

剑桥商务英语中级考试历年真题荟萃

注：这里讲解的题目是人邮版第四辑真题 TEST 1 阅读部分的 Part one.

Questions 1-7

Look at the statements below and the article about the development of future business leaders on the opposite page.

Which section of the article (A, B, C or D) does each statement (1-7) refer to?

For each statement (1-7), mark one letter (A, B, C or D) on your Answer Sheet.

You will need to use some of these letters more than once.

1 Managers need to take action to convince high-flyers of their value to the firm.

2 Organisations need to look beyond the high-flyers they are currently developing.

3 There is a concern that firms investing in training for high-flyers may not gain the benefits themselves.

4 Managers need expert assistance from within their own firms in developing high-flyers.

5 Firms currently identify high-flyers without the support of a guidance strategy.

6 Managers are frequently too busy to deal with the development of high-flyers.

7 Firms who work hard on their reputation as an employer will interest high-flyers.

The Stars of the Future

A Existing management research does not tell us much about how to find and develop high-flyers, those people who have the potential to reach the top of an organisation. As a result, organisations are left to formulate their own systems. A more effective overall policy for developing future leaders is needed, which is why the London Business School has launched the Tomorrow's Leaders Research Group (TLRG). The group contains representatives from 20 firms, and meets regularly to discuss the leadership development of the organisations' high-flyers.

B TLRG recognises just how significant line managers are in the process of leadership development. Unfortunately, with today's flat organisations, where managers have functional as well as managerial responsibilities, people development all too often falls victim to heavy workloads. One manager in the research group was unconvinced by the logic of sending his best people away on development courses, 'only to see them poached by another department or, worse still, another firm'. This fear of losing high-flyers runs deep in the organisations that make up the research group.

C TLRG argues that the task of management is not necessarily about employee retention, but about creating 'attraction centres'. 'We must help line managers to realise that if their companies are known as ones that develop their people, they will have a greater appeal to high-flyers,' said one advisor. Furthermore, selecting people for, say, a leadership development programme is a sign of commitment from management to an individual. Loyalty can then be more easily demanded in return.

D TLRG has concluded that a company's HR specialists need to take action and engage with line managers individually about their role in the development of high-flyers. Indeed, in order to benefit fully from training high-flyers as the senior managers of the future, firms must actually address the development of all managers who will be supporting the high-flyers. Without this, managers will not be in a position to give appropriate advice. And when eventually the high-flyers do move on, new ones will be needed to replace them. The next challenge will be to find a new generation of high-flyers.

首先得搞明白的是这篇文章到底讲的什么。不用看具体内容，有两个地方直接告诉了。一个是题目说明的第一句话，另一个是正文的标题。从这两个地方就可以看出全文探讨的是公司未来接班人——也就是潜力股——的培养问题。

A 段讲了 TLRG 这个贯穿全文的研究组织诞生的原因：现行的研究满足不了需要，于是大多数公司只能自己探索发掘接班人的模式；（即第五题的答案）

B 段讲了直属经理（line managers）对于发掘接班人的重要性（真是干什么都要从基层抓起），以及经理们的一些疑虑；

C 段讲的是接班人问题对公司的重要性，并且应该让院线经理们明白这种重要性；

D 段是针对前面列出的问题，提出的解决建议，什么专家协助等等。

整篇文章分为四个部分，层层递进，有很强的逻辑性。拿这样的文章来做阅读材料应该是相对容易把握的。

题目解析：

图中蓝色的线为答案潜伏的地方。7 个题干基本是将原文中的句子用另外的词语和句型表述出来，所以题干中的关键词都能在正文里 找到与之匹配的，比如第四题题干里的 **expert** 对应 D 段的 **specialists**, 第六题的 **too busy to** 对应于 B 段里的 **heavy workloads**, 第七题的 **interest** 对应于 C 段的 **appeal**。

第一题说“经理们必须采取措施使潜力股们相信他们对公司的价值”，也就是要让潜力股们对公司忠诚，即 C 段说的 **creating “attraction centres” and loyalty**。

第二题说“组织必须把目光投向正在培养中的潜力股以外的地方”，即 D 段最后两句话所说的寻找新一代的潜力股。

第三题和 B 段的最后一句话完全是一个意思：怕培养潜力股的投入收不回成本。

第四题说开发潜力股，经理们需要公司内部得到专家支持。答案是 D 段的第一句话：公司的人力资源专家需要采取行动。**HR specialists** 就是 **expert**。

第五题说公司现在没有在指导策略的支持下辨别潜力股。也就是说公司是依靠自己来发掘人才的。答案是 A 段的第一句：现行的研究满足不了需要，所以公司只能形成自己的一套体系。

第六题，经理们太忙了，无暇顾及潜力股的发展。答案是 B 段的：**Unfortunately, with today's flat organisations, where managers have functional as well as managerial responsibilities, people development all too often falls victim to heavy workloads.**。不幸落在了高工作负荷的人的肩上。高工作负荷，也就是 **too busy**。

第七题，看重作为雇主名声的公司可以吸引潜力股。答案是 C 段的这么一句：**if their companies are known as ones that develop their people, they will have a greater appeal to high-flyers**。如果公司是以开发员工而著称的话，将会对潜力股产生更大的吸引。以开发员工而著称 (**known as ones that develop their people**)，名声很好，也就是看重自己作为雇主的名声。

疑似生词：

1、**line managers** 直属经理，业务经理

2、**flat organization** 扁平化的组织，即企业中的单层管理组织对应的单词 **hierarchy** 等级制的公司

3、**poach vt.** (侵入他人地界)偷猎(或捕鱼)，水煮，剽窃，挖角

eg: **A rival firm poached our best computer programmers.**

我公司的竞争对手把我们最好的计算机程序编制员挖走了。

4、**runs deep** 纯粹是想说一下那句著名的谚语：**Still water runs deep** 静水流深。

5、**fall victim to** 成为。。。的受害者

B 段中的原话：**People development all too often falls victim to heavy workloads.** 人员发展成为高负荷工作的受害者，也就是说经理们因为太忙而无暇顾及潜力股的培养，即第六题的答案。

6、**retention** 保留，在文中指留住员工。是风险管理中常见的专业名词。

这里解析的是第四辑真题 **TEST 1** 阅读部分的 **PART 4**。

马上就要考试了，争取出解析的速度能快点。当然，不会以牺牲质量为代价。

大家有什么疑问，可以提出来，事先甚至单独进行解答。

祝大家都能取得好成绩。

主要解答蓝色标注的空。

The secret of success in electronic commerce lies in placing a new emphasis on a well-established area. That area is customer service, which is now the only point of (19) between a business and the buying public.

There are a number of factors in a real-world shop that (20) people's perceptions of a business: these (21) the location and the appearance of the premises, the quality and the pricing of the merchandise or services' and the behaviour of the staff.

However, if a company is trying to make a good impression with online customers, most of these factors do not (22) a part. In the (23) of these factors, the way customers are (24) when they have a reason to call has a fundamental effect on a company's ability to retain them as customers. Even more than regular telephone or in-person customers, web customers are impatient, easily frustrated and always conscious that they have other places where they can (25) their business. Preventing them from doing that means meeting them on their own (26) and providing them with what they want.

This necessity, in(27), means that companies that sell over the net must get back-end functions right. Imposing(28) requirements on customers will not work; a business that (29) on customers emailing for assistance instead of using the phone, for example, will lose repeat custom.

If the phone is used, it must be answered (30), and the staff should look for ways of helping even the most awkward customers(31), as is more usual,trying to find some(32) to blame the customer for any problem.

An important, final point is that it is vital that all addresses, web links and phone numbers work properly and efficiently. This ought to (33) without saying.Experience, however, shows that it does not.

19、A relationship B association C. meeting D contact

20、A force B determine C decide D fix

21、A enclose B consist C include D contain

22、A get B run C play D have

23、A absence B lack C need D scarcity

24、A cared B treated C dealt D considered

25、A deliver B bring C move D take

26、A policies B standards C terms D conditions

27、A turn B sequence C line D order

28、A dense B rigid C deep D solid

29、A demands B insists C expects D instructs

30、A punctually B precisely C promptly D presently

31、A apart from B other than C except for D rather than

32、A case B excuse C fault D purpose

33、A do B make C go D come

我个人认为，完形填空这种题型属于 BEC 阅读里相对不容易把握的。其他几个部分多参照原文就能找到答案，而完形填空的答案有的时候靠分析是得不出结果的，因为会考到一些固定用法，而且是商务英语里的固定用法。固定用法一时半会是无法积累的。要想做好 BEC 里的完形填空，一是要掌握一定的解题技巧（比如排除法和猜题），二是要培养商务英语的感觉。感觉的培养也有两种途径，一个是多读原版商业英语文章，另一个就是把历年 BEC 真题里的完形填空原文填上空缺的单词反复朗读。

这篇名为《电子商务成功秘诀》的文章主要分析了从事电子商务必须考虑的几个 factor。重点考虑的是如何服务客户，不是在线的，而是电话。

19 题首先考的就是一个固定的商务英语用法。Point of contact,接触点。商业词典的解释：Person or a department serving as the coordinator or focal point of an activity or program.英文 WIKI 的解释：A point of contact (POC, also single point of contact or SPOC) is the identification of, and means of communication with, person(s) and organizations(s) associated with the resource(s).

26 题，on one's own terms,根据某人自己的主张。联系此句上下文，是说电子商务的客户不好伺候，得按照他们的意思来提供他们想要的。所以后面的 28 题应该选择 rigid，僵硬的。意思是不能把一些僵硬的要求强加在客户的身上。

27 题，in turn 相应的；in sequence 按顺序，依次；in line 成一直线；in order 整齐，秩序井然。

31 题，后面的 as is more usual 是插入语，在这里完全可以忽略不计，联系整个句子的意思。是说员工应该想办法对付哪怕是最难对付的客户，而不是找借口去指责客户。所以应选 rather than （而不是）。apart from 相当于 except for，除了...外（都），other than 相当于 except，除...以外。

32 题，理解了上下文，应该选 excuse。与 fault 相关的短语是 find fault with

33 题，go without saying 固定用法，不言而喻的意思。

人邮第四辑真题 TEST 1 阅读部分 PART 5。

0 Regular meetings with clients are important to a healthy collaboration. They
00 may be set up by the client, for example to review with the progress of current
34 projects, to give new instructions that may have lead to a contract variation
35 or to discuss any concerns. The client meeting which can also be arranged
36 by you or another member of your company to attract from new business, to
37 address a problem unless that needs to be solved or to give an update or status

38 report on current business ventures. Your part in these meetings will dictate
39 the kind of information you need and how you should prepare for them. If you
40 will be responding to questions put by your client, the material you present
41 should deal specifically with the request that was made. The meeting should not
42 only move off the agenda without the permission of the person you are meeting.
43 If you have prepared properly, you should be able to anticipate both questions and
44 to respond properly. If you are put on the spot and asked for details you do not
45 have, respond honestly - do not speak about matters as you are not familiar with.

