** (问责性): The state of being subject to judgment for an action or result which a person has been given authority and responsibility to perform.
- **Aptitude** (能力倾向): A person's natural ability or potential to learn in areas such as technology, music, athletics, art, communications, science, etc.; potential, or knack, for learning certain skills.
- **Brainstorming** (头脑风暴): An attempt to increase the number of creative solution alternatives to problems by focusing on idea generation rather than evaluation.
- **Career Orientation** (职业定位): The fairly stable pattern of preferred occupational activities, talents, values, and attitudes.
- **Career Path** (职业道路): From the worker perspective, Career Path refers to the series of any combination of work roles, occupations, or jobs that a person moves through by design and coincidence as their career unfolds. From the company or industry perspective, Career Path is a route that may be taken by workers within a matrix of positions that are connected by increased and new acquisition of skills and knowledge.
- **Career Skills Portfolio** (职业技巧组合): The sum total of one's occupational skills, abilities, and knowledge.

- **Competency** (能力素质/素能): A measurable pattern of knowledge, skills, abilities, behaviors, and other characteristics that an individual needs to perform work roles or occupational functions successfully.
- **Eligible** (合格的): An applicant who satisfies the minimum qualifications requirements for the position, and therefore is eligible for consideration.
- **Employee Survey** (员工意见调查): Anonymous questionnaire that enables employees to state their candid opinions and attitudes about an organization and its practices.
- **Empowerment** (授权): Giving people the authority, opportunity, and motivation to take initiative and solve organizational problems.
- **Feedback** (反馈): Information about the effectiveness of one's work performance.
- **Formalization** (职能正规化): The extent to which work roles are highly defined by an organization.
- **Goal Setting** (目标制定): A motivational technique that uses specific, challenging, and acceptable goals and provides feedback to enhance performance.
- **Group Cohesiveness** (团队凝聚力): The degree to which a group is especially attractive to its members.
- **Interdisciplinary Position** (交叉性职位): A position involving duties and responsibilities closely related to more than one professional occupation. As a result, you could classify the position into two or more professional occupational series. The nature of the work is such that persons with education and experience in two or more professions may be considered equally well qualified to do the work.
- **Interoccupational Mobility** (职业间流动): The ability of workers to move from one job to another outside of their occupational family (e. g., English teacher to television scriptwriter or office administrator to Web site developer).
- **Intraoccupational Mobility** (职业内流动): The ability of workers to move from one job to another within an occupational family (e. g., auto mechanic to truck mechanic or carpenter to cabinetmaker).
- **Job Analysis** (职务分析): A systematic method for gathering, documenting, and analyzing information about the content, context, and requirements of the job. It demonstrates that there is a clear relationship between the tasks performed on the job and the competencies required to perform the tasks. Job analysis information is used to develop employee selection procedures, identify training needs, define performance standards, and other uses.
- **Job Satisfaction** (工作满意度): Job satisfaction is a term used to describe how content an individual is with their job. There are a variety of factors that can influence a person's level of job satisfaction; these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership, social relationships and the job itself (the variety of tasks involved, the interest and challenge the job generates, and the clarity of the job description/requirements).
- **Life Career Development** (终身职业发展): Self-development over the life span through the roles, settings, and events in a person's life.

