

试卷代号:1389

国家开放大学2019年春季学期期末统一考试

管理英语 4 试题

2019 年 7 月

注 意 事 项

一、将你的学号、姓名及分校(工作站)名称填写在答题纸的规定栏内。考试结束后,把试卷和答题纸放在桌上。试卷和答题纸均不得带出考场。监考人收完考卷和答题纸后才可离开考场。

二、仔细读懂题目的说明,并按题目要求答题。答案一定要写在答题纸的指定位置上,写在试卷上的答案无效。

三、用蓝、黑圆珠笔或钢笔答题,使用铅笔答题无效。

四、考试时间为 60 分钟。

一、交际用语 (共计 10 分, 每小题 2 分)

1—5 题: 选择正确的语句完成下列对话, 并将答案序号写在答题纸上。

1. — Is it possible for you to work out the plan tonight?

— _____

A. I'll do that.

B. I think so.

C. I'd love to.

2. — How did your meeting go yesterday?

— _____ actually, it was really frustrating.

A. Not so good

B. Very good

C. Nothing special

3. — I think things have been a bit difficult for us the last couple of months.

— _____ We've been working hard, but still getting behind.

A. You're right.

B. I'm afraid.

C. I don't think so.

4. — Will you help me arrange a meeting with Mr. Brown, please?

— _____

A. No, no way.

B. No, I can't.

C. Sorry I can't. I have to finish my project right now.

5. — You'd better not push yourself too hard. You can ask the team and listen.

— _____

A. You are right.

B. No, we can't do that.

C. I think it will kill our time.

二、词汇与结构(共计 30 分,每小题 2 分)

6—20 题:阅读下面的句子,从 A、B、C 三个选项中选出一个能填入空白处的正确选项,并将答案序号写在答题纸上。

6. The team creates an environment _____ people are comfortable in communicating, advocating positions, and taking action.

A. that

B. which

C. in which

7. If I take the time to talk with my manager at the beginning of a project, we _____ off to a great start on the same page.

A. can get

B. have got

C. get

8. They have come to the conclusion _____ this winter will be even colder than before.

A. that

B. for

C. which

9. On hearing the news of _____ the major exam again, the girl burst into tears.

A. her having failed

B. she failed

C. her being failed

10. The reason _____ he was absent from class yesterday was that he was ill and hospitalized.

A. for

B. why

C. that

11. In high school, I am equally comfortable _____ as a member of a team and independently.

A. to work

B. working

C. work

12. — Who should be responsible for the accident?
— The boss, not the workers. They just carried out the order _____.
A. as are told B. as told
C. as they told
13. My leather shoes cost me _____ the last pairs I bought.
A. three times as B. three time as
C. three times as much as
14. Without human resources, no organization can _____ the ground, let alone do business and make profits.
A. get off B. get up
C. get on
15. We _____ with achievement.
A. done B. are obsessed
C. catch up
16. Current opinion among politicians is that she is _____, stands for her principles.
A. encourage B. courage
C. courageous
17. Good work _____ good pay.
A. deserves B. requests
C. deserts
18. At a rough _____, we will take another four weeks to finish this plan.
A. value B. estimate
C. account
19. To build the reservoir(水库), thousands of people have to be _____.
A. relocated B. repeated
C. reopened
20. We need _____ communication skills; listen carefully, think before you speak and manage conflicts diplomatically.
A. outstanding B. plain
C. general

三、阅读理解(共 40 分,每小题 4 分)

21—25 题:阅读短文,从 A、B、C 三个选项中选出一个正确答案,并将答案序号写在答题纸上。

If there's one word that captures the essence of what is occurring in the world today, it's "change." Downsizing, reorganizing, and cutting costs, are now the norm for survival. No industry is exempt. Even the most conservative institutions are undergoing significant change just to survive.

Change management has always been an issue of debate amongst scholars; how can employers create suitable conditions for a successful change process? And what can employees do to get through it?

Tips for dealing with change in the workplace.

- Make yourself aware that change happens; it happens in personal life, it happens in your professional life. You cannot live in the past, so denying that change could occur only makes things more complicated for you.
- Stay alert in the workplace; know what is happening around you. When you come across clues that hint change is on the way, acknowledge them!
- Maintain open communication channels; Don't lay back and expect things to pass you by smoothly. You need to get acquainted with the occurring changes. Seek more details from your management and peers to form an accurate understanding of the matter. Be transparent and honest about your fears; dealing with the unknown is often resented and daunting. Make the picture as clear as you can.
- Assess yourself; Change is a time when one's confidence about one's skills and capabilities gets shaky. Recognize your strengths and where you could bring them into play. At the same time, stay aware of your developmental areas and work on improving those.
- Don't be stiff; It will make the change process much harder if you are rigid. Be flexible enough to look at the different angles of the change and see where you could apply your "existing" skills and knowledge, and what new skills you need to acquire.
- Stay optimistic; Keep a positive attitude and don't let yourself drown in uncertainty. Involve yourself in the new process; locate yourself properly in the new scenario. Adjust!