一般短文改错常出现的错误有短语搭配、语法，还有根据上下文含义选出不合适的词。所以想做好改错，要有一定的语言基础，还得从整体上把握整篇文章。

34 题，如果这里有 **have**，那么后面的 **lead** 应用分词形式 **led** (**may have done**)，而且考虑这里的时态，并不是已经完成，而是表示可能导致的结果。所以去掉 **have**。

35 题，这里的 **which** 必须去掉，如果不去的话，这个句子就缺少谓语动词。

36 题，**attract** 是及物动词，后面不需要 **from**。

37 题，根据前后文的意思，**unless** 是多余的。

38 题，“**your part...**”这个句子里有两个谓语动词，必须去掉 **it**。

39 题是对的，不知会不会有人认为这里的 **how** 可以去掉。从语法上说 **how** 去留都行，但是从后面的意思看，每个人必须根据自己的角色来做准备工作，所以 **how** 必须保留。

41 题，**deal with** 是固定短语，**in** 是多余的。

42 题，从整个句子的意思和语法上看，**only** 都是多余的。

43 题，如果 **both** 要保留，**and** 后面的内容就必须与 **questions** 并列，可这里 **and** 后面的内容是与前面的 **to anticipate** 并列，所以 **both** 去掉。

45 题，后面的 **you are not familiar with** 是修饰 **matters** 的，**as** 在这里很多余。

人邮第四辑真题 TEST2 READING PART 1

Look at the statements below and the advice to businesses on the opposite page about using other companies to run their IT services.

- 1、the need to teach skills to employees working on the outsourced process
- 2、remembering the initial reason for setting up the outsourced project
- 3、the need to draw up agreements that set out how integration is to be achieved
- 4、addressing the issue of staff who work on the outsourced process being at a distant site
- 5、the importance of making someone responsible for the integration process
- 6、staff on the outsourced project familiarising themselves with various details of the business
- 7、problems being associated with an alternative to outsourcing

When a business decides to outsource its IT services, it needs to consider the question of integration. Four experts give their views.

A. Gianluca Tramcere, Silica Systems

An outsourced IT service is never a fully independent entity. It is tied to the home company's previous and continuing systems of working. But despite the added responsibility of managing new ways of working, many businesses ignore the integration process. They fail to establish contracts that define the ways in which the two companies will work alongside one another, and focus solely on the technological aspects of service delivery.

B. Kevin Rayner, Domola

Businesses need to build integration competency centres dedicated to managing the integration effort. It is critical to have an individual in charge to check that the external and internal business operations work together. Although companies often think of outsourcing as a way of getting rid of people and assets, they need to remember that, at the same time, outsourcing involves gaining people. Because there is a new operation being carried out in a different way outside of the home business, this creates a training element.

C. Clayton Locke, Digital Solutions

Communication is the key to success, and outsourcing to other regions or countries can lead to a range of problems. For any such initiative, it is necessary to create a team where there is good, open communication and a

clear understanding of objectives and incentives. Bringing people to the home location from the outsourced centre is necessary, since it can aid understanding of the complexities of the existing system. To integrate efficiently, outsourcing personnel have to talk to the home company's executives and users to understand their experiences.

D.Kim Noon, J G Tech

One way to avoid the difficulties of integration is to create a joint-venture company with the outsourcer. Thus, a company can swap its assets for a share of the profits. Yet joint ventures bring potential troubles, and companies should be careful not to lose sight of the original rationale for outsourcing: to gain cost efficiencies and quality of service in an area that for some reason could not be carried out entirely in-house. The complexities and costs of a joint-venture initiative should not be underestimated.

这篇文章讲的是外购（outsourcing），分别有四位专家就这个问题给出了自己的看法。A 段的专家强调建立合同的重要性，B 段专家认为要派专人负责，C 段专家讲外派人员和本公司之间要有一个互动，D 段专家讲如果与外包商（outsourcer）组成联合企业的话可能带来的一系列问题。如果对文章有个大概、基本的了解，很多题目不用细看就可以得出结论。

第一题的答案稍微有些隐晦，在 B 段的最后一句。“Because there is a new operation being carried out in a different way outside of the home business, this creates a training element.”因为新的操作是在本公司以外的地方以一种新的方式被执行，所以产生了培训成分。这里的 training 对应第一题的“teach skills to employees”。

第二题的答案在 D 段中间：companies should be careful not to lose sight of the original rationale for outsourcing.这里的 rationale 是基本原理、根本原因的意思。

第三题的答案在 A 段，非常明显的“establish contracts”。

第四题的答案是 C 段的最后一句话，outsourcing personnel have to talk to the home company's executives and users to understand their experiences.这里的 talk to 对应 address，向...谈话。第四题的意思是“说明在远址工作的外购人员的事情”，也就是 C 段最后一句说的外购人员向公司汇报他们的经历。

第五题的答案在 B 段，相当明显：It is critical to have an individual in charge to check that the external and internal business operations work together.需要派专人负责 integration。

第六题说“外派人员要熟悉自身工作的不同细节”，对应 C 段的“create a team where there is a clear understanding of objectives and incentives.”打造一个对目标和动机都有清晰理解的团队。

第七题稍微绕一点。题目里的“an alternative to outsourcing”指的是 D 段里的“create a joint-venture company with the outsourcer”，建立一个联合企业。D 段里的专家一直在强调联合企业的麻烦和复杂性（joint ventures bring potential troubles），所以是正确答案。

人邮第四辑真题 TEST 2 READING PART 2

Read the article below about the changing role of human resources departments.

The best person for the job

Employees can make a business succeed or fail, so the people who choose them have a vital role to play.

Employees are a company's new ideas, its public face and its main asset. Hiring the right people is therefore a significant factor in a company's success.(0) G If the human resources department makes mistakes with hiring, keeping and dismissing staff, a business can disappear overnight. Many companies now realise that recruiting the best recruiters is the key to success.

Sarah Choi, Head of HR at Enco pic, believes that thinking commercially is a key quality in HR. Every decision an HR manager makes needs to be relevant to advancing the business. (8) ...C.....That's no longer the case. HR managers have to think more strategically these days. They continually need to think about the impact of their decisions on the bottom line. (9).....F... For example, a chief executive will expect the HR department to advise on everything from the headcount to whether to proceed with an acquisition.

Why do people go into HR in the first place? Choi has a ready answer. I think most people in the profession are attracted by a long-term goal.(10)....D.....Nothing happens in the company which isn't affected by or doesn't impact on its employees, so the HR department is a crucial part of any business.

Not all operational managers agree. An informal survey of attitudes to HR departments that was carried out last year by a leading business journal received comments such as "What do they actually contribute?"(11).....A..... As Choi points out, salaries have never been higher and, in addition, HR managers often

receive substantial annual bonuses.

Despite the financial rewards, HR managers often feel undervalued, and this is a major reason for many leaving their jobs.(12)...E.....However, a lack of training and development is a more significant factor. These days, good professional development opportunities are considered an essential part of an attractive package,Choi explains.

A But rising levels of remuneration demonstrate that the profession's growing importance is widely recognised.

B At one time, a professional qualification was required in order to progress to the top of HR.

C Other departments and senior executives used to see HR managers as having a purely administrative role.

D Since it's one of the few areas where you can see the whole operation, it can lead to an influential role on the board.

E Being seen as someone who just ticks off other people's leave and sick days does not help build a sense of loyalty.

F They therefore need to be competent in many aspects of a company's operations.

G On the other hand, recruiting the wrong staff can lead to disaster.

这篇文章的标题有些 misleading, "The best people for the job", 还以为是招人的标准。其实这篇文章是关于 Human resource 的, 所以还是要适当关注文章前的说明: the article below about the changing role of human resources departments.

第八题, 空格后面的 "That's no longer the case" 是很重要的提示。由于空格前面一直在强调 commercial 和 business, 所以在空缺的地方应该是和另一个方面相关的内容。选项 C 的 administrative role 正好满足这个要求。前后文意思搭配在一起完全吻合。

第九题, 后面的 for example 的很关键, 是对前面的补充说明。"For example,a chief executive will expect the HR department to advise on everything from the headcount to whether to proceed with an acquisition." 总裁希望人力资源经理对一切事情提出建议, 从人数统计到是否进行收购。这种要求就需要人力资源经理具备很多才能。所以 F 的句子填在这里最合适。

第十题, 答案稍微不那么明显, 不过 D 句中的 an influential role 可以和第十题的空格后的 a crucial part 相对应, 算是答案信号。要从整体上把握第三段, 这里认为 HR manager 的影响是全局的、长期的, 所以 D 句的 "see the whole operation" 符合情况。

第十一题, 理解前后文的意思, 前面说过去的 operational managers 不那么认可 HR manager 的作用, 后面指出 HR managers 挣得多, 所以中间是转折的意思。A 句的 But 是个信号, "上涨的薪酬水平意味着这个职位逐渐增加的重要性得到了广泛的认可。" 意思和前后都吻合, 所以是正确答案。

第十二题, 空格前说 HR managers 觉得自己的作用被低估了, 所以 leaving。空格后一个 However, 所以空格处应该还是和 leaving 有关的, 为什么离职。E 句的意思是 "被视作仅仅对别人的离开和生病的日子划勾的人是没法帮助建立忠诚感的。" 填入此处正好。

人邮第四辑真题 TEST 2 READING PART 3

Critical Path

When David Hayden realised his company was heading for trouble, he took drastic measures to get it back on track

David Hayden founded his company, Critical Path, an email provider, in 1997 to take advantage of the boom in email traffic. Critical Path became a public company two years later, and Hayden took the opportunity to step down from his executive position in order to work on personal projects. At the same time, he agreed to stay with the company as Chairman, but the business was put in the hands of new managers by its investors. With sector-leading products and an expanding market, the company seemed to be on the up and up. However, by early 2001, it was in trouble. Shares that had been worth \$26 in 1999, when they were first sold, were down to a mere 24 cents.

Called in by a panicking board, Hayden found himself back in charge as Executive Chairman, trying desperately to rescue what he could. The 1,100 staff had lost confidence in the company and did not know what was going to happen to them. And, as Hayden discovered, the management team was incompetent. Those guys didn't understand the product or the sector,' says Hayden. The heads of department didn't communicate and they

didn't lead.' But what was worse, Critical Path had lost the goodwill of its investors.

