



Unit 6 Human Resource Management



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- 3 Reading I
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- 5 Extended Activities
- 6 Bonus: Word Study

Teaching Aim

1. Cognitive Information (认知信息) : Human Resource Management

2. Language Focus(内容重点)

— **Key Words:** I. fuel, motivation, view, corporate, transform, accelerate, pace, crucial, mismatch, privacy, shrink, pool, advancement, equitably, era, downsize, recession, demographics, automation, hire, executive, perspective, payroll, coordinate, staff, scarcely, appraise, benefit, promotion, reassignment, termination, resignation, retirement, overall, ease, integration; II. hierarchy, portray, pyramid, esteem, literal, survival, absence, terrorist, disaster, belonging, intimacy, acceptance, depression, self-respect, gain, imbalances, inferiority, complex, stable,



versions, fame, competence, self-confidence, derivation, basis,
perceive, self-actualization, pertain, drive, priority

— **Phrases:** I. at stake, figure out, lay off, cope with; II. take
precedence, in the absence of, due to, a sense of, for the most part

— **Useful Structures:** given ...,
all but ...
whether ... or ... (让步状语从句)
be it ...,

3. Communicative Skills(交际技能)

— **Expressions:** Expressing “Personal Interests”

— **Reading:** Performance Appraisal Form


4. Special Use(专项用法) : A Review of Verbs



Lead-in


- Listening Comprehension Tasks
 - Exercise I
 - Exercise II
 - Exercise III
 - Exercise IV
- Spot Dictation




 I. Listen to passage 1 for the first time and then write out questions, if there are any, about the part(s) you fail to understand. If you have no questions, just move on to Exercise II.

 Script



 II. Listen to passage 1 for the second time with your focus on the questions you have raised (if there are any) and then complete the following multiple choice exercises. You can take notes while listening.

1. HRM refers to the ____ the people working in the organization.

 a. provision of direction for

b. recruitment of

c. management of

d. All of the above.





 Script



2. The organizational function of HRM deals with all the following issues EXCEPT _____.

-  a. organization development
-  b. company strategy
- c. communication
- d. safety

3. Effective and productive contribution made by employees to the company could only be achieved by _____.

-  a. HR staff members
- b. HR professionals
-  c. effective HRM
- d. All of the above.



4. HRM is ____ traditional personnel, administration, and transactional roles.



a. changing from
c. different from

b. the same as
d. None of the above.

5. It is expected that HRM will add value to ____ of employees.



a. strategic utilization
c. productive utilization

b. effective utilization
d. All of the above.



6. The key among a variety of HRM activities is _____.



a. personnel policy



b. establishment of various regulations

 c. responsibility for human resources

d. approach to employee benefits and compensation





7. A variety of activities involved in HRM function include all the following EXCEPT _____.

-  a. managing employee records and formulating personnel policies
- b. ensuring personnel and management practices conform to regulations and managing approaches to employee benefits
- c. dealing with performance issues and ensuring employees high performers
-  d. recruiting and training the best employees and offering the best compensation



8. HR is responsible for setting up programs that will _____.

-  a. attract, select, develop, and protect
-  b. attract, select, develop, and retain
- c. attract, select, train, and retain
- d. attract, choose, qualify, and protect



9. The programs mentioned in Question 8 are to _____.



a. achieve the HRM's objectives


b. meet the organizational mission

c. use measurements to demonstrate value


d. manage people and the workplace



10. In short, the primary responsibility for an HR department of a company is _____.

-  a ✓ talent management
- b. personnel management
- c. performance management
- d. compensation management



 Human Resource Management (HRM) is the function within an organization that focuses on recruitment of, management of, and providing direction for the people who work in the organization.

Human Resource Management is the organizational function that deals with issues related to people, such as compensation, hiring, performance management, organization development, safety, wellness, benefits, employee motivation, communication, administration, and training.

Human Resource Management is also a strategic and comprehensive approach to managing people and the workplace culture and environment. Effective HRM enables employees to contribute effectively and productively to the overall company direction and the accomplishment of the organization's goals and objectives.




Human Resource Management is moving away from traditional personnel, administration, and transactional roles, which are increasingly outsourced. HRM is now expected to add value to the strategic utilization of employees and the employee programs impact the business in measurable ways. The new role of HRM involves strategic direction and measurements to demonstrate value.

The Human Resource Management function includes a variety of activities, and the key among them is responsibility for human resources — for recruiting and training the best employees, ensuring they are high performers, dealing with performance issues, and ensuring your personnel and management practices conform to various regulations. Activities also include managing your approach to employee benefits and compensation, employee records, and personnel policies.



In short, Human Resource (HR) is responsible for developing programs that will attract, select, develop, and retain the talent needed to meet the organizational mission. So if you are working in an HR department of a company with hundreds of employees, your primary responsibility is talent management.



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In short, Human Resource (HR) is responsible for developing programs that will attract, select, develop, and retain the talent needed to meet the organizational mission. So if you are working in an HR department of a company with hundreds of employees, your primary responsibility is talent management.



 III. Listen to passage 2 for the first time and then write out questions, if there are any, about the part(s) you fail to understand. If you have no questions, just move on to Exercise IV.

  Script



 Human Resources Managers and Directors, depending on the size of the organization, may have overlapping responsibilities. In larger organizations, the Human Resources staff members have clearly defined, separated roles in HR management with progressively more authority and responsibility in the hands of the Manager, the Director, and, ultimately, the Vice President who may lead several departments including administration.

HR Directors, and occasionally HR Managers, may head up several different departments that are each led by functional or specialized HR staff, such as the training manager, the compensation manager, or the recruiting manager. Human Resources staff members are advocates for both the company and the people who work in the company. Consequently, a good HR professional performs a constant balancing act to meet both needs successfully.




The role of the HR professional is changing. In the past, HR Managers were often viewed as the systematizing, policing arm of executive management. Their role was more closely aligned with personnel and administration functions that were viewed by the organization as paperwork. The fundamental HR function came out of the administration or finance department because hiring employees, paying employees, and dealing with benefits were the organization's first HR needs.

Now, the role of the HR Manager must satisfy the needs of his or her changing organization. Successful organizations are becoming more adaptable, resilient, quick to change direction, and customer-centered.



Within this environment, the HR professional is a strategic partner, an employee sponsor or advocate, and a mentor. At the same time, the HR staff members still have responsibility for employee benefits administration, often payroll, and employee paperwork.



 IV. Listen to passage 2 for the second time with your focus on the questions you have raised (if there are any) and then complete the following exercises. You can take notes while listening.

1. TRUE or FALSE questions. If the answer is false, please make corrections accordingly.

1) Human Resources Managers and Directors may have the same responsibilities in large organizations. FALSE

Correction: Depending on the size of the organization,
Human Resources Managers and Directors may
have overlapping responsibilities.