“You can’t get to the top of Everest by jumping up the mountain. You get to the mountaintop by taking incremental steps. Step by step, you get to the goal”, says Robin Sharma, one of the world’s most-sought-after leadership and personal success experts.

21. Enterprises carry out downsizing, reorganizing and cutting costs in order to _____.

- A. cut down on the number of workers
- B. reshuffle the organization
- C. survive

22. “No industry is exempt” means _____.

- A. No industry is an exception
- B. No industry is an example
- C. Not every industry can be exempted

23. The following questions are often discussed among scholars EXCEPT _____.

- A. How can bosses create favorable conditions for change
- B. How can productivity be increased
- C. What can workers do to get through change

24. How many suggestions does the author put forward?

- A. 4
- B. 5
- C. 6

25. From the passage, we know that Robin Sharma is _____.

- A. an expert on leadership, and personal success
- B. a great leader
- C. someone who likes to play the game of Hide and Seek

26—30 题: 请根据短文内容判断给出的语句是否正确, 正确的写“T”, 错误的写“F”, 并将答案写在答题纸上。

Nokia executives attempted to explain its fall from the top of the smartphone pyramid with three factors: 1) that Nokia was technically inferior to Apple, 2) that the company was complacent and 3) that its leaders didn’t see the disruptive iPhone coming.

It has also been argued that it was none of the above. Nokia lost the smartphone battle because of divergent shared fears among the company's middle and top managers which led to company-wide inertia that left it powerless to respond to Apple's game.

Based on the findings of an in-depth investigation and 76 interviews with top and middle managers, engineers and external experts, the researchers discovered a culture of fear due to temperamental leaders and that frightened middle managers were scared of telling the truth.

The fear that froze the company came from two places. First, the company's top managers had a terrifying reputation. Some members of Nokia's board and top management were described as "extremely temperamental" and they regularly shouted at people "at the top of their lungs". It was very difficult to tell them things they didn't want to hear. Secondly, top managers were afraid of the external environment and not meeting their quarterly targets, which also impacted how they treated middle managers.

Top managers thus made middle managers afraid of disappointing them. Middle managers were told that they were not ambitious enough to meet top managers' goals.

Fearing the reactions of top managers, middle managers remained silent or provided optimistic, filtered information. Thus, middle managers directly lied to top management.

Worse, a culture of status inside Nokia made everyone want to hold onto vested power for fear of resources being allocated elsewhere if they delivered bad news or showed that they were not bold or ambitious enough to undertake challenging assignments.

Beyond verbal pressure, top managers also applied pressure for faster performance in personnel selection. This led middle managers to over promise and under deliver. One middle manager told us that "you can get resources by promising something earlier, or promising a lot. It's sales work. "

While modest fear might be healthy for motivation, abusing it can be like overusing a drug, which risks generating harmful side effects. To reduce this risk, leaders should coordinate with the varied emotions of the staff. Nokia's top managers should have encouraged safe dialogue, internal coordination and feedback to understand the true emotion in the organization.

26. Nokia lost the smartphone battle because its technology is not as good as that of Apple.

27. Nokia's middle managers were frank to tell the truth, but the top ones didn't listen to them.

28. Nokia's top managers were too moody to hear anything good but harsh.

29. Middle managers in Nokia delivered results more than they promised earlier.

30. Nokia's top managers should have had better conversation techniques to encourage internal coordination and truth.

四、写作(共 20 分)

31: 根据要求写作文。

Write at least 100 words about an event based on the following information. You may need the 5Ws and 1H elements.

Titanic		
31 May 1911	She was launched	The largest ship afloat; with a gross tonnage of 46,328 tons
10 April 1912	maiden voyage	from Southampton to New York
at 11:40 p. m. on Sunday 14 April 1912	hit an iceberg; badly damaged	2227 passengers and crew on board
at 2: 20 a. m. on Monday 15 April 1912	sank	1522 were drowned; 705 escaped
At dawn on 15 April 1912	Some of the survivors were picked up	The Cunard liner Carpathia heard the wireless distress calls

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座位号

国家开放大学2019年春季学期期末统一考试

管理英语 4 试题答题纸

2019 年 7 月

题 号	一	二	三	四	总 分
分 数					

得 分	评卷人

一、交际用语 (共计 10 分,每小题 2 分)

1—5 题:选择正确的语句完成下面对话,并将答案序号写在答题纸上。

1. 2. 3. 4. 5.

得 分	评卷人

二、词汇与结构 (共计 30 分,每小题 2 分)

6—20 题:阅读下面的句子,从 A、B、C 三个选项中选出一个能填入空白处的正确选项,并将答案序号写在答题纸上。

6. 7. 8. 9. 10.
11. 12. 13. 14. 15.
16. 17. 18. 19. 20.