Hayden knew that bringing the figures under control would be a vital step in the company's turnaround. 'You've got to sort out the finances. For me, that meant getting back the goodwill of the investors. That was tough, after what had happened. But although they were angry with the company, they didn't have bad feelings about me. I told them that I knew I could get the company on its feet again.' He was authorised to make whatever changes were required, and his first act was to find people within the company he could trust and put them in charge.

The next thing Hayden had to tackle was morale. 'Everyone left the office at five on the dot - they couldn't get away quickly enough. To get the buzz back and win the staff over, I had to prove my own commitment and put in the extra hours with them.' In return, it was assumed that nobody would ask for overtime pay until the company was on its feet again. Contrary to normal practice, Hayden was reluctant to lay people off, and apart from not replacing people as they reached retirement age, he left the workforce largely unchanged, although he did identify key people throughout the company who were given more responsibility.

But, as Hayden insists, before a company reaches such a crisis, there are warning signs that any financial director or accountant should take note of. 'A business that has an unrealistic pricing policy or has to negotiate extended credit with its suppliers is in trouble,' is his message. 'Or if you often have to apply for your overdraft limit to be raised or have trouble paying tax on time, something needs to be done.'

By 2003, the company was healthy again, with reasonably stable finances and a modest but steady share price of \$1.60. 'One thing that helped save us was that our technology worked,' says Hayden. 'With 20 million email accounts, we never lost a single major client because the product kept on working.' With ideas for a fresh venture demanding his attention elsewhere, Hayden has moved on. 'It was time to go,' he says. 'I'm not a turnaround specialist. I prefer start-ups.'

13 What event coincided with Critical Path becoming a public company?

- A Hayden became the Executive Director of Critical Path.
- B Investors hired a replacement team to run Critical Path.
- C Critical Path launched a successful new product on the market.
- D Critical Path was floated on the Stock Exchange at 24 cents per share.

14 Which of the following situations did Hayden face at Critical Path in 2001?

- A The employees were worried about job security.
- B The investors were calling for changes to the company structure.
- C The management was misleading the staff about the company's position.
- D The board of directors did not realise the scale of the company's problems.

15 One reason Hayden was able to turn Critical Path around was that

- A he managed to find new investors.
- B the financial situation was not as bad as he had thought.
- C he had built up a good relationship with the management team.
- D he was given the support that he needed.

16 What was Hayden's policy regarding the staff of Critical Path?

- A He paid overtime to everybody who worked outside office hours.
- B He reduced the workforce by operating an early retirement scheme.
- C He gave key staff the opportunity to help him set goals for the company.
- D He restored motivation by showing willingness to work alongside staff.

17 According to Hayden, what could indicate that a business is in trouble?

- A problems keeping accounts up to date
- B suppliers refusing to offer new credit terms
- C a frequent need to increase the amount borrowed
- D difficulties in getting payment from customers on time

18 Hayden left Critical Path after he had rescued the company because

- A he wanted to develop the technology for a new internet service.
- B he wanted to concentrate on founding a new enterprise.

C he had been offered a job with a major internet company.

D he decided to go into partnership with a major client.

这篇文章名为《Critical Path》，字面上理解是关键路径，但在此文中是指一个公司的名字。整篇文章都是围绕这个公司遭遇的困境，以及这个公司的执行主席是如何力挽狂澜、扭转乾坤的。BEC 考试阅读文章的一大特点是逻辑性强，层次分明，读完不会有找不着北的感觉。

13 题，题目问当 Critical Path 成为上市公司时还发生了什么事。

A 不对，原文说的很明白：Hayden took the opportunity to step down from his executive position。抓住机会从总裁的位置上退下来。

B 项正确。原文说 the business was put in the hands of new managers by its investors。业务被投资者交给了新的经理。和 B 选项的“投资者雇佣了一个替代团队来运营 Critical Path”说的是一个意思。

C 不对，原文说的是 sector-leading products，行业领先的产品，的确是 C 选项所说的 successful，但是 new 不对。

D 不对，首先时间上不吻合，不是 Critical Path 成为上市公司时的事，其次这一句的描述也不对，只是说股价跌倒了 24 美分，不是 float。

Public company: a company whose shares can be bought and sold on the stock market, etc.上市公司。

14 题，题目问在 2001 年的 Critical Path,这个 Hayden 面临着什么样的情况。答案在第二段找。

A 段说员工们担心工作保障。原文中说“The 1,100 staff had lost confidence in the company and did not know what was going to happen to them”，1100 号员工对公司失去了信心，不知道将会发生什么。和 A 的意思吻合。

B、C、D 在原文中都没有提到。

这个题目关键是能理解 job security 的意思，它是商务英语里地道常见的用法（同样的还有 employment security）：

job security: a situation where a job is likely to last for a long time and you will keep the job if you do what you are expected to

eg: Consumers have cut back on their spending because of worries about job security.

常见搭配（完形填空可能会遇到）

a high/low level of job security to have/improve/increase/provide job security

15 题，题目问 Hayden 能够扭转局面的一个原因。答案在第三段找，并不很直接，需要一点概括。这一段先说了下公司的一些难处，比如投资人很生气，后果很严重。所幸的是投资人对 Hayden 并不反感：He was authorised to make whatever changes were required，他被授权进行一切需要的改变，也就是 D 选项所说的得到了需要的支持。

A 不对，不需要找新的投资者，原文说的是“getting back the goodwill of the investors”，挽回投资人的好感。

B 不对，财政状况的确很坏。

C 在原文没有提到。原文的最后一句说在公司寻找可以信赖的人并让他们负责，不是说和管理层建立好关系。

16 题，问针对 Critical Path 的员工采取的政策是什么。答案是第四段的第一句话：The next thing Hayden had to tackle was morale。需要解决的是士气问题。也就是 D 段所说的 restored motivation。这一段是讲 Hayden 如何与员工站在一起。

A 不对，原文说的很清楚：it was assumed that nobody would ask for overtime pay until the company was on its feet again。任何人不得索取加班补偿。

B 不对，原文是 apart from not replacing people as they reached retirement age。

C 也不对，原文是 who were given more responsibility，被赋予了更多的责任，不是“help him set goals”。17 题，题目问什么可以表明一个公司陷入了困境。答案是第五段的这么一句：A business that has an unrealistic pricing policy or has to negotiate extended credit with its suppliers is in trouble。有一个不现实的定价政策或者需要和供货商谈判提高贷款。

Credit 是很眼熟的单词，用法很多，让人晕头转向。这里的意思是：

money that financial institutions lend to businesses, governments and people

eg: It is unlikely that the bank will extend additional credit to the firm.

18 题，题目问扮演了救世主角色之后的 Hayden 为什么选择离开。

答案是最后一段：“With ideas for a fresh venture demanding his attention elsewhere”和“I'm not a turnaround specialist. I prefer start-ups.”需要一个崭新的需要他的注意力的企业。也就是 B 选项所说的想要一个新的企业。

Fighting Fit

Fine Fitness, the health and fitness club operator, announced an impressive set of results yesterday: (19) a 38-per-cent jump in annual pre-tax profits, the company claimed that it had (20) none of the problems (21) last week by its rival, Top Fit. According to Samantha Collier, the chief executive, Fine Fitness (22) strong and is on (23) to reach its target of 100 clubs within three years, its strategy unaffected by the apparent (24) down of the economy.

The company opened 12 new clubs in the past year; (25) its total to 51. They have (26) to be highly successful, with people joining in large numbers, especially in the 25-to-40 age range. Even the more (27) clubs are still seeing sales growth, along with rising retention (28) of more than 70 per cent. This can be seen as clear (29) of the appeal of Fine Fitness.

Ms Collier admitted that as there were (30) too many companies competing with one another; there would almost certainly be (31) in the health-and-fitness-club sector of the market. She predicted that, within a relatively short time, there might be only about three major companies still in (32). However, she declined to say which these were likely to be.

Profits rose by £6.3 million, although there was a fall in gross margins from 31 per cent to 28.6 per cent because of higher insurance premiums, extra management costs and start-up expenses for the company's new (33) in Spain.

- 19 A Stating B Reporting C Remarking D Informing
- 20 A taken B felt C experienced D caught
- 21 A released B issued C opened D revealed
- 22 A stays B remains C maintains D keeps
- 23 A track B direction C way D line
- 24 A falling B breaking C cutting D slowing
- 25 A bringing B putting C getting D mounting
- 26 A shown B resulted C proved D demonstrated
- 27 A installed B formed C established D confirmed
- 28 A rates B standards C proportions D volumes
- 29 A witness B sign C display D evidence
- 30 A purely B merely C simply D barely
- 31 A union B consolidation C alliance D combination
- 32 A trade B office C commerce D business
- 33 A trial B venture C proposal D speculation

文章介绍了一个经营健康俱乐部的公司的情况，依旧是形势喜人。

19 题，一句话包含三个空，联系在一起做。昨天开会，宣布了一系列结果。报告税前收益增长了 38%，公司并没有经历它的竞争对手所暴露的问题。19 题选 **report**，20 题 **experienced**，21 题，**revealed by its rival**，被竞争对手暴露的问题。

22 题，**remains strong** 保持强劲；单看单词的意思，貌似 **keep** 也可以（不过说实话，如果不是有同学提醒，我压根想不到会填 **keep**）联系此句上下文，提到了在对手出现问题时这个公司表现依然强劲 **remain** 在英文词典的解释是：**continue to exist, especially after other similar or related people or things have ceased to exist** 在相似或者相关人和事出现状况时仍然存在，所以，**remain** 更符合这个题目的条件

23 题，**on track** 步入正轨。公司正在实现目标的正道上。这个词在其他完型也出现过，不过不是正确答案。

24 题，**slow down** 放缓，固定用法。经济放缓。

25 题，**bring to**，使总数达到 51，这个题怕是要靠语感。**put** 肯定不对，**get to** 到达，**mount** 在这里用法不对。

26 题，**proved to be** 证明是，固定用法

27 题，这里填入的词要和前文对照，前面说新开了 12 家新的俱乐部，这里的空格前有个 **even** 和 **more**，所以应该是填入与 **new** 相对应的词。**established** 是已确立的（If you use **established** to describe something such as an organization, you mean that it is officially recognized or generally approved of because it has existed for a long time.）

28 题, retention rate 保留率, 专有名词 (Retained earnings divided by total after-tax earnings, expressed as a percentage), 指公司税后收益所保留的那一部分。