 Script



2) There are progressively more authority and responsibility in the hands of the Director, the Manager, and the Vice President. FALSE

Correction: There are progressively more authority and responsibility in the hands of the Manager, the Director, and the Vice President.

3) Functional or specialized HR staff include the training manager, the compensation manager, and the recruiting manager. TRUE

Correction: _____



4) HR staff members support the company more, but the people who work in the company less. FALSE

Correction: HR staff members support both the company and the people who work in the company.

5) A good HR professional should support the people who work in the company more so as to perform a constant balancing act to meet both needs successfully. FALSE

Correction: A good HR professional performs a constant balancing act to meet both the need of the company and that of the people working in the company successfully.




2. Complete the following sentences based on your understanding of the passage.

- 1) In the past, HR Managers were often regarded as the systematizing and policing arm of executive management because their role was closely associated with personnel and administration functions.
- 2) The fundamental HR function came out of the administration or finance department because hiring employees, paying employees, and dealing with benefits were the organization's first HR needs in the old days.



- 3) Currently, the role of the HR Manager must meet the needs of the changing organization.
- 4) A successful organization can be defined by being more adaptable , resilient, quick to change direction, and customer-centered .
- 5) Against such a background, the HR staff members are not only responsible for employee benefits administration and employee paperwork, but also a strategic partner , and employee sponsor, and a mentor .



 Human Resources Managers and Directors, depending on the size of the organization, may have overlapping responsibilities. In larger organizations, the Human Resources staff members have clearly defined, separated roles in HR management with progressively more authority and responsibility in the hands of the Manager, the Director, and, ultimately, the Vice President who may lead several departments including administration.

HR Directors, and occasionally HR Managers, may head up several different departments that are each led by functional or specialized HR staff, such as the training manager, the compensation manager, or the recruiting manager. Human Resources staff members are advocates for both the company and the people who work in the company. Consequently, a good HR professional performs a constant balancing act to meet both needs successfully.



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Now, the role of the HR Manager must satisfy the needs of his or her changing organization. Successful organizations are becoming more adaptable, resilient, quick to change direction, and customer-centered.



Within this environment, the HR professional is a strategic partner, an employee sponsor or advocate, and a mentor. At the same time, the HR staff members still have responsibility for employee benefits administration, often payroll, and employee paperwork.



Spot Dictation








🔊 Human resource management (HRM) is the strategic approach to the management of an organization's most valued assets — the people working there who individually and collectively contribute to the achievement of the objectives of the business. The terms “human resource management” and “human resources” (HR) have largely replaced the term “personnel management” as a description of the processes involved in managing people in organizations. The objective of Human Resources is to maximize the return on investment from the organization's human capital.



and minimize financial risk . It is the responsibility of human resource managers to conduct these activities in an effective, legal , fair , and consistent manner . The key functions of Human resource management include selection , training , performance evaluation , promotions , redundancy, career development , etc. HRM is seen as a more innovative view of workplace management than the traditional approach. It is also seen by many to have a key role in risk reduction within organizations .





Reading I

-  Pre-reading.....
-  Text.....
-  Background Information.....
-  New Words and Expressions.....
-  Notes.....
-  Exercises.....
-  Post-reading.....








Pre-reading

-  I. Brainstorming.....
-  II. Pairwork.....



Exercises

-  Exercises I
-  Exercises II
-  Exercises III
-  Exercises IV
-  Exercises V



I. Brainstorming: Work with your partner and write out words or expressions concerning what human resources managers are in charge of.


recruiting employees,

hiring employees, dismissing employees, selecting employees, appraising employees, interviewing job applicants, reading résumés, assessing employees' performance, contacting the applicant's references, generating a job description, boosting employee morale, offering orientation /training sessions, determining a raise or a promotion, scheduling an interview, determining the salary range for a position ...




II. Pairwork: Discuss the following questions with your partner.

1. What activities may human resource management involve?

 The human resource management includes a variety of activities, and the key among them is deciding the staffing needs of an organization and whether to use independent contractors or hire employees to fill these needs, recruiting and training the best employees, ensuring they are high performers, dealing with performance issues, and ensuring personnel and management practices conform to various regulations. Activities also include managing the approach to employee benefits and compensation, employee records and personnel policies.



2. What are a human resources manager's major responsibilities or duties?

 Employees are the most important asset of any organization. The future of the firm depends on the performance of its employees. The role of a human resources manager is pivotal in managing the needs of employees. Human resources managers manage the needs of a company's employees. They develop and manage employment programs, salary compensation and job evaluations, benefits, promotions, equal opportunity initiatives, and education and training programs. Human resources managers must be highly qualified and experienced. There are many regulations in place to




protect employees, and the manager must know and follow these regulations. If a company's hiring or promotion policies do not follow these regulations, the government may penalize it. Human resources managers focus on people and their needs. For example, a human resources manager's responsibilities in the benefits area may extend from researching and planning programs to processing individual benefit claims, depending on the size of the department. In addition to managing human resources programs, human resources managers usually supervise other employees. To be effective they should be knowledgeable about all areas of human resources as well as every aspect of the company. Human resources managers' tasks can be extremely



interesting and varied. They develop plans for finding applicants to fill job openings. Then they interview and, where necessary, test these applicants. These managers use their knowledge of job evaluation to fit the employees into the proper jobs. They use their knowledge of salary compensation to calculate employees' salaries and to make sure that the company's entire salary program is competitive with that of other companies. Human resources managers may also develop programs that increase employees' skills, strengthen their managerial ability, or provide career counseling.



3. What skills and competencies are required of a human resources manager?


 The job of a human resources manager is extremely difficult as the manager has the responsibility for people. The human resources manager manages the direct reports, distributes tasks, monitors the progress of tasks, regularly checks the quality of outputs, provides feedback to the subordinates and finds the development opportunities for the staff members. The human resources manager builds the intensive HR network across the organization and has to spend a huge proportion of his or her working time on the networking internally and externally for the company. Thus, a human resources manager should have excellent



skills in management techniques, budgeting, counseling, business planning, and organization and systems design. He or she should acquire a knowledge of all the human resources areas, including benefits, salary compensation, employment, equal opportunity, payroll, and career planning. A human resources manager must be experienced in HR processes and able to make right decisions quickly. The decision-making responsibility has to be definitely reflected in any human resources manager's job profile.



4. What personality traits are usually desired in a human resources manager?

 The various personality traits needed to be an excellent human resources manager may include: excellent communication skills and leadership qualities; strong presentation abilities; must be a creative thinker and excellent team player; must be a good initiator and possess good negotiation skills; capable of thinking logically to make correct or prompt decisions; good at coordination work and dealing with various kinds of people ranging from community leaders to employees.



5. Who do you think is the most suitable candidate for human resource management work in your class? And why?







Human Resource Management

1 As Johnson & Johnson's managers know, employees are an important component of every business. More and more companies consider employees their most valuable asset, and such attitudes have **fueled** the rising emphasis on obtaining the people a company needs and then **overseeing** their training and development, **motivation**, evaluation, and compensation. This specialized function, formerly referred to as *personnel management*, is now termed human resource management to reflect the importance of a well-chosen and well-managed workforce in achieving company goals.