- **Life Career Planning (终身职业规划)**: The decision-making process by which you identify the alternatives open to you in occupational, educational, and leisure areas of your life.
- **Life Skills (生活技能)**: Skills that enable a person to cope with the stresses and challenges of life; for example, communication skills, decision-making skills, resource and time-management skills, and planning skills.
- **Management by Objectives (MBO) (目标管理法)**: An elaborate, systematic, ongoing program to facilitate goal establishment, goal accomplishment, and employee development.
- **Mentoring (辅导)**: Mentoring is a learning-based activity whereby an experienced and competent individual enters into a relationship of support, encouragement, information and advice for a learner who wants to acquire similar experience and competence.
- **Mobility (职业流动)**: Mobility is the ability of a worker to move from one job to another without experiencing an extended period of unemployment. Mobility can refer to movement from position to position or from one geographical location to another (e. g. , worker to supervisor). There are two main forms of mobility: interoccupational and intraoccupational.
- **Motivation (激励)**: The extent to which persistent effort is directed toward a goal.
- **Non-Standard Work (非标准工作)**: Part-time, contract and temporary work are common examples of Non-Standard Employment. Other examples include home telecommuter, satellite office telecommuter and remote field worker. For teleworkers, the workplace could be at home, a satellite office, on site at a customer's office or even in a vehicle. Non-Standard Employment also includes "own-account" self-employment, which is the selling of goods or services by people who do not employ workers themselves. Non-Standard Work broadens the consideration of workers looking to pursue work alternatives.
- **On-the-Job Training (在职培训)**: On-the-Job Training refers to human resource development or ongoing training for workers on the job. It includes ongoing staff development in business and can cover everything from literacy training to management training. Businesses sometimes join with unions to sponsor training for employees or with universities and colleges to provide adult training courses. Most training programs fit into one of the following general types of training activity: technical skills training; organizational skills training; basic skills training.
- **Role Ambiguity (角色模糊)**: Lack of clarity of job goals or methods.
- **Role Conflict (角色冲突)**: A condition of being faced with incompatible role expectations.
- **Roles (职责)**: Positions in groups that have a set of expected behaviors attached to them.
- **Self-actualization (自我实现)**: The need to achieve one's potential.
- **Standard Work (标准工作)**: Standard Work is full-time, full-year work with a single employer. Standard Work usually offers some form of benefits and some further prospects. A typical employer could be a large firm or a government department.
- **Task Forces (特别行动小组)**: Temporary groups set up to solve coordination problems across several departments.
- **Team Building (团队建设)**: An effort to increase the effectiveness of work teams by improving interpersonal processes, goal clarification, and role clarification.
- **Transferable Skills (可转移性技能)**: Skills that can be used in a variety of jobs or

occupations.

- **Workforce Diversity** (雇员差异性): Differences among recruits and employees in characteristics such as gender, race, age, religion, cultural background, physical ability and sexual orientation.

Notes to the Unit

- **WorkSet replaces the often static job description with a more dynamic short-term job brief.**

Instead of referring to job description that is often unchangeable and inflexible, WorkSet is based on job assignment instruction that is given on a short-term basis in response to situational needs.

- **The employee interprets the manager's brief and uses it as a framework for approaching the tasks that make up the job.**

The employee construes the manager's job instruction and begins to carry out the tasks for the job following the instruction.

- **A feedback and review process then enables the manager to keep abreast of what the employee actually does and provides an opportunity to jointly assess performance, re-align the job and decide on the development needs of the employee.**

Through a feedback and review process, the manager can follow up what the employee actually does and review the performance, adjust the job and find out development needs together with the employee.

- **We strongly recommend, therefore, that Ekstrom sets up assessment centers where existing team leaders and new applicants can be screened to ensure that they have the appropriate attributes for effective team leadership.**

We strongly recommend, therefore, that Ekstrom create assessment centers where existing team leaders and new applicants can be appraised and selected carefully to ensure that they have the behavioral attributes appropriate for effective team leadership.

- **I suppose the managers have always worked a routine nine to five and just can't imagine anything else being possible.**

I suppose the managers have always worked routinely from 9:00 am till 5:00 pm and I just can't imagine there is any possible alteration to this.

- **So I'm traveling around Europe a lot, which I know sounds very glamorous, but it's just a case of jetting in, fixing a hotel's computer and then jetting out again.**

So I'm going on business trips frequently around Europe, which I know sounds very great, but in fact, I often get to a hotel hastily, fix the hotel's computer, and then leave the hotel hastily again.

- **It also means I am on call.**

It also means I must be in a state of readiness and report if needed even if I am not at work.