29 题, 公司吸引力的证据。clear evidence 明显的证据。不选 sign, sign 只是迹象。

30 题, simply 修饰 too many 从用法和意思上都对, 在这里就是表强调的, 意思是公司太多了。

31 题, consolidation 强化、合并 (To consolidate a number of small groups or firms means to make them into one large organization.), 有很多的公司相互竞争, 所以需要进行一个整合。这是商英里的固定说法。

32 题, in business 在经营。是说很快这个市场上的公司会淘汰的只剩下三个。

33 题, 理解了 venture 的意思就不难做出选择, 在这里是指商业冒险, 也是商英地道说法。公司要在西班牙进行一些投机活动, 因此增加了额外的管理费用。

人邮第四辑真题 TEST 2 READING PART 5

Lebrun Steel Facing up to Tough Times

0 After 98 years of trading, the steel manufacturer Lebrun knows from experience as how
00 difficult fluctuations in the economic cycle can be for suppliers such as themselves.
34 Since many of the nation's largest production companies which are its customers,
35 Lebrun is adversely affected by any change for the worse in the economy. Yet Lebrun
36 has managed to keep on sales steady (in the region of approximately \$2.5 billion)
37 and has recorded only one annual loss during the difficulties of the past five
38 years, but despite the effects of the ongoing industrial slowdown. James Griffith,
39 president of Lebrun, now has the task of turning up survival into growth, and
40 his strategy is already becoming clear to those industry observers. In February of
41 this year, the company acquired Bronson pic, additionally a one-time competitor.
42 This merger will greatly expand the size of both Lebrun's labour force, and
43 Griffith estimates it will boost its revenue by nearly 50%, while too increasing
44 the number of plants and R&D centres in much a similar way. Griffith is
45 optimistic that while the steel industry is about to pull out of recession, and he wants Lebrun to be ready
for this.

这篇文章是介绍一个生产商面临的困境及所采取的措施。

34 题, 这个句子并不是定语从句, 主谓宾都很齐全, 主语 companies, 谓语 are, 宾语 its customers. 所以 which 是多余的

35 题, 正确的

36 题, keep on doing 继续做什么, 接名词的话直接用 keep, keep sales steady 保持销售平稳, on 多余。

37 题, 正确的

38 题, but 和 despite 不能同时使用, 必须去掉一个。but 后面要接完整的句子, 这个后面不是句子, 是名词性成分, 所以保留 despite, 去掉 but。

39 题, turn... into 变为, 成为。固定词组。turning survival into growth 变生存为增长。Up 多余。

40 题, 句子前后并没有指代的含义, 代词 those 多余。

41 题, a one-time competitor 是修饰前面的 Bronson pic, additionally 是另外的, 附加的意思, 用在这里意思和用法都不通, 所以去掉。

42 题, both 表并列, 而这个句子前后是没有并列的含意的, 只说了扩展规模。所以 both 多余。

43 题, too 是副词, 在这里用法不对

44 题, in a similar way 固定用法, much 多余

45 题, while 用来引导时间状语从句, 而很明显这个句子并不是, 只是由 that 引导的从句, 句子成分很齐全。去掉 while。

人邮第四辑真题 TEST 3 READING PART 1

1 the failure of a company to set its prices appropriately

2 a context that makes it difficult to increase prices

3 the consequences of companies trying to conceal their approach to pricing

4 the means by which a company ensured precision in the prices it offered

5 the fact that companies can learn about the effects of a price reduction

6 the first sector to price products according to how much customers were prepared to spend

7 the widespread use of rough guidelines to determine prices

Getting the price right

A、

Chief executives need to pay more attention to pricing, according to Roberto Lippi of the Apex Group, a consultancy that offers advice on pricing strategy. He accepts that low inflation figures in many industrialised countries makes raising prices tough, but argues that this should not necessarily deter companies. He gives the example of the airlines, which, with their minimum stay requirements and massive premiums for flexibility, led the way in sorting customers into categories, based on their willingness to pay.

B、

The key to pricing is to avoid alienating customers. As Lippi points out, once a bad price has been established, it can be very difficult to turn the situation around. He gives the example of a consumer goods company that went bankrupt largely because it did not price its digital cameras properly. In contrast, he cites the case of a Swiss drug company that introduced software for every sales representative's laptop, enabling them to provide consistent and accurate price quotes. To help staff with this innovation, the company also created a new post of director of pricing strategy.

C、

Many of today's managers have the benefit of modern technology to help them with pricing. Supermarket chains, for example, can easily track customers' 'elasticity' - how their buying habits change in response to a price rise or a discount. But although a company can now measure this sort of thing in a more sophisticated way, following basic rules is still the most common way of setting prices. Most bosses still worry more about their costs than the prices they charge; one recent survey found that they spend as little as 2% of their time on pricing.

D、

One popular approach to pricing is illustrated by the car companies that charge extra for product add-ons such as electric windows, instead of offering them as part of the standard price. Although many customers are prepared to pay extra, Lippi recommends that companies make sure that price differences reflect real differences in the product, either in quality or in the extra service on offer. The worst approach is to try to keep the pricing structure secret from customers. Nowadays, that is more likely to lead to lost contracts than large profits.

这篇文章主要是关于定价（pricing）的。题目算是阅读第一部分里比较隐晦的了。四个部分分别介绍了影响定价的一些因素。

第一题，公司没有合理定价。答案是 B 段引用的一个例子：He gives the example of a consumer goods company that went bankrupt largely because it did not price its digital cameras properly.因为没有对数码相机合理定价，所以一个消费品公司破产了。和第一题吻合。

Consumer goods: goods such as food, clothing, etc. bought and used by individual customers 消费品。

第二题，大环境使得涨价很困难。答案是 A 段，有点不太明显，甚至可能需要点经济学基础：He accepts that low inflation figures in many industrialised countries makes raising prices tough, but argues that this should not necessarily deter companies.很多工业国家的低通货膨胀率使得涨价变得困难。通货膨胀率是衡量一国宏观经济的重要指标，也就是这题所说的 context。低通货膨胀率，说明经济不太景气，涨价会很困难。

deter: to make sb decide not to do sth or continue doing sth 阻碍

eg: The price did not deter most customers

第三题，公司隐瞒定价策略的后果。答案是 D 段的最后一句：The worst approach is to try to keep the pricing structure secret from customers. Nowadays, that is more likely to lead to lost contracts than large profits.最坏的方法是试图让定价结构对消费者保密。今天，它更有可能导致失去合同而不是大的利润。

第四题，一个公司确保定价准确的方式。答案是 B 段的这么一句：a Swiss drug company that introduced software for every sales representative's laptop, enabling them to provide consistent and accurate price quotes.一个瑞士的医药公司为每一位销售代表的手提电脑引进了软件，确保他们提供持续准确的定价。这里的 accurate 对应于 precision，引进的软件就是方式（means）。

第五题，公司了解降价的后果。答案在 C 段，但是不那么明显：Supermarket chains, for example, can easily track customers' 'elasticity' - how their buying habits change in response to a price rise or a discount.大的超市可

以轻易追踪客户的弹性——他们的购买习惯是如何对涨价或打折做出反应的。这个题需要理解一个常见的经济学术语：弹性。

elasticity : the extent to which people want to buy more or less of a product or service when its price changes.

这个术语的概念基本吻合第五题所说的。能够了解客户的需求弹性，也就了解了涨价或者降价的效果。

第六题，对产品定价首要的是根据客户所愿意支付的。答案是 A 的最后一句：based on their willingness to pay.。集于他们的支付意愿。这里的 based on 对应于 the first sector。

第七题，粗糙的定价准则的广泛应用。答案在 C 段，有点隐晦：But although a company can now measure this sort of thing in a more sophisticated way, following basic rules is still the most common way of setting prices.虽然公司可以用一种更复杂的方式来衡量，遵守基本的规则仍然是定价的最普遍的方式。BUT 是个信号。rough 可以从反面对应于 sophisticated,,the most common way 对应于 widespread use。

人邮第四辑真题 TEST 3 READING PART 2

Issues in the recruitment world

In the competitive world of investment banking, good senior executives are not easy to find. So what should the industry's hard-pressed directors do when they need to find senior staff? Increasingly, they decide to call in the headhunters. These are busy and profitable times for the recruitment agencies that dominate the world of executive search and selection.

(0)They needed new people to revitalise their operations, and the result has been a boom in the recruitment market. Pinnacle, a leading recruitment agency, has helped various UK investment banks to rebuild their entire senior management teams. It is hard to overstate the significance of this. (8).....

But now everything has changed, and Pinnacle is not the only major player in the field. Some analysts believe that rival recruitment specialists ALT Associates has a larger share of the market. However, there is little doubt that over its 13-year history, Pinnacle and its chairman, Matthew Edwards, have built up an impressive reputation.

Edwards estimates that his company controls between 10 and 15 per cent of the headhunting market for senior investment banking jobs in the UK. (9).....Rather, it is the high-calibre jobs and people that Pinnacle deals with that define the company's success. For example, the company was recently commissioned to find a new chairman for NBS Bank, a vacancy that was one of the most talked about in the banking world.

Most HR directors recognise that headhunters such as Pinnacle play a valuable role in the recruitment process.(10).....Some are concerned that a few companies, including Pinnacle, have too much power over high-level recruitment.(11).....As Tim Davidson, HR Director at Cawfield Bank, explains, They can be kingmakers. These are the people who decide who gets a future and who doesn't. If Edwards forms a view about an individual, it can affect their ability to get a particular job. That view could just have been formed on a bad day.' (12)..... Final decisions in the selection process are always taken by his clients, he says, whoever they are.

The role of headhunters should not be exaggerated. Many companies never use them. But as top executives are hard to find, there will always be a role for people like Matthew Edwards.

A Although others may put it lower, it is important to remember that the company's reputation is not based on market share alone.

B Their chief worry is that the headhunters can now make or break managerial careers.

C According to Edwards, this is a further indication that the way Pinnacle searches for a candidate tends to favour a certain type of manager.

D But this acceptance does not mean they are universally happy, either with the state of the market or with Pinnacle's role within it.

E Until a few years ago, even the biggest companies were unlikely to use headhunters to fill more than one or two jobs a year.

F Edwards objects to this suggestion, claiming that all he does is find candidates and encourage them to apply for a particular post.

G A number of big investment banks recently decided to make changes to their management boards after disappointing end-of-year results.