2  Human resource management is becoming more complex in the 1990s, and its role is increasingly viewed as a **strategic** one. The workforce, the economy, and **corporate** culture are being **transformed** at an **accelerating pace**; change in technology alone have already created **crucial mismatches** between employees' skills and employers' needs. Furthermore, these changes are taking place within a social environment in which employees' rights, **privacy**, and health risks are but a few of the factors **at stake**.




3  Human resources managers must **figure out** how to attract qualified employees from a **shrinking pool** of entry-level employees; how to train less educated, poorly skilled employees; how to keep experienced employees when they have fewer opportunities for **advancement**; and how to **lay off** employees **equitably** in an **era** of **downsizing** and economic **recession**. They must also retrain employees to enable them to cope with increasing **automation** and computerization, manage increasingly complex (and expensive) employee benefits programs, fit workplace policies to changing workforce **demographics** and employee needs, and **cope with** the challenge of meeting government regulations in **hiring** practices and equal opportunity in employment.



4 📢 In addition, human resources **executives** are increasingly required to take a global **perspective**, providing for employees who travel to and work in other countries. 🗨️ Fluor, a California-based engineering and construction firm with more than 22,000 employees worldwide, has some 500 international human resources professionals who administer **payroll**, benefits, and training programs, and **coordinate recruiting and staffing** at operations in 80 countries. Given the growing importance and complexity of human resources problems, it's **scarcely** surprising that **all but** the smallest businesses employ specialists to deal with them.



5  What exactly do human resources departments do? Human resources staff members plan how to meet a company's human resources needs, recruit and select employees, train and develop employees and managers, and **appraise** employees performance. The staff also administers pay and employee **benefits** and oversees changes in employment status (**promotion**, **reassignment**, **termination** or **resignation**, **retirement**). **Overall**, the human resources department keeps the organization running smoothly at every level, **easing** the **integration** of people from a variety of cultures and backgrounds so that all work cooperatively toward the common goals.



1. fuel

1) *v.* to put petrol into a vehicle or aircraft. (给……)加燃料, (给……)加油

e.g. The plane was already fuelled (up) and ready to go.

2) *v.* to make sth. increase; to make sth. stronger. 加速; 加强

e.g. Diversified manufacturing and service industries have fueled the urbanization of this area.

多样化的制造和服务产业加速了该地区的城市化。

3) *n.* a substance such as oil, gas, coal, or wood that produces heat or power when it is burned. 燃料; 汽油, 燃油

e.g. Coal and wood are sometimes called solid fuel.



oversee: v. to watch sth. in order to check that it works or happens in the way that it should. 瞭望; 监督; 视察; 管理 (参见第五单元Reading I注释)

e.g. The need for a systemic regulator to oversee the health and stability of the overall financial system has never been greater.

我们需要一家系统性监管机构,负责监督整个金融体系的健康与稳定——这种需要从未像目前这么迫切。

The chief executives of both groups are to leave under the new arrangement though both have agreed to stay on to oversee the transition. 根据新的安排,上述两家公司的首席执行官均将离职,但两人都同意留下来监督过渡过程。



motivation: *n.* a feeling of enthusiasm or interest that makes you determined to do sth. 动机; 动力

e.g. The motivation to excel made him one of the greatest scientists and most remarkable people in history.

胜过别人的动力使他成为了历史上最伟大的科学家、最著名的人物之一。

I kept getting motivation from the knowledge that there was this niche that I could fill.

意识到我能填补这个领域是我不断努力的动力。



strategic: *adj.* carefully planned in order to achieve a particular aim, especially in war, business, or politics. 战略(上)的;(战略上)重要的

e.g. He said he had accomplished all of the strategic objectives set forth two years ago when he took the job. 他表示,自己已完成了两年前上任时制定的所有战略目标。

With economic friction becoming just a bit more manageable, attention can and should move to broader strategic issues.

随着经济摩擦变得更加可控,双方的注意力可以而且应该转向全局性的战略问题。



corporate: *adj.* relating to a large company or group. (大)公司的, 团体的

e.g. It's going to be interesting to see how her management style scales to the corporate level.

看看她的管理风格如何适应公司层面是件有趣的事情。

It may take only a little light at the end of the tunnel to spur corporate finance chiefs to pick up the pace.
或许只要有一丝希望之光,就会促使公司的财务负责人们加紧工作。



transform: v.

1) to change the form of sth. 变形; 转变形态

e.g. The photochemical reactions transform the light into electrical impulses.

光化反应把光转变为电脉冲。

2) to undergo a marked change. 改变(性质,机能等); 改造

e.g. It would be not only a laptop, but it could be transformed into an electronic book.

这不仅仅是台笔记本电脑,而是可以改变为电子书。

It was an event that would transform my life.

这事件改变了我的生活。



accelerate: v. to move faster; cause to move faster. 加速;催促,促进

e.g. Economic growth will remain close to zero through the middle of 2012 before it begins to accelerate.
经济趋于零增长的局面将延续至2012年中期,然后经济增长才会加速。



pace: *n.* the rate of moving (especially walking or running)
步态;步调;步速;速度;进度

e.g. Despite the retreat in many markets, most investors expect China to keep growing at a pace well above that of the big developed economies.

尽管许多市场有所后退,但大多数投资者预计中国会以远快于大型发达经济体的速度保持增长步伐。

It was just a much smaller city, and the pace of urbanization is incredible and enormous.

它只是一个小城市,但城市化的速度真是让人叹为观止。



crucial: *adj.* of extreme importance; vital to the resolution of a crisis. 极其重要的; 决定性的

e.g. For them, the question of how much money to invest in this company is crucial.

对他们来说, 应向这个公司投资多少钱是一个至关重要的问题。

It's a crucial decision.

这是一个极其重要的决定。

The success of this experiment is crucial to the project as a whole.

这次试验的成功是整个工程的关键所在。



mismatch: *n.* a bad or unsuitable match. 错配;不相配

e.g. There is a mismatch between people's real needs and the available facilities.

人们的真正需求与现有的设施存在差距

As a result of globalization, structural unemployment has been caused by a serious mismatch of human resources.

在经济全球化的情况下,人力资源严重错位的现象造成了结构性的失业问题。



privacy: *n.* the quality of being secluded from the presence or view of others. 私密,隐私

e.g. He said he couldn't comment further because of privacy concerns.

这位发言人说由于涉及隐私,他无法进一步置评。

She was longing for some peace and privacy.

I value my privacy.

He read the letter later in the privacy of his own room.



at stake: at risk; likely to be lost or damaged if sth. fails. 在危险中;利害(生死)攸关

e.g. We expect that our people spend clients' and our firm's resources as if their own resources were at stake.