得 分	评卷人

三、阅读理解 (共 40 分,每小题 4 分)

21—25 题:阅读短文,从 A、B、C 三个选项中选出一个正确答案,并将答案序号写在答题纸上。

21. 22. 23. 24. 25.

26—30 题：请根据短文内容判断给出的语句是否正确，正确的写“T”，错误的写“F”，并将答案写在答题纸上。

26. 27. 28. 29. 30.

得 分	评卷人

四、写作(共 20 分)

31：根据要求写作文。

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国家开放大学2019年春季学期期末统一考试

管理英语4 试题答案及评分标准

(供参考)

2019年7月

一、交际用语(共计10分,每小题2分)

1—5题:选择正确的语句完成下列对话,并将答案序号写在答题纸上。

1. B 2. A 3. A 4. C 5. A

二、词汇与结构(共计30分,每小题2分)

6—20题:阅读下面的句子,从A、B、C三个选项中选出一个能填入空白处的正确选项,并将答案序号写在答题纸上。

6. C 7. A 8. A 9. A 10. B
11. B 12. B 13. C 14. A 15. B
16. C 17. A 18. B 19. A 20. A

三、阅读理解(共40分,每小题4分)

21—25题:阅读短文,从A、B、C三个选项中选出一个正确答案,并将答案序号写在答题纸上。

21. C 22. A 23. B 24. C 25. A

26—30题:请根据短文内容判断给出的语句是否正确,正确的写“T”,错误的写“F”,并将答案写在答题纸上。

26. F 27. F 28. T 29. F 30. T

四、写作(共20分)

31. Write at least 100 words about an event based on the following information. You may need the 5Ws and 1H elements.

Titanic		
31 May 1911	She was launched	The largest ship afloat; with a gross tonnage of 46,328 tons
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参考答案:

Titanic was launched on 31 May 1911 and sailed on her voyage from Southampton to New York, (via Cherbourg and Queenstown,) on 10 April 1912. With a gross tonnage of 46,328 tons, she was the largest ship afloat; (882 feet long, 92 feet wide, 8 decks rising to the height of an 11-storey building.) Four days and seventeen hours after the voyage began, at 11:40 p. m. on Sunday 14 April, she hit an iceberg and was badly damaged. Two hours and forty minutes later she sank. Of the 2227 passengers and crew, 705 escaped in twenty lifeboats and rafts; including her master, Captain Edward Smith. At dawn on 15 April the Cunard liner Carpathia, having heard the Titanic's wireless distress calls 58 miles away, arrived at the scene and began picking up survivors.

作文评分标准:

1. 评分原则

(1) 本题总分为 20 分, 按 6 个档次给分。

(2) 评分时, 先根据文章的内容和语言初步确定其所属档次, 然后以该档次的要求来衡量、确定或调整档次, 最后给分。

(3) 评分时应注意的主要内容为: 内容要点、句型变化、词汇运用和语法结构的准确性, 语意的连贯性、逻辑性以及应用文的格式要求。

(4) 评分时, 如拼写错误较多, 书写较差, 以至影响交际, 将分数降低一个档次。

2. 各档次的给分范围和要求

16—20 分	<ul style="list-style-type: none"> ●完全完成了试题规定的任务； ●覆盖所有内容要点； ●语法结构、句型和词汇有变化； ●语法结构和用词准确。 ●语意连贯、逻辑性强。 ●应用文写作格式规范。
11—15 分	<ul style="list-style-type: none"> ●较好地完成了试题规定的任务； ●覆盖所有内容要点； ●句型和词汇有变化； ●语法结构和词汇基本准确,些许错误主要是因为尝试较复杂语法结构或词汇所致。 ●语意基本连贯、有一定的逻辑性。 ●应用文写作格式较为规范。
6—10 分	<ul style="list-style-type: none"> ●基本完成了试题规定的任务； ●覆盖所有内容要点； ●运用语法结构和词汇方面能满足任务的基本要求； ●有一些语法结构或词汇方面的错误,但不影响理解。 ●语意连贯性及逻辑性方面存在一定问题。 ●应用文写作格式基本规范。
3—5 分	<ul style="list-style-type: none"> ●虽尽力但不足以完成试题规定的任务； ●仅覆盖部分主要内容,或写了一些无关内容； ●语法结构和词汇运用能力很弱； ●有许多语法结构或词汇方面的错误,影响了对写作内容的理解。 ●语意不连贯,逻辑性方面问题较大。 ●应用文写作格式不规范。
1—2 分	<ul style="list-style-type: none"> ●未完成试题规定的任务； ●句子不完整或无法理解； ●语法结构或词汇方面错误连篇,影响对写作内容的理解;语言运用能力差。 ●语意不清,毫无逻辑。 ●应用文写作格式不规范。
0 分	<ul style="list-style-type: none"> ●未答题,或虽作答但不知所云。