《Issues in the recruitment world》，招聘世界里的话题。围绕猎头公司（headhunter）展开，说明了猎头公司的发展和重要性，以及用人单位对猎头公司的一些疑问。第一段引出话题，说现在正是猎头公司占领市场的时候。接下来几段顺序介绍了猎头市场的发展阶段，从起步阶段（第二段的内容），到逐步发家（第三段），当中列举了一个猎头公司的情况加以说明（第四段），然后第五段介绍了用人单位对猎头公司的一些质疑。最后一段是总的概括。做这种题一定要理清文章的逻辑顺序，从整体上把握文章脉络。

第八题，第二段的最后一句。第二段是简单引出猎头公司的起步，起步阶段并没有多少公司认识到猎头公司的重要性，就如第八题前面的一句话所说：It is hard to overstate the significance of this。很难高估这个的重要性，也就是说猎头公司的作用并没有被完全的认识。后面的空格应该相应的填入猎头公司不太被重视的句子。E 选项正好满足这个特点：直到几年前，甚至最大的公司都不可能一年利用猎头公司来填补一两个职位。

第九题，主要是介绍 Pinnacle 这个猎头公司的情况。前面说这个公司的市场份额在 10%到 15%，空格后面一个 rather（相反），说定义公司成功的应该是公司所处理的高质量的工作和客户。中间应填入一个表转折意思的句子，并且可能和公司的市场份额有关。A 句满足这个要求：虽然其他人可能把它（指市场份额）估计得更低，但一个公司的名声不仅仅是建立在市场份额基础上的。

第五段，集中填入三个句子，所以一定要从意思上进行把握。这一段是用人单位对猎头公司的一些质疑，然后猎头公司 Pinnacle 的主席 Edwards 进行了一些反驳。

这一段第一句话说人力资源部经理认为 Pinnacle 发挥了很重要的作用，接着空格后面说的是 Some are concerned that...也就是一些人提出了担心，所以中间的第十题应该填入表示转折意思的句子，而且可能是对猎头公司发挥的作用的消极看法。D 满足这一要求：但是这种认可不代表他们完全的高兴。BUT 是个关键的信号，acceptance 是指代前面人力资源经理们对猎头公司发挥作用的认可。

第十一题，前面的句子是对猎头公司发挥作用的担心，认为它们权力过大了。这一题后面的句子是引用一个人力资源经理的解释，进一步说明猎头公司的影响力太大。所以十一题也应该与此相关。B 符合：他们首要担心的是猎头公司会创造或者破坏管理职业生涯。Worry 是关键词，同前面的 concern 相对应，make or break managerial careers 也就是上下文所说的权利过大，简直拥有生杀大权。

第十二题，理解了前面的，不难做出选择。这里很明显就是猎头公司为自己辩护。前面指责猎头公司的评价会影响个人的选择。而空格后面是 Edwards 的解释，说最终的决定权是掌握在客户自己手中。所以这一题很明显应该填入对前面表示反驳的句子，也就是 F，object to，非常明显的信号：Edwards 反对这种说法，声称他所做的无非就是寻找候选人然后鼓励他们去申请某个特定的职位。

人邮第四辑真题 TEST 3 READING PART 3

THE ART OF PERSUASION

'Let me send you our brochure' is probably the most commonly used phrase in business. But all too often, it can spell the end of a customer enquiry because many brochures appear to be produced not to clarify and to excite but to confuse. So what goes wrong and how can it be put right? Too often, businesses fail to ask themselves critical questions like, 'Who will the brochure be sent to?' 'What do we want to achieve with it?' The truth is that a brochure has usually been produced for no other reason than that the competition has one.

However, with a little research, it often transpires that what the client wants is a mixture: part mail shot, part glossy corporate brochure and part product catalogue - a combination rarely found. Having said that, the budget is likely to be finite. There may not be enough money to meet all three marketing needs, so the first task is to plan the brochure, taking into account the most significant of these. The other requirements will have to be met in a different way. After all, introducing the company's product range to new customers by mail is a different task from selling a new season's collection to existing customers.

The second task is to get the content right. In 95 per cent of cases, a company will hire a designer to oversee the layout, so the final product looks stylish, interesting and professional; but they don't get a copywriter or someone with the right expertise to produce the text, or at least tidy it up - and this shows. A bigger failing is to produce a brochure that is not customer focused. Your brochure should cover areas of interest to the customer, concentrating on the benefits of buying from you.

Instead, thousands of brochures start with a history lesson, 'Founded in 1987, we have been selling our products .. I can assure you that customers are never going to say to themselves, 'They've been around for 20 years - I'll buy from them.' It's not how long you've been in business that counts, it's what you've done in that time. The important point to get across at the beginning is that you have a good track record. Once this has been

established, the rest of the brochure should aim to convince customers that your products are the best on the market.

It is helpful with content to get inside the customer's head. If your audience is young and trendy, be creative and colourful. As always, create a list of the benefits that potential customers would gain from doing business with you, for example, product quality, breadth of range, expertise of staff and so on. But remember that it is not enough just to state these; in order to persuade, they need to be spelt out. One possibility is to quote recommendations from existing customers. This also makes the brochure personal to you, rather than it simply being a set of suppliers' photographs with your name on the front.

At the design stage, there are many production features that can distinguish your brochure from the run of the mill. You may think that things like cutouts or pop-ups will do this for you and thus make you stand out, or you may think they just look like designer whims that add cost. Go through all the options in detail. One of them might be that all-important magical ingredient.

13 What point does the writer make about brochures in the first paragraph?

- A Customer expectations of them are too high.
- B They ought to be more straightforward in design.
- C Insufficient thought tends to go into producing them.
- D Companies should ensure they use them more widely.

14 The writer's advice to companies in the second paragraph is to

- A produce a brochure to advertise new product lines.
- B use a brochure to extend the customer base.
- C accept that a brochure cannot fulfil every objective.
- D aim to get a bigger budget allocation for producing brochures.

15 In the third paragraph, which of the following does the writer say would improve the majority of brochures?

- A better language and expression
- B better overall appearance
- C more up-to-date content
- D more product information

16 In the introduction to a brochure, the writer advises companies to focus on

- A their understanding of the business environment.
- B the range of products they offer.
- C their unique market position.
- D the reputation they have built up.

17 When discussing brochure content in the fifth paragraph, the writer reminds companies to

- A consider old customers as well as new ones.
- B provide support for the claims they make.
- C avoid using their own photographs.
- D include details of quality certification.

18 What does 'run of the mill' in line 67 mean?

- A eye-catching
- B complicated
- C stylish
- D ordinary

《The art of persuasion》，劝说的艺术。这里的劝说（persuasion）带点广告的意思，是指怎么样设计广告手册（brochure）才能吸引顾客，也就是劝顾客掏钱购买产品。

第一段引出话题，说广告手册常常设计得不合理，会把客户弄糊涂，从而结束客户的咨询。很多企业并没有思考一些关键性的问题，比如想通过广告手册达到什么目的。通常企业设计广告手册的原因是竞争对手拥有它。

13 题问第一段中作者对广告手册所做的观点是什么。答案是后面几句：**businesses fail to ask themselves critical questions like....**企业没有问自己一些关键性的问题。从这段话可以看出，作者认为企业在设计广告手册时的考虑是不周全的，没有进行深入思考。所以答案是 C：设计他们时考虑得并不充分。A 不对，没有提到客户的期

望，只是说广告手册可能会把客户弄糊涂。B 也不对，第一段并没有提到 **design** 的问题。D 在原文中也没有提到。这题稍微需要理解和概括。

第二段是讲广告手册设计时的一些考量。开头先说客户需要的广告手册是一个混合体，很难找到。而往往客户手册的预算是有限的，所以设计时不可能满足所有的市场需要，应该优先考虑最关键的部分。

14 题问作者在第二段中对公司的建议是什么。原文说的很明白：There may not be enough money to meet all three marketing needs, so the first task is to plan the brochure, taking into account the most significant of these. 不可能满足所有的市场需要，所以优先考虑最关键的部分，其他的需要用另外的方式来满足。理解了内容不难选出答案是 C：接受一个广告手册不可能满足所有目标的事实。

第三段紧接着第二段所说的首要任务（first task），提出了次要任务（second task）：把广告手册的内容找准。在 95% 的情况下，公司会雇人好好设计广告手册，但是却不会找有相关技能的广告文字撰稿人制作内容，或者至少给收拾下。还有一个更大的失败之处在于制作出的广告手册不是以客户为中心的。广告手册应该涉及到客户感兴趣的领域，集中在从你那购买所能获得的好处上。

15 题问作者在第三段说怎么样才可以改善大部分的广告手册。根据前面的内容概括，很显然答案在 A 和 D 之间。选 A 是根据题干中的 the majority of brochures 来的，原文中提到 In 95 per cent of cases, a company will hire a designer to oversee the layout..... but they don't get a copywriter or someone with the right expertise to produce the text. 在 95% 的情况下公司只注重设计而不注重表述内容，这里的 95 per cent of cases 可以对应 the majority of brochures. get a copywriter or someone with the right expertise to produce the text, 找一个有相关技能的广告文字撰稿人来制作文字，也就是 A 所说的更好的语言和表达。

第四段说明了广告手册刚刚诞生时的一些情况。客户更看重的不是企业所存在的时间，而是企业的名声和所干的实事。所以在广告手册的起步阶段，最重要的是企业要拥有一个良好的业绩记录。一旦这些建立起来了，广告手册就可以致力于让客户相信你的产品是市场上最好的。

16 题问在广告手册的引进阶段，作者对公司们的建议是什么。原文很明确：The important point to get across at the beginning is that you have a good track record. 通过这一阶段最重要的是你必须有一个良好的业绩记录。也就是 D 选项所说的公司要注重他们所建立起来的名声。其他几个选项都没有提到。第五段说的是广告手册内容的一些注意事项。内容中要包含与你做生意时可能获得的一些好处。公司要对手册上的声明做详细说明。还可能引用现存客户的一些建议。这些可以使得广告手册显得很个人化，而不是堆砌供应商的照片然后把自己的名字印在最前面。

17 题问第五段对广告手册内容的讨论中，作者的建议是什么。答案是原文的这么一句：it is not enough just to state these; in order to persuade, they need to be spelt out. 仅仅只是声明是不够的，为了可以说服，他们需要被详细说明。也就是 B 选项所说的为所做的声明提供支持。A 和 D 没有提到，C 不对，不是说避免使用他们的照片，而是说不能仅仅只呈上他们的照片，还要有别的东西，比如客户的建议。

最后一段是说的设计阶段的注意事项，需要具备哪些特征才能让你的广告手册脱颖而出。18 题要联系上下文进行理解，原文是说“there are many production features that can distinguish your brochure from the run of the mill.”有很多生产特征能让你的广告手册区别于其他的，后文有一个 make you stand out, 理解这里的含义，就是要和普通的一般的广告手册相区分。所以选择 ordinary。

几个疑似生词：

transpire: When it transpires that something is the case, people discover that it is the case. 为人所知

spell something out: to explain something clearly and in detail

e.g: The report spelled out in detail what the implications were for teacher training.

track record: all the past achievements, successes or failures of a person or an organization 业绩记录

人邮第四辑真题 TEST 3 READING PART 4

Online exchanges?