我们希望我们的员工如同自己的资金处于危急时刻一样,使用客户以及公司的所有资源。



figure out:

1) to think about sb./sth. until you understand them / it. 理解;
了解

synonym: work out

e.g. We couldn't figure her out.

I can't figure out how to do this.

This passage attempts to help you figure out how to analyze statements.

本文旨在让你了解如何分析这些报表。

2) to calculate an amount or the cost of sth. 算出

synonym: work out

e.g. Have you figured out how much the trip will cost?



shrink (shrank, shrunk):

1) v. to wither, as with a loss of moisture. 皱缩;缩短,收缩

e.g. The summer sun had shrunk and dried the wood.

The workforce has shrunk to less than a thousand.

2) v. to draw back, as with fear or pain. 退缩,畏缩,害怕

e.g. Lots of things, are easy to be done, do not shrink, just to get more confidences.

其实很多事情,都很容易办的,不要畏缩,给自己点自信就行。

3) v. to become smaller or draw together 变小,减小

e.g. Should a chunk go sour in the next few years, the flow of investment to the provinces is likely to shrink.

一旦未来几年有大量贷款变成坏账,对各省的投资就可能减少。



pool:

1) *n.* an excavation that is (usually) filled with water; a small lake. (天然)水塘; 水池子: 游泳池

e.g. The child sat on the side of the pool, dabbling his feet in the water.

那孩子坐在池边,用脚嬉水。

There will be no running and no horsing around near the pool or we may have to ask you to leave.

游泳池附近禁止奔跑和骑马,所以我们不得不让你离开。



2) *n.* a quantity or number of people, money, things, etc. that are deliberately collected together to be used or shared by several people or organizations. 共同储金; 共用物; 共用人员

e.g. He is disappointed with the pool car.

他对这部公用汽车感到失望

a pool of cars used by the firm's sales force

公司销售人员公用的车

3) *v.* 集中……共同使用; 共用

e.g. None of us can afford it separately, so let's pool our resources.

我们之中谁也不能单独买得起这东西, 所以我们就集资购买吧。



advancement: *n.*

1) promotion in rank or position 提升; 晋级

e.g. His new job will offer good opportunities for advancement.

2) encouragement of the progress or growth or acceptance of something; the act of moving forward toward a goal 前进; 促进; 进步, 发达

e.g. The scientist is to be congratulated for his valuable contribution to the advancement of scientific knowledge in the countryside.

那位科学家为促进科学知识在农村的普及作出了有益的贡献,应受到祝贺。



lay off: to stop doing or using sth., especially for a short period of time. 解雇, 辞退

e.g. The store had to lay off a number of clerks because sales were down.

因为销售额下降,商店已经辞退一些职员。



equitably: *adv.* in an equitable manner. 公平地

e.g. We should equitably assess historical figures.

我们应该公正地评价历史人物。

settle claims promptly and equitably

迅速公平地解决索赔



era: *n.* a period marked by distinctive character or reckoned from a fixed point or event. (具有明显特征的)时代; 时期

e.g. Since the era of industrialization, humans have had an effect on the planet rivaling any ice age or comet impact.
自从工业化时代以来,人类活动对地球产生作用,其影响堪比冰河时代或彗星的破坏作用。



downsize: v. to reduce the size of a business or organization, especially by cutting the work force. 裁员, 实行机构精简

e.g. The corporation has to downsize its personnel in response to a poor economy.
这家公司因经济不景气而不得不裁员。



recession: *n.* the state of the economy declines. 经济衰退;
价格的暴跌

e.g. The economy is still in a recession.
经济仍处于衰退期。



automation: *n.* the act of implementing the control of equipment with advanced technology; usually involving electronic hardware. 自动化,自动操作

e.g. We supply a wide range of office automation devices.

我们提供多种不同的办公室自动化设备。

Provisioning can be considered one of the core technologies of IT automation today.

自动配置可以认为是目前IT自动化的核心技术之一。



demographics: *n.* the particular features of a population. 人口统计, 人口特征

e.g. Market segments are mainly defined by age, gender, geography, socio-economic grouping, technography, or any other combination of demographics.

市场区间主要由年龄、性别、地理位置、社会经济地位、技术工艺技能或者任何其他的人口统计的组合来确定的。



cope with: to deal successfully with sth. difficult. 对付;应对

e.g. Expert tips to help you cope with a bad economy, and increase your bursts of happiness throughout the day.
专业的建议帮助你处理生活中的经济低潮,增强你的幸福感。

Some of us may need courage to cope with depression.
我们一些人可能需要勇气来应付市场萧条。



hire: v.

1) to employ (someone) for wages. 录用, 聘用

e.g. The hope was that private employers finally were ready to hire enough to bring unemployment down steadily, even if not rapidly.

人们寄希望于私营企业终于可以雇佣足够多的员工以使失业率稳步下降。

We hired some workmen to help us with the baggage.
The restaurant hires some part-time workers to deliver food to customers.



2) to get the use of sth. for a special occasion or a limited time on payment of a sum of money. 租用

e.g. Booking hire cars has never been a problem though prices flickered.

预定租赁汽车就算价格波动一点,但从来不会有遇到问题。
We hired a car for a week when we were in Italy.

相关搭配: hire out 出租


e.g. Why don't you hire out your car to your neighbors while you're away and make some money?

hire purchase 分期付款购买法

e.g. We got a house on hire purchase.



Fluor, a California-based engineering and construction firm with more than 22,000 employees worldwide, has some 500 international human resources professionals who administer payroll, benefits, and training programs, and coordinate recruiting and staffing at operations in 80 countries.

-  总部位于美国加州的福陆公司是从事工程、建筑的公司，拥有来自世界各地的22000多名雇员，约有500名管理职工名册、福利津贴和培训计划的国际人力资源从业人员，在80个国家统筹公司的招聘和人员配备业务。



executive:

1) *n.* a person responsible for the administration of a business.
经理, 董事, 执行官

e.g. a sales executive 销售部经理

a senior executive 高级主管

The chief executive is seen as inseparable from his company's success.

在大家的眼里,公司的成功与这位首席执行官密不可分。

2) *n.* the branch of a government responsible for putting decisions of laws into effect. 行政部门;行政官;执行委员会

e.g. the executive of the National Union of Teachers
全国教师联合会的执行委员会



3) *adj.* relating to or having the power to put plans or actions into effect. 执行的,实行的,实施的,有执行权力的;行政(上)的

e.g. the executive function of actually running the business
实际经营这家企业的管理功能



perspective: *n.*

1) a particular attitude towards sth.; a way of thinking about sth. 视角, 观点, 眼光

synonym: **viewpoint**

e.g. a global perspective 全球的视角

Try to see the issue from a different perspective.

His experience abroad provides a wider perspective on the problem.

This report may have given me a distorted perspective.
这份报告可能给我提供一个歪曲的视角。

Only those with a strategic perspective are likely to see this as the great opportunity it represents.