Online exchanges have emerged as some of the internet's best businesses - but also as some of the worst

So the internet hasn't revolutionised the (0).....A.... most of us buy petrol, or watch movies. But there is one thing the internet does very well. It can bring together (19) dispersed buyers and sellers to create active, efficient markets where none(20).....before. This facility has (21)to the emergence of online exchanges: retail businesses with none of the usual traders' risks - no merchandise, no storefronts - and with nothing to do but take a (22).....of each transaction that takes place on the site.

This may sound straightforward, but some high-profile online exchanges have(23).....out to be major

embarrassments. One company, which tried to establish a central marketplace on the internet for auto parts, has invested, in (24).....a massive \$250m and is (25).....to stay in business. Another businessman, who facilitated online trading in business equipment and supplies, (26).....after he had lost \$280m.

So what does a company need in order to be successful? You could call it good'market architecture' - a structure that (27).....the right business plan and top technology with good timing and the (28).....of both buyers and sellers.

Mike Pham's company, eStream, is an excellent example of one business that met these (29).....Back in 1996, when Pham was looking for a loan, he didn't like filling in the same form every time he (30).....to a new lender. That got him thinking. Why not (31).....prospective borrowers to complete a standard form and circulate that to a number of lenders, who would then make an offer to the borrower, in (32).....with each other?

Pham's company is doing well. Last year, eStream (33).....more than 1.5 million loans on behalf of 170 lenders.

19 A largely B deeply C mainly D widely

20 A existed B occurred C happened D developed

21 A led B brought C caused D resulted

22 A number B percentage C division D quantity

23 A pulled B made C turned D carried

24 A sum B total C amount D figure

25 A applying B exerting C struggling D forcing

26 A left out B gave up C drew back D ran down

27 A adds B connects C combines D links

28 A confidence B security C certainty D promise

29 A necessities B propositions C measures D criteria

30 A requested B asked C applied D demanded

31 A attract B invite C suggest D recommend

32 A contrast B conflict C challenge D competition

33 A performed B dealt C handled D treated

《Online exchanges》，在线交易。

19 题，理解了意思不难做出选择，是说将广泛分散的卖家和买家聚集到了一起。用 widely dispersed。

20 题，以前从未存在过的。None existed before。

21 题，这套设备导致了在线交易的出现。lead to 导致。

22 题，take percentage of 是个常用词组，意思是要拿走一部分。看个例句：I don't take a percentage of your ad buy. 在买卖中常用到这个说法。

23 题，turned out to be，固定用法，结果是

24 题，in total 总共，固定用法

25 题，从意思上理解，是说挣扎着、努力着要在这个行业待下来。用 struggle。

26 题，也要从意思上理解。这一段是讲的 major embarrassments，举的例子都是消极的，前面说一个公司挣扎着要留下来，后面说当这个 businessman 损失了 280m 的时候，供应商放弃他了。用 give up。

27 题，combine with，结合。将正确的商业计划和顶级技术结合好的时机和买家和卖家的信任。

28 题，买家和卖家的信任。用 confidence。

29 题，meet/satisfy/fulfil criteria 满足标准，看朗文的一个例句：To qualify for a grant, students must satisfy certain criteria。

30 题，apply to 在这里是申请的意思：to make a formal request, usually written, for something such as a job, a place in a university, or permission to do something. 看一个例句：I applied to four universities and was accepted by all of them. 这个句子的意思是他不喜欢每次申请新的借款人时都要填相同的表格。

31 题，这里填入 invite，使用的是一个不太常用的意思：to politely ask someone to do something. 礼貌的邀请某人做某事。整个句子的意思是邀请借款者填写一个标准的表格，然后表格在债主那里流通。

32 题，in competition with each other 相互竞争。

33 题，处理了 1.5m 的贷款。用 handle, deal 的话要加 with。

人邮第四辑真题 TEST 3 READING PART 5

Summary of annual progress

0 I am pleased to report another year of progress by the company. This
00 performance has been achieved in the most toughest market conditions we have
34 seen for many years yet. It reflects the effort over the past five years that has
35 gone into transforming of our company into a highly competitive world-class
36 business. Since 2002, we have managed to improve almost double our profits, and this
37 increase in profitability has been placed us at the top of the global glass industry.
38 We have managed to succeed this in difficult trading conditions for a number of
39 reasons, the most important of which has been from our ability to stay ahead
40 of our competitors. We have refused to allow stand still and have continued to bring
41 out a number of new products, most of which are already on the sale in our key
42 markets. All this goes to confirm that the company's position as the recognised
43 industry leader in technical innovation. We realise that there is still much more to
44 be done, but we believe that we know precisely what extra this is and we have
45 already put into place organisational and technical changes to bring this about.

《Summary of annual progress》，年度进步总结。应该是公司领导在年度总结大会上做的报告，比较简短。

34 题，yet 一般用在否定句的句尾，而此句是肯定句，yet 多余

35 题，transform into，词组搭配，表示把.....转变成。of 多余。

36 题，we have managed to improve almost double our profits，这个句子有两个谓语动词，improve 和 double，所以有一个多余。保留 improve 的话，almost 的位置不对，所以应该去掉 improve，直接用 double 表示加倍。

37 题，这个句子的意思是说利润的增长已经将我们公司置于全球玻璃行业顶尖的位置。强调的动作的完成，如果用 has been 就是强调动作的一直持续。所以 been 多余。

38 题，succeed in 固定搭配，this 多余

39 题，最重要的原因是我们的能力一直领先于对手。定语从句的成分很齐全，不需要介词 from。

40 题，又是两个动词同时使用，重复了，必须去掉一个。句子的意思是我们拒绝原地踏步，stand still 是原地踏步。所以去掉 allow。

41 题，on sale，固定搭配，降价的意思。去掉 the。

42 题，如果用 that，后面应该接从句。而这句的后面不是从句。直接是 confirm as，表示确认公司作为行业领头羊的地位。

43 题，正确的

44 题，what this is，我们明确的知道这些是什么，extra 多余。

45 题，正确的

人邮第四辑真题 TEST 4 READING PART 1

1 A cautious approach can be used when calculating what a company is worth.

2 Consider personnel issues so that you have sufficient resources to fulfill your objectives.

3 In order to know if you can make a return on your investment, assess how you can add to the company you are buying.

4 Providing sufficient support for staff during the acquisition process can have a favourable outcome.

5 Take into account your long-term requirements to ensure you have the resources you need.

6 Even after investing some effort in the acquisition, it may still be necessary to withdraw.

7 Terms initially negotiated can be changed after the acquisition.

Mergers and Acquisitions

As Finance Director of plastics manufacturer VKT, Yvonne Maynard has overseen many successful takeovers
A

It is essential to build up a team to handle the acquisition so that your existing business can continue uninterrupted during the deal. It also helps to operate with spare capacity so that you can transfer people during the initial stages. A key person should be driving the acquisition process forward, although one person alone cannot assume responsibility for a large deal. It is clearly vital to do thorough research when identifying potential

targets - but do not be afraid to walk away from a deal if you become aware of serious difficulties with a company you are targeting.

B

To decide on the value of any target business, you must first determine what contribution your acquisition can make to it. For example, you may be able to increase revenue through a more focused management team, or improve margins through greater purchasing power and lower costs. At VKT, we base our valuations on conservative assumptions - we also add in the risk element. This approach may be best, and it's worth remembering that with listed companies, shareholders tend to have higher risk/reward expectations.

C

Developing relationships with finance providers is a key part of the finance director's role. It is important to draw up a good business plan to ensure backing from lenders in the early stages of the acquisition. Your loan application needs to be supported by detailed profit and cashflow projections. Make sure you factor in sufficient finance to let the business develop over time, and allow for reinvestment. Here at VKT, we usually finance acquisitions with bank debt in the form of a 364-day loan, which can then be refinanced at a lower interest rate later.

D

If an acquisition is large, it can take years for companies to integrate. At VICT, we monitor all acquisitions closely for at least two years, and the most important lesson I've learned is that a deal is only good if it is beneficial for both vendor and acquirer. Change causes confusion, so it needs to be handled carefully. In order to protect profits and grow the business, you need to minimise the impact of change and help the people affected feel comfortable about it. When this is done properly, it can really boost morale.

这篇文章是关于收购的一些建议。一位专家针对收购可能出现的情况给出了自己的看法。A 段是说要专门建立一个团队来处理收购事宜，要有一个关键的人来推动收购的进行。同时还要对潜在的目标进行深入研究，如果发现了问题便及时抽身。B 段是讲要想评估目标收购企业的价值，首先得决定你的收购能为它做出什么样的贡献。可以通过一个更加专注的管理团队来提高收益，也可以通过提高购买力和降低成本来改进利润。C 段讲的是要和资金提供方建立良好的关系，并谈到了资金借贷方面的一些情况。D 段是讲收购进行后的一些影响。对于出现的相关变化，要妥善处理。处理的好的话会提高士气。

第一题，当计算一个公司的价值时可以采用谨慎的方法。B 段是和评估企业价值相关的内容，所以答案在 B 段中找。是原文的这么一句：**we base our valuations on conservative assumptions**。我们的价值评估是建立在保守的假设基础之上的。这里的 **conservative** 对应于 **cautious**，**base our valuations** 也就是计算公司的价值。

第二题，考虑人员问题（**personnel issues**）使得你有足够的资源来达成目标。A 段是讲收购中的人员问题的，但答案不是那么明显。主要是要理解 A 段开头的两句话：**It is essential to build up a team to handle the acquisition so that your existing business can continue uninterrupted during the deal. It also helps to operate with spare capacity so that you can transfer people during the initial stages**。有必要建立一个团队来处理收购使得在交易期间现行的商业可以不间断的继续。它也帮助处理闲置生产能力于是你可以在初始阶段转移人员。说到底，这句话的意思就是要合理的安排人员，从而充分利用资源来实现目标。这题需要深入理解。

第三题，要想知道你能从投资上获得多少回报，评估你能给购买的公司增加什么。这一题答案很明显，B 段的第一句话：**To decide on the value of any target business, you must first determine what contribution your acquisition can make to it**。同样的意思。

第四题，在收购过程中对员工提供足够的支持可以产生良好的结果。这题答案也稍显隐晦，答案是 D 段的后面几句：**help the people affected feel comfortable about it. When this is done properly, it can really boost morale**。帮助受影响的人感觉到舒服一些。当这些被妥善处理了，可以真正提升士气。

第五题，将长期的需要考虑在内以确保你得到所需要的资源。答案是 C 段的这么一句：**Make sure you factor in sufficient finance to let the business develop over time, and allow for reinvestment**。确保你将企业长时间发展所需要的充足的资金也纳入在内，并且允许再投资。这里的 **take into account** 对应于 **factor in**，**develop over time** 对应于 **long-time requirement**。

第六题，即便是在对收购投入了大量的努力之后，也仍然可能有必要退出。答案是 A 段的最后一句：**do not be afraid to walk away from a deal if you become aware of serious difficulties with a company you are targeting**。如果你清楚了目标公司的严重困难，不要害怕从这桩交易上走开。这里的 **walk away from** 对应于 **withdraw**。

第七题，原本协商好的条款在收购后可以改变。答案也有些隐晦，是 C 段的最后一句：we usually finance acquisitions with bank debt in the form of a 364-day loan, which can then be refinanced at a lower interest rate later. 我们通常使用 364 天银行贷款利率来提供贷款，日后的再贷款可以用一个更低的利率。意思是一样的，但是需要适当理解才能作答。

疑似生词：

Spare capacity: When a business is operating at less than 100% capacity, it is said to have "spare capacity". 闲置生产能力。

Listed companies: a listed company is one whose shares may be bought and sold on a stock exchange.

上市公司。

e.g: Our shares are now listed and traded on the Toronto Stock Exchange.

Factor in: 将....纳入、列入重要因素。

Withdraw (这词用法多，让人混淆，把常用的列出来)：

1、to take money out of a bank account, etc

e.g: You can use the card to withdraw money from cashpoints all over the world.

2、to stop giving or offering sth to sb

e.g: The drug was withdrawn from sale after a number of people suffered serious side effects.

3、to stop taking part in an activity or being a member of an organization

e.g: There have been calls for Britain to withdraw from the EU.

4、to say that you no longer believe that sth you previously said is true

e.g: The newspaper withdrew the allegations the next day.

人邮第四辑真题 TEST 4 READING PART 2

When two brands are better than one

Elena Alvarez takes a look at the effectiveness of marketing partnerships

In the corporate world, rivalry is more common than co-operation. But increasingly; companies have been setting aside their differences; the new idea is that two brand names are better than one. Sharing databases, strategies and communication systems can be the most effective means of attracting customers. (G) This partnership will give it access to the utility company's database of thousands of corporate clients, who will be offered special deals on all its products.

The philosophy behind such joint ventures is simple. In economically challenging times, marketing partnerships provide a cost-effective method of increasing brand awareness and sales. As one expert in the field puts it, 'Clever marketing partnerships allow brands to target the right people, cutting down the above-the-line spend.' (8)E..... It is better to simplify the process and give them one focal point.

Recent research has indicated that marketing partnerships can be up to 27 per cent more productive than single company campaigns.(9)B..... In particular, it is ideal for bringing instant branding to companies that lack immediate consumer appeal.

One well-established UK phone manufacturer, ITB, was quick to realise this, and formed an alliance with 7a/fc a leading women's magazine. The phone company has benefited from the strong branding of the magazine, which has its customer base among professional women in their early 20s. (10)D..... This combined approach also offered ITB a quick route into image enhancement, and this is true of many other marketing partnership deals. To give another illustration, it is no coincidence that some well-known cartoon characters are currently enhancing the image of Nasco household cleaning products.(11).....F.....And, of course, this strategy should also guarantee that consumers' children insist on these products rather than rival brands.

However, while association with a powerful brand can give a significant boost to sales, being connected to a devalued brand can have a negative result. The problems of one brand inevitably impact on the other in a partnership.(12).....A.....A company may take years to recover from this sort of bad publicity. Indeed, there are numerous examples of disastrous marketing alliances. In such cases, not enough thought has been given to the partnership and the reasons behind it, and it has brought little value to either the customer or the companies involved.

A In such circumstances, the effects are frequently major and can be long-lasting.

B Some experts therefore predict that this style of marketing will take up an increasingly large proportion of many companies' total marketing budgets.

C Successful marketing partnerships can consequently bring a financial advantage even to small and struggling companies such as these.

D In return, its partner enjoys a broader distribution platform from which to promote its brand.

E With only a finite number of consumers in any target market, there is no need to overwhelm prospects with competing messages from different organisations.

F These are fairly standard items, but clearly the company hopes to transform them by broadening the associations consumers have with the brand.

G For example, Profit Plus, a large UK financial services company, has recently joined forces with a leading supplier of electricity.

这篇文章名为《When two brands are better than one》，两个品牌强于一个，讲的是市场合作（marketing partnership）的好处。第一段总论这种合作的好处，可以共享数据、策略和交流系统。第二、三段接着说市场合作的优势，好的市场合作可以使品牌对准正确的目标人群，同时提高生产效率。第四段是列举实例来说明这种合作是怎样有利于双方的，第五段讲的是与一个贬值的品牌合作的后果。

第八题。第二段前面说市场合作提供了一种提高品牌知名度和销售的有成本效益的方法。然后一个专家指出市场合作可以使品牌对准目标人群，并削减线上支出。第八空的后面说使过程简化会比较好。整个这一段都是在讲市场合作的好处，从内容上看，E 是最适合填入第八空的。但 E 选项的内容需要重点理解：任何一个目标市场上都只有有限的消费者，没有必要通过从不同的机构竞争信息的方式来赢得潜在客户。E 的说法是从反面来证明市场合作的优势和必要性。prospects 在这里是潜在客户的意思。

这题可以辅助以排除法来做。题目给定的几个选项，很多都有代词、短语等等，用在这里衔接不上。比如 A 的 in such circumstances, B 的 therefore, C 的 such as these, D 的 in return, F 的 these。如果要选择这些选项，上下文一定会有相应的提示。

第九题。前面介绍说市场合作比单个公司单打独斗的效率提高了 27%。B 选项无论是内容还是连词 therefore 都能用在这里：一些专家因此推测这种市场类型在很多公司总的市场预算中占据的比重将逐渐增加。不选 A，因为前面并没有与 the effects 相关的内容。C 不选，上文没有提到 companies such as these, D 的 in return 和 F 的 these 也不匹配。

第十题。这一段是以两个公司的市场合作为例来做进一步说明的，一个手机生产商和一个女性杂志的合作。第十空前面说手机公司从杂志的强烈品牌中获益。这一空的后面有一个 this combined approach，从内容上看，第十空应该说相应的杂志是如何从手机公司身上获益。D 选项的内容完全吻合，词组 in return 可以算是一个答案信号：作为回报，它的合作者拥有了一个更宽广的分发平台，并从中提高了品牌的知名度。

第十一题。这一空前面是列举的另一个例子，一些知名的卡通形象正在加强 Nasco 家用清洁产品的形象。也就是说家用清洁产品公司正在和卡通公司合作。这一空的后面也是讲的这种策略有什么好处。所以这一空应该填入两个公司的合作的原因、好处等等。F 的内容吻合：这些都是相当标准化的产品，但是很明显公司是想通过加大消费者和品牌之间的联系来进行一些改变。These are fairly standard items，说的是这些家用清洁产品。

第十二题。最后一段讲的是和一个贬值的品牌合作所带来的影响。前面说不可避免的会影响到（inevitably impact on the other），空格后面有一个 may take many years to recover，所以应该选 A，A 的 the effects 正好对应于前面的 impact：在这种情况下，这些影响通常很大并且会持续很久。

最后强调下 prospect

在商务英语里，这个词有自己特定的含义：潜在客户。

a person, company, etc. who is a possible customer

e.g: We follow up the most likely prospects first.

人邮第四辑真题 TEST 4 READING PART 3

Speaking Your Customers' Language

Modern international trading practices are highlighting the growing importance of language training

Modern-day business really does transcend national barriers. Thanks to sophisticated IT and communications systems, businesses can now market their products on a truly global scale. The world is

indisputably becoming a smaller place, as service and manufacturing companies search the international marketplace for new suppliers and clients. Businesses must, however, be aware that once they expand the area in which they operate, they face increased competition. The standard and quality of their goods become increasingly important in keeping up with competitors. But most of all, it is the service element accompanying the goods which is crucial to a company's success in a particular market. This new philosophy has led to many companies, some of which have even offered products of a lesser quality, gaining success overseas.

Although globalisation may, in some senses, have brought national economies closer together, societies around the world still have radically different expectations, processes and standards. These are not a function of economic change, but are more deep-rooted and difficult to alter. They can be a major problem for businesses expanding abroad, with the greatest obstacle of all being the language barrier. If you have to deal with clients, suppliers and distributors in a range of countries, you will not only need the skills to communicate with them, you will also need to reconcile any national biases you have with the diverse ways of doing business that exist around the globe.

The value of effective communication is not to be underestimated. New technology such as videoconferencing and email has played a part in making the communication process easier, and it may also be possible that the introduction of language interpretation software will help with some global communications problems. But, of course, it is the human element of the communication process that is so vital in business, especially in negotiations, presentations and team-building. It is essential for managers to meet regularly with staff, customers and partners, so that issues can be discussed, messages communicated and feedback obtained.

The value of well-organised language training is immense, and can bring benefits to all levels and departments within a multinational organisation. Unfortunately, however, many organisations have a very narrow view when it comes to training of any kind. Often, an urgent requirement has to be identified before training is authorised. Then, a training company is employed or a programme is developed in-house, the team is trained, and that is seen as the end of the matter. However, the fact remains that training programmes are effective only if they are relevant to a company's broader, long-term needs. They should be regarded as an investment rather than a cost.

Changes in expectations and attitudes are certain to continue for companies that trade globally. Although such companies are not yet faced with their international partners and clients demanding that business be conducted in their mother tongue, they realise that overseas competition is increasing fast. If these companies want to continue to achieve success on the international trading circuit, they must be prepared to adapt to situations and speak the local language. If not, someone else will.

13 According to the first paragraph, improved communications have enabled companies to

- A offer a wider variety of products and services.
- B expand beyond their domestic markets.
- C perform better than their international competitors.
- D open more manufacturing facilities abroad.

14 Some companies have succeeded at an international level even though they have

- A produced inferior goods.
- B failed to adapt products for local markets.
- C ignored the standards set by their competitors.
- D reduced the standard of the service they offer.

15 Approaches to doing business vary between countries because of

- A local economic considerations.
- B the existence of cultural differences.
- C strong wishes to remain independent.
- D regulations about business practices.