只有那些具备战略眼光的投资者才可能将其视为大好时机。



2) the appearance of things relative to one another as determined by their distance from the viewer. 透视效果, 远近配置

e.g. If the rules of perspective had not been discovered, people would not have been able to paint such realistic pictures.
如果没有发现透视法,人们就不可能画出如此逼真的画。



Fluor: Founded as a construction company in 1912, it is a FORTUNE 500 company that delivers engineering, procurement, construction, maintenance (EPCM), and project management in diverse industries around the world. Today, Fluor continues to develop and implement innovative solutions for complex project issues in diverse industries, including chemicals and petrochemicals, commercial and institutional (C&I), government services, life sciences, manufacturing, mining, oil and gas, power, renewable energy, telecommunications, and transportation infrastructure. 美国福陆公司始创于1912年, 财富杂志500强企业, 是世界最大的主要从事咨询、工程、建筑等其他多种服务的公有公司之一。福陆公司服务范围包括石油、天然气业、化工、石化业、贸易、政府服务、生物科学、制造业、微电子业、采矿业、能源业、通信及交通业。



payroll: *n.*

1) a list of employees and their salaries. 职工名册;发薪簿

e.g. She was no longer on their payroll.

她已不再是他们的雇员。

I would like to meet with you to discuss some discrepancies on our payroll account.

我想见你一次,讨论一下我们工资账上的出入。

2) the total amount of money paid in wages. 应付薪金额

e.g. The general manager is trying to meet the payroll.

总经理在设法筹措款项支付工资。



coordinate: v. to bring order and organization to. 使配合;使协调 统筹

e.g. to contact and coordinate with the organizations concerned.

联系并协调有关组织

She was able to coordinate the activities of all the emergency services.

她能协调所有应急部门的活动。

They were asked to help coordinate and plan Labour's election campaign.

他们被要求帮助统筹策划工党的竞选活动。



staff: v. to provide the workers for an organization

e.g. The labs are staffed with engineers and chemists.
实验室配备了工程师和化学家。



scarcely: *adv.* almost not, barely. 简直不, 几乎不

e.g. small straggling American cherry growing on sandy soil and having minute scarcely edible purplish-black fruit.
美国的一种生长在沙地上的蔓生樱桃,果实小、黑紫色、几乎不可食。

You were scarcely audible at the back of the classroom.
在教室后面几乎听不见你的声音。



all but: almost. 几乎

e.g. The shelf was all but empty.

架子几乎全空了。

The film is all but three hours long.

这部影片差不多放了3个小时。

He was all but drowned.

他差一点淹死。

That night, her heart all but stopped.

那晚, 她的心脏差点停止跳动。



appraise: v. to place a value on; judge the worth of sth.
评价,估价

e.g. Appraising the learning outcomes of university students is part of their academic performance.

评价大学学生的学习成果是他们学业表现的一部分。

The participants' immediate supervisors were also interviewed to appraise their job performances.

他们的直属上司亦同时接受访谈,以评核这些员工的工作表现。



benefit:

1) *n.* an advantage of profit gained from sth. 益处, 好处

e.g. the physical benefits of walking 步行对身体的种种益处
be of benefit to mankind 对人类有好处

The changes are to our benefit. 这些变革对我们有利。

When goals are specific, it's easy to measure employee progress toward their completion.

目标具体了,衡量员工的进展情况也就变得简单了。

2) *n.* a payment made by the state or an insurance scheme to someone entitled to receive it. 津贴, 救济金, 抚恤金

e.g. people drawing unemployment benefits
领取失业救济金的人们



3) *vt.* to bring advantage to. 有益于, 对……有好处

e.g. a medical service which will benefit rich and poor
将使富人和穷人都能得益的医疗服务。

If you work hard and benefit the company you work for, you deserve to be rewarded for that.

你工作很努力,为公司做出了贡献,你应该得到一些奖励。

4) *vi.* to receive an advantage, profit. 得益, 得到好处 (by, from)

e.g. People who stole did not benefit from (by) ill-gotten gains.
窃贼们并未从不义之财中得到好处。

The firm benefited from his ingenuity.
公司从他的足智多谋中得到了好处。



promotion: *n.*

1) act of raising in rank or position. 提升; 晋级

e.g. She took a computing course to improve her chances of promotion.

她学了一门计算机课以便有更多的晋升机会。

What are your promotion prospects in this job?

你干这份工作提升的前景如何?

I know you're upset about not getting the promotion, but don't take it out on me.

我知道你对没有升职感到很难过,但是别把这件事发泄在我身上。



2) a message issued in behalf of some product or cause or idea or person or institution. (商品等的)宣传,推广

e.g. There are government controls on the promotion of cigarettes.

政府对推销香烟实行控制。

The new product was backed by mass media promotion and sophisticated marketing.

这个新产品得到大众媒体宣传以及新颖营销法的支持。



reassignment: *n.* assignment to a different duty. 重新安排

e.g. The Board is discussing a reassignment plan for the project team members

董事会正在讨论项目班子成员的重新安排计划。



termination: *n.* a coming to an end of a contract period. 末端, 终点; 终止, 结束

e.g. A dispute was brought to a satisfactory termination.
一场纠纷得到了令人满意的结局。

The only problem we might have is with the termination clause.

我们唯一的问题是合同的最后一条。



resignation: *n.* the act of giving up (a claim or office or possession, etc.). 辞职, 退职, 让位; 辞呈

e.g. He threatened resignation from the company.

他威胁要从公司辞职。

His abrupt resignation seems to suggest that this is more than just a blip.

他的突然辞职似乎暗示这不仅仅是一个突发事件。



retirement: *n.* the state of being retired from one's business or occupation. 退休,退职,退役

e.g. Advisers can help with goal setting and determining how much you should be saving for retirement.

顾问们能帮助你们进行目标设定、决定该为退休存多少。

At 60, he was now approaching retirement.

他年届60, 接近退休。

Susan is going to take early retirement (= retire before the usual age).

苏珊将提早退休。

a retirement pension 养老金



overall:

1) *adj.* including everything. 全部的,所有的,全面的,总的,综合的

e.g. the overall length of the new bridge 新桥的全长

the overall pattern of sb.'s life 某人生活的总的模式

the overall cost 总成本

2) *adv.* broadly. 总的来说

e.g. Overall, imports account for half of our stock.

总的来说, 进口货占我们存货的一半。



ease: v.

1) 放松(绳索等),使松动

e.g. The belt is too tight; ease it a little.

皮带太紧了, 把它放松一些。

ease trade (travel) restrictions

放宽贸易(旅行)限制

The central bank now tightly controls interest rates, but control is expected to ease in the next five years.

央行现在严格控制利率水平,但预计未来五年这方面的控制应该会放松。



2) to lessen pain or discomfort; alleviate. 减轻,减缓

e.g. He took an aspirin to ease the pain.

他服了一片阿司匹林来解痛。

Their anxieties were not wholly eased.

他们的焦虑没有完全消除。

If it is only a short-term supply problem, inflation will ease with the next harvest.