16 The writer thinks that the use of modern technology will

- A speed up the process of language interpretation.
- B never replace the need for face-to-face interaction.

- C help solve the problems involved in maintaining strong teams.
- D not lead to greater communication between companies and clients.

17 A common weakness of training courses is that they

- A are developed by the wrong team.
- B do not give good value for money.
- C are provided only if there is an immediate need.
- D do not deal with a company's specific requirements.

18 Why should companies do business in the language of the countries they are operating in?

- A to prevent other companies taking their business
- B to help them find new international partners
- C to meet clients' current expectations
- D to become more aware of their competitors' activities

《Speaking Your Customers' Language》，说客户的语言。这篇文章强调了开发海外市场时说当地语言的重要性，层次清楚，答案也很明确。

13 题，问根据第一段，改善的沟通能力可以使公司怎么样。答案是第一段的第二句话：Thanks to sophisticated IT and communications systems, businesses can now market their products on a truly global scale.感谢精密的 IT 和沟通系统，企业现在可以在一个真正的全球规模上开发它们的产品市场。Globe 是个关键的暗示，可以联想到海外市场。13 题的 B 选项符合这个意思：在国内市场以外的地方扩张。A 和 C 都没有提到，D 不对，只说了可以在海外扩张，没有提到开更多的生产设备。

14 题，说一些公司可以在国际水平上成功，即便是它们怎么样了。答案在第一段的最后几句：This new philosophy has led to many companies, some of which have even offered products of a lesser quality, gaining success overseas.这种新的哲学导致很多公司获得了海外的成功，它们当中的一些甚至提供了一些较差质量的产品。这里新的哲学是指前面提到的在特定市场上服务伴随产品才是至关重要的。答案 A 跟这一句的信息相吻合：成产次品。这里的 inferior goods 也就是原文的 products of a lesser quality。

15 题，问在不同国家做生意的方法不同的原因是什么。答案是第二段开头一段话：Although globalisation may, in some senses, have brought national economies closer together, societies around the world still have radically different expectations, processes and standards.世界各地有着极端不同的期望、过程和标准。后面又提到了一句“You will also need to reconcile any national biases you have with the diverse ways of doing business that exist around the globe.”你需要用不同的做生意的方式来与民族偏见和解。这一段整体讲的就是要克服沟通上的障碍，理解了内容不难作答，选 B，原因是文化差异的存在。

16 题，问作者认为现代技术的使用会怎么样。这题可能会选 A，事实上这一题需要理解第三段的意思，答案不是某句话能简单概括的。前面介绍说新技术，比如视频会议和电子邮件，会使沟通过程更简单。并且语言翻译软件（language interpretation software）会帮助解决一些国际沟通问题。后面一个 BUT，才真正揭示了答案，说在沟通过程中人的作用是至关重要的。“It is essential for managers to meet regularly with staff, customers and partners”，经理们定期会见员工、客户和合作伙伴是很有必要的，从这一句可以看出作者的真正态度，是 B 选项所说的“现代技术永远也无法替代面对面互动的需要”。不选 A，是因为 BUT 后面才算是作者的根本观点，而且 A 的 speed up 并不能算是很准确。

17 题，问培训课程的一个常见弱点是什么。答案在第四段：Often, an urgent requirement has to be identified before training is authorised.确认有迫切的需要时培训才会被批准。从这一段后面的文字可以看出，作者认为很多公司的培训有些急功近利，可培训只有在和公司的长远需要相关时才是有效的。所以选 C，作者认为缺点是只有马上需要时才会提供培训。这里的 immediate need 也就是前面说的 urgent requirement。

18 题，问为什么公司需要用他们工作所在国家的语言来做生意。答案在最后一段，也很明显：demanding that business be conducted in their mother tongue, they realise that overseas competition is increasing fast.客户要求他们使用母语，这些公司也意识到海外竞争逐渐激烈。还有最后一句：If not, someone else will.如果他们不说当地的语言，其他人会说的。意思就是如果你不使用当地的语言做生意，其他人会取而代之的。A 选项完全符合这个意思：防止其他公司占领了他们的业务。

人邮第四辑真题 TEST 4 READING PART 4

Another successful year

The UK-based agricultural and garden equipment group PLT has had another successful year and is looking

forward to the future with confidence. The group, which also has distribution and fuel (19), has enjoyed record profits for the fifth year in a row (20). Pre-tax profits for the year (21) March 31 rose by 24 per cent to £4.2 million.

Total group sales (22) by five per cent to £155 million, with the agricultural business delivering yet another record (23), despite the somewhat difficult trading (24) in the industry. Sales in the garden equipment (25) were slow in the early months of the year, but increased dramatically in the final quarter.

Chairman Suresh Kumar said, 'It is my (26) belief that we have continued to grow by (27) serving our customers well. I am delighted to (28) witness the continued development of our customer (29) base and I would like to thank all our customers for their (30) support. As well as an increase in customers, our staff numbers also continue to grow. During the year, we have taken (31) 58 new employees, so that our total workforce now numbers in excess of 700. All of the staff deserve my praise for their dedication and continued efforts in (32) achieving these excellent results.'

The group has proposed a final (33) dividend of 9.4p per share, bringing the total to 13p for the year.

19 A commitments B interests C responsibilities D benefits

20 A row B series C line D sequence

21 A completing B closing C finalising D ending

22 A extended B lifted C expanded D climbed

23 A display B production C performance D demonstration

24 A conditions B features C states D aspects

25 A part B division C component D side

26 A certainty B thought C belief D idea

27 A caring B dealing C providing D treating

28 A inform B notify C comment D report

29 A source B base C foundation D origin

30 A support B favour C assistance D service

31 A up B back C on D over

32 A winning B gaining C achieving D earning

33 A dividend B recompense C return D interest

这是一篇总结性的文章，讲述了一个公司一年的业绩状况，形势喜人。

19 题，interests 在这里的用法比较特殊，不是兴趣，而是股权，权益的证明：

1) Something in which such a right, claim, or share is held:

权益、债权或股权的证明：

has interests overseas.

有海外产权

2) A person or group of persons holding such a right, claim, or share:

持有此种权益、债权或股权的人或集团：

a petroleum interest.

石油业者

20 题，很显然意思是连续五年利润创记录，in a row 是固定短语，连续几次的，连续不断的；in a line 是成一排。

21 题，年税前收益截至 3 月 31 日增长了 24%，达到了 420 万英镑。the year ending March 31，表示以 3 月 31 日结束

22 题，意思很明显，销售增长了 5%。climb 有一种用法是指数量或水平的增长 (to increase in number, amount, or level)。例句：The temperature has climbed steadily since this morning.

23 和 24 题，虽然整个行业的贸易状况很困难，但是 agricultural business 创造了另一个创纪录的表现。

25 题，garden equipment division 园林设备部。截至目前所做的解析，这个 division 已经是第二次在完形填空里出现了。

26 和 27 题，It is my belief that 我相信。我相信是因为好好对待了客户所以我们才会持续增长。

28 题，很高兴报告客户基数的持续增长。从意思上看可以排除 C，A 和 B 都是比较正式的通知，选 D，报告。

29 题，customer base 客户基数，这也就是第二次考到了。

30 题，典型的客套话，感谢客户的支持。

31 题，新增了 58 位新员工。take up 占据，拿起，继续，开始从事等等；take back 拿回，收回；take on 一般做呈现讲，有雇佣的意思（朗文：to start to employ someone），例句：We're taking on 50 new staff this year. take over 接管。

32 题，付出了持续不断的努力实现了这些结果。achieve 是最地道的。

33 题，只需要理解 dividend 的意思就行了，因为后面有 share（股份），dividend 是红利。recompense 是给....以补偿。

疑问：

23 题为什么不能选 D 做“示范”讲？

先从文章的内容来理解的话，23 这个空说的是 agricultural business 的业绩好，表现好，用 performance 是很完美合适的

具体说这个 demonstration, 的确有“示范”的意思，但在英英词典是这么解释的：

“an act of explaining and showing how to do something or how something works”, 中文做“演示”讲

所以用在这里是不合适的，并没有进行业绩演示

你理解的“示范”，应该是那种带有榜样性质的示范。单看中文意思很容易混淆

人邮第四辑真题 TEST 4 READING PART 5

The Myth of the Paperless Office

0 The concept of a paperless office grew with the advance of technology. It was
00 widely been claimed that as email became commonplace, people would stop
34 writing memos, keeping bulky files and bringing piles of paper to the meetings.
35 But the reality has in fact been quite the reverse, and paper, having already
36 survived five thousand years of technological change, and has proved remarkably
37 resilient. Worldwide, the amount of paper used for each year continues to
38 rise up, although statistics now show a slight reduction in the amount
39 it consumed in the UK. So, has technology failed in its aim to end the use of
40 paper? Max Bray, a business lecturer, thinks office workers still distrust computers.
41 'Technology is unreliable in most of people's eyes,' he says. 'If you are sent an
42 important email, you are likely to print it, because there is always the
43 fear that it might have get deleted.' In contrast, Paul Blunt, a marketing
44 manager for desktop products, who says there has been significant progress in
45 automating a wide range of tasks, even though the transition between has been more of an evolution than
a revolution.

《The Myth of the Paperless Office》，无纸化办公室神话。讲的是新技术对现代办公的影响。

34 题，meeting 在这里不是特殊指代，只是叙述的一般情况。不需要使用定冠词 the。

35 题，正确的

36 题，和上面的部分联系起来作为一个整体来考虑。paper, having already survived five thousand years of technological change, and has proved remarkably resilient. 中间的部分是插入语，可以不考虑，所以完整的应该是 paper has proved remarkably resilient. 主谓宾非常齐全，and 是多余的。resilient 是适应力强的，有弹力的。

37 题，used 在这里是后置定语，修饰前面的 paper，意思是每年使用的纸的总数，不需要 for。

38 题，持续增长，用 rise，rise up 是起义的意思。

39 题，the amount consumed in the UK，consumed 也是后置定语，表示英国的消费总量。it 多余。

40 题，正确的

41 题，in most people's eyes 在大多数人的眼里，of 多余。 42 题，正确的

43 题，might have done 表示可能已经做了某事，而这里的意思是指电子邮件等可能会被删除，不用 have，去掉。

44 题，Paul Blunt, a marketing manager for desktop products, who says there has been significant progress. 中间的部分是插入成分，不予考虑。完整的是 Paul Blunt (who) says there has been significant progress. 主语是人，谓语是 says，后面是宾语，成分齐全，who 是多余的。

45 题，the transition between has been more of an evolution than a revolution. 依然是一个完整的句子，成分齐全，transition 是主语，has been 是谓语，between 是多余的。