如果只是短期供应问题,通胀将在下一个收获季节得到缓解。



integration: *n.* the act of combining into an integral whole. 集成, 综合, 一体化

e.g. the integration of individual countries into the trade organization

各国融入贸易组织

The automobile is an integration of a multitude of machine parts.

汽车是集大量机械部件而成的统一整体。

In a sense, the integration of the global economy might be reversed.

从某种意义上来说, 全球经济一体化可能会出现倒退。



Background Information

1. Processes of human resource management

Human Resource Management is the management of an organization's employees. While human resource management is sometimes referred to as a “soft” management skill, effective practice within an organization requires a strategic focus to ensure that people resources can facilitate the achievement of organizational goals. Human resource management involves several processes. Together they are supposed to achieve the above mentioned goal. These processes can be performed in an HR department, but some tasks can also be outsourced or performed by line-managers or other departments. When effectively integrated they provide significant economic benefit to the company.



- Workforce planning
- Recruitment (sometimes separated into attraction and selection)
- Orientation
- Skills management
- Training and development
- Personnel administration
- Compensation in wage or salary
- Time management
- Travel management (sometimes assigned to accounting rather than HRM)
- Payroll (sometimes assigned to accounting rather than HRM)
- Employee benefits administration



- Personnel cost planning
- Performance appraisal
- Labor relations

2. Responsibilities of human resource management

Human resources managers handle personnel decisions, including hiring, position assignment, training, benefits, and compensation. Their decisions are subject to some oversight, but company executives recognize their experience and skill in assessing personnel and rely heavily on their recommendations. Although physical resources — capital, building, equipment — are important, most companies realize that the quality and quantity of their output is directly related to the quality and commitment of their personnel. Human resources professionals



make sure that appropriate matches are made between support staff and producers, between assistants and managers, and between coworkers to enhance productivity, support the company's business strategy and long-term goals, and provide a satisfying work experience for employees. A human resources professional in a smaller firm is a jack-of-all-trades who is involved in hiring, resource allocation, compensation, benefits, and compliance with laws and regulations affecting employees and the workplace and safety and health issues. This multiplicity of tasks requires individuals with strong organizational skills who can quickly shift from project to project and topic to topic without becoming overwhelmed. Strong interpersonal skills are crucial for managers at small



firms. These managers spend much of their day handling questions, attending budgeting and strategic planning meetings, and interviewing prospective employees. The rest of the time, they take care of paperwork and talk on the telephone with service providers (insurance, health care, bank officers, etc.). At larger firms, human resources managers often specialize in one area, such as compensation, hiring, or resources allocation. Compensation analysts work with department managers to determine pay scales and bonus structures. Hiring specialists (also known as recruiters) place ads in appropriate publications, review résumés, and interview candidates for employment. Allocation managers match assistants, support staff, and other employees with departments that have specific needs.



Sensitivity to both personality issues and corporate efficiency are a plus for allocation managers. The most difficult feature of the human resources professional's job is handling the dirty work involved in the staffing of a company: dealing with understaffing, refereeing disputes between two mismatched personalities, firing employees, informing employees of small (or nonexistent) bonuses, maintaining an ethical culture, and reprimanding irresponsible employees. Performing these tasks can be disheartening for human resources managers who are supposed to support and assist employees, and many human resources managers feel that employees dislike or fear them because of this role.



New Words and Expressions

1. **fuel** / ʃʊəl / *v.* to make sth. increase 加速; 加剧
2. **motivation** / məʊtɪˈveɪʃən / *n.* a feeling of enthusiasm or interest that makes you determined to do sth. 动机的形成; 动力
3. **view** / vjuː / *v.* to regard in a particular light or with a particular attitude 看待; 认为
4. **strategic** / ˈstrætɪdʒɪk / *adj.* carefully planned in order to achieve a particular aim, especially in war, business, or politics 战略(上)的; (战略上)重要的
5. **corporate** / ˈkɔːpəreɪt / *adj.* relating to a large company or group (大)公司的; 团体的
6. **transform** / ˈtrɑːnsfɔːm / *v.* to undergo a marked change 改变; 改造; 改革
7. **accelerate** / ˈæksələreɪt / *v.* to move faster; cause to move faster 加速; 催促; 促进



8. **pace** /pɑːs/ *n.* the rate of moving (especially walking or running) 步态

9. **crucial** /kruːʃəl/ *adj.* of extreme importance; vital to the resolution of a crisis 极重要的; 决定性的

10. **mismatch** /mɪsˈmætʃ/ *n.* a bad or unsuitable match 错配; 错位

11. **privacy** /ˈpraɪvəsi/ *n.* the quality of being secluded from the presence or view of others 私密; 隐私

12. **shrink** /ʃrɪŋk/ *v.* to become smaller or draw together 变小; 减小

13. **pool** /puːl/ *n.* a quantity or number of people, money, things, etc. that are deliberately collected together to be used or shared by several people or organizations 合伙经营者; 集合基金; 集中备用的物资



14. advancement / 提升; 晋级 / *n.* promotion in rank or position

15. equitably / 公平地 / *adv.* in an equitable manner

16. era / 年代; 时期 / *n.* a period marked by distinctive character or reckoned from a fixed point or event (具有明显特征的)

17. downsize / 裁员; 机构精简 / *v.* to reduce the size of a business or organization, especially by cutting the work force

18. recession / 经济衰退 / *n.* the state of the economy declines

19. automation / 自动化; 自动操作 / *n.* the act of implementing the control of equipment with advanced technology; usually involving electronic hardware



20. demographics / 键盘 人 统计 特征 / *n.* the particular features of a population 人口统计; 人口特征

21. hire / 雇佣 工资 / *v.* to employ (someone) for wages 雇用

22. executive / 经理 执行官 / *n.* a person responsible for the administration of a business 经理; 执行官

23. perspective / 视角 / *n.* a way of regarding situations or topics etc. 视角

24. payroll / 职工名册 / *n.* a list of employees and their salaries 职工名册

25. coordinate / 使配合 使(各部分)协调 统筹 / *v.* to bring order and organization to 使配合; 使(各部分)协调; 统筹

26. staff / 配备人员 / *v.* to provide the workers for an organization 配备人员



27. scarcely / ʃɑːsli / *adv.* almost not 简直不, 几乎不

28. appraise / əˈpraɪz / *v.* place a value on; judge the worth of sth.

评价; 估价

29. benefit / ˈbenɪfɪt / *n.* a payment made by the state or an

insurance scheme to someone entitled to receive it 津贴; 救济金; 抚恤金

30. promotion / ˌprɒməʃən / *n.* act of raising in rank or position

提升; 升级

31. reassignment / ˌriːəsaɪnmənt / *n.* assignment to a different

duty 重新安排

32. termination / ˌtɜːmɪˈneɪʃən / *n.* a coming to an

end of a



1. **at stakeat risk** 在危险中； 利害攸关
2. **figure out** to understand what someone is like and why they behave in the way that they do 了解； 理解
3. **lay off** to stop doing or using sth., especially for a short period of time 解雇； 辞退
4. **cope with** to satisfy or fulfill 对付； 应付



Notes

- 1. Johnson & Johnsonan** international American pharmaceutical, medical devices and consumer packaged goods manufacturer founded in 1886. 美国强生公司
- 2. This specialized function, formerly referred to as personnel management, is now termed human resource management to reflect the importance of a well-chosen and well-managed workforce in achieving company goals.**
这个曾被叫做人事管理的职能现在被定义为人力资源管理，以反映为实现公司目标，选择与管理好劳动力的重要性。
- 3. ... are but a few of the factors at stake ... are only a few of the factors at risk.**



4. **entry-level** 初级的

5. **They must also retrain employees to enable them to cope with increasing automation and computerization, manage increasingly complex (and expensive) employee benefits programs, fit workplace policies to changing workforce demographics and employee needs, and cope with the challenge of meeting government regulations in hiring practices and equal opportunity in employment.**

他们必须重新培训员工以使其能应对不断增加的自动化与计算机化，处理日益复杂（昂贵）的员工福利项目，调整工作场所的政策以适应不断变化的劳动力结构及员工需求，并且应对在雇佣操作与公平雇佣方面的政府法规所带来的挑战。



6. **fit workplace policies to changing ...** make workplace policies suitable for changing ...
7. **providing for ...** making the necessary arrangements for sth. that will happen in the future.
8. **Fluora** FORTUNE 500 company that delivers engineering, construction, maintenance (EPCM), and project management in diverse industries around the world. 美国福陆公司, 财富杂志500强企业, 是世界最大的主要从事咨询、工程、建筑等其他多种服务的公有公司之一。
9. **given** considering, taking into account 考虑到
10. **all but** almost 几乎



1. Read the text carefully again and discuss the following questions.

1. What is the opinion of Johnson & Johnson's managers about their employees?
2. Why do more and more companies consider employees their most valuable asset?
3. To what extent do you understand the difference between “personnel management” and “human resource management”?
4. Why has human resource management been more complex since 1990?



5. Under what circumstances, human resource management are experiencing changes?
6. What do human resource managers must figure out in terms of employees?
7. Why should employees be retrained?
8. What can you figure out in the example of Flour in terms of human resource management?
9. What are the main duties of human resources departments?
10. What role does a human resources department plays in relation to the common grounds of a company?



II. Choose the best answer to each of the following questions.

1. What does the phrase “have fueled the rising emphasis” mean in the first paragraph? _____.



a. have burned the fuels


b. have demanded more fossil fuels

c. have made emphasis on increase more and more

d. have increased more fossil fuels





2. What was formerly referred to as personnel management?

-  a/ Recruiting, training and developing people a company needs.
- b. Company goals.
- c. Employees' skills.
- d. Opportunities for advancement.




3. The mismatch between employees' skills and employers needs is mainly due to _____.

-  a. corporate culture
-  b. change in technology
- c. accelerating pace
- d. economic recession





4. What is NOT a duty of a human resources manager? _____

-  a. Technical development.
- b. Employment advancement.
- c. Benefits program management.
- d. Equal opportunity in employment.



5. What can be inferred from the passage? _____

-  a. Every company should have a human resource department.
- b. Human resources managers can earn more money than other managers.
- c. Human resource management is a department with lesser importance in a company.
-  d. Human resource management has been increasingly important in almost all the business world.



III. Give the English words or phrases according to the meanings provided.

1. downsize to reduce the size of a business or organization
2. resignation giving up a job
3. termination a coming to an end
4. overall including everything
5. appraise to judge the worth of sth.
6. promotion raising in rank or position
7. fuel to make sth. increase



8. accelerate to cause to move faster
9. strategic carefully planned in order to achieve a particular aim
10. pace the rate of walking or running
11. crucial vital, critical
12. privacy the quality of being secluded from the presence or view of others
13. ease to lessen pain or discomfort
14. era a period marked by distinctive character
15. integration the action of incorporating into a unity



IV. Put the following expressions from the text in the blanks to complete the sentences. Make changes where necessary.

at stake figure out lay off cope with shrink
 oversee motivation view accelerate mismatch

1. He needs to sit down and figure out how many people are coming.
2. Because of the recession, more than 20,000 jobs in finance sector are at stake .
3. He was like a single-minded big brother overseeing every act and thought of the people.



| | | | | |
|----------|------------|---------|------------|----------|
| at stake | figure out | lay off | cope with | shrink |
| oversee | motivation | view | accelerate | mismatch |

4. He believes that his success is due to motivation plus brilliance.
5. Workers are laid off at the rate of 100 a week during the economic crisis.
6. Never before has the industry had to cope with war and recession at the same time.
7. She expressed the view that it was difficult to finish the work on time.



| | | | | |
|----------|------------|---------|------------|----------|
| at stake | figure out | lay off | cope with | shrink |
| oversee | motivation | view | accelerate | mismatch |

8. Economists advise the government to take measures to accelerate the rate of economic growth.
9. There is a mismatch between what universities are producing and what industry is wanting.
10. Owing to inefficient management, the firm is shrinking instead of expanding.



| | | | | |
|----------|------------|---------|------------|----------|
| at stake | figure out | lay off | cope with | shrink |
| oversee | motivation | view | accelerate | mismatch |

9. Helen's firm belief in the goodness of human nature was challenged when her best friend betrayed her in a business deal.
10. Young students' smoking cigarettes is completely disapproved of by all instructors.
11. Efficiency of work and development of production are more concerned with than anything else in market economic system.



V. Rewrite the following sentences and replace the underlined words with appropriate words or phrases from the text.

1. We are aiming to raise awareness of social issues.

 We are aiming to increase awareness of social issues.

2. It seems rude to send him away, if we take into consideration that he wanted to get photographs of Aboriginals at work.

 It seems rude to send him away, given that he wanted to get photographs of Aboriginals at work.

3. The arduous task needs us to put in still greater efforts.

 The arduous task requires us to put in still greater efforts.



4. The landscape barely altered for hundreds of thousands of years.



The landscape scarcely altered for hundreds of thousands of years.

5. In many Japanese homes, the funds are managed by the wife.



In many Japanese homes, the funds are administered by the wife.

6. They learned to handle any sort of emergency.



They learned to cope with any sort of emergency.



7. He admits that his political life is at risk.

 He admits that his political life is at stake.

8. It seems to be almost a regular occurrence in life.

 It seems to be all but a regular occurrence in life.

9. She had not yet worked out what she was going to do.

 She had not yet figured out what she was going to do.

10. The directors made plans to fire 3,000 workers.

 The directors made plans to lay off 3,000 workers.



Post-reading



Task 1



Task 2



Post-reading

Role Play & Discussion: We Are Seeking a Human Resources Manager

Task 1: Work in groups.

Suppose you work for an international headhunter and are recruiting a Human Resources Manager for DuPont Electronics and Communication (E & C). Discuss with your group and complete the following job advertisement as required.



Posting Job Title: Manager, Human Resources

Position Type: Full Time — Permanent Port St.
Lucie, Florida

Shift: Days

Hourly/Salary: Salary

Scheduled Work Hours: 8:30 am — 5:00 pm

Additional hours may be required based on the needs of the client groups.



Travel (?): Yes, 5% of the time

Employee Status

(Regular/Temporary?): Regular

Benefits

DuPont offers a comprehensive benefits package which includes medical, life, dental and supplemental insurance coverage, vacation, a generous holiday schedule, tuition reimbursement, and an employee stock purchase plan.



Description

DuPont is a global Fortune 100 company, operating in countries around the world. We are looking for people who have a passion for delivering innovative, sustainable solutions that meet our customer needs for a better, healthier, safer life.

DuPont is seeking a seasoned Human Resources Manager (HRM) for our Electronics and Communication (E & C) Business. DuPont Electronics and Communications represents the industry's broadest array of electronic products, including materials for the fabrication and packaging of semiconductors and materials for advanced displays. The successful candidate will be part of a team of HR professionals who report to the Director of HR for E & C.



Responsibilities will include but not be limited to:

- _____

- _____

At DuPont, you will find sustainability in our vision, our business and your future. If you want to work on the leading edge of your field and have a desire to make a difference, join DuPont and discover *The miracles of science*TM.



In order to be qualified for this role, you must possess the following:

- Bachelor's degree in Human Resources or Organizational Development or related discipline; or equivalent combination of education and experience.

- _____

- _____

The following skill sets are preferred by us:

- Priority will be given to candidates with an advanced degree.
- _____
- _____



Task 2: Work as a class.

Each group appoints a spokesman/spokeswoman to present and explain to the rest of the class what responsibilities and what qualifications the HR Manager they are looking for should take and have.



Reading II



Text

.....



Notes

.....



Exercises


.....





Maslow's Hierarchy of Needs

1 Maslow's hierarchy of needs is often **portrayed** in the shape of a **pyramid**, with the largest and most **fundamental** levels of needs at the bottom, and the need for **self-actualization** at the top.




2  The most fundamental and basic four **layers** of the pyramid contain **esteem**, friendship and love, **security**, and physical needs. Maslow's theory suggests that the most basic level of needs must be met before the individual will strongly desire (or focus motivation upon) the secondary or higher level needs. **For the most part, physiological** needs are obvious — they are the **literal** requirements for human **survival**. If these requirements are not met, the human body simply cannot continue to function. Air, water, and food are requirements for survival in all animals, including humans. Clothing and **shelter** provide necessary protection from the elements.



3  With their physical needs relatively satisfied, the individual's safety needs **take precedence** and dominate behavior.  In the absence of physical safety — due to terrorist attack, war, natural disaster, or, due to economic crisis and lack of work opportunities, etc. — the individual feels anxious and tense. Safety and security needs include:


- Personal security
- Financial security
- Health and well-being
- Safety net against accidents/illness and their **adverse** impacts





4  After physiological and safety needs are fulfilled, the third layer of human needs is social and involves feelings of belongingness. The absence of this aspect of Maslow's hierarchy can impact individual's ability to form and maintain emotionally significant relationships **in general**, such as:

- Friendship
- **Intimacy**
- Family




5  Humans need to feel a sense of belonging and **acceptance**, **whether** it comes from a large social group, such as clubs, office culture, professional organizations, sports teams, **or** small social connections (family members, intimate partners, close colleagues). They need to love and be loved by others. In the absence of these elements, many people become **susceptible** to loneliness and **depression**.




6  All humans have a need to be respected and to have **self-esteem** and **self-respect**. Esteem presents the normal human desire to be accepted and valued by others.  People need to engage themselves to **gain recognition** and have an activity or activities that give the person a sense of contribution, to **feel self-valued, be it in a profession or hobby**. Imbalances at this level can result in low self-esteem or an **inferiority complex**.




7  Most people have a need for a **stable** self-respect and self-esteem. Maslow **noted** two **versions** of esteem needs, a lower one and a higher one. The lower one is the need for the respect of others, the need for status, recognition, **fame**, prestige, and attention. The higher one is the need for self-respect, the need for strength, **competence**, self-confidence, independence and freedom. **Deprivation** of these needs can lead to an inferiority complex, weakness and helplessness.



8  “What a man can be, he must be.” This forms the **basis** of the **perceived** need for **self-actualization**. This level of need **pertains to** what a person’s full potential is and realizing that potential. Maslow describes this desire as the desire to become more and more what one is, to become everything that one is capable of becoming. As mentioned before, in order to reach a clear understanding of this level of need, one must first not only achieve the previous needs, physiological, safety, love, and esteem, but master these needs.



9  Understanding the strengths and weakness of Maslow's hierarchy of needs is important in the field of international business. Evaluating the different needs, values, **drives** and **priorities** of people from different countries — **individualistic** or **collectivist** — is **incredibly** valuable in cross-cultural communications, and especially within the workplace.



portray: v. to describe. 描述; 描绘

e.g. The sun is portrayed as the source of light, heat, and motion.

Students objected to being portrayed as naive, immature and easily-led innocents.



pyramid: *n.* an ancient stone building built over the tombs of dead kings and queens, especially in Egypt. Pyramids have triangular walls that slope upwards and inwards to a single point. 金字塔



fundamental: *adj.* absolutely necessary; extremely important; essential. 基本的; 重要的; 必要的

e.g. fundamental principles fundamental concepts

the protection of fundamental human rights

Hard work is fundamental to success.

Housing shortage is still the fundamental problem.



self-actualization: *n.* the fact of using one's talents, skills and abilities to realize as much as one can possibly achieve. 自我实现



layer: *n.* a level or part within a system or set of ideas. 层

e.g. There are too many layers of management in the company.



esteem: *n.* respect and admiration. 尊敬, 敬重

e.g. She was held in high esteem by all her colleagues.

Bob showed no esteem for his fellow workers.



security: *n.* a feeling of being safe or free from danger or threat. 安全感

e.g. The system is designed to provide maximum security for customers.

Children count on their parents for love and security.



for the most part: mostly, usually, in most places or cases. 多半; 就绝大部分而言

e.g. For the most part Chinese children will have to study harder.

The forest is for the most part dark and wet.



physiological: *adj.* sth. that is physiological relates to the way that a person's or animal's body functions or to the way that a plant functions. 生理的, 生理机能的

e.g. physiological change
生理变化



literal: *adj.* basic. If something is described as literal, we emphasize it is true. 实实在在的, 确确实实的

e.g. a literal fact 实实在在的情况



survival: *n.* the state of continuing to live or exist in spite of danger, accidents, or difficult circumstances. 幸存, 继续生存

e.g. struggle for survival 生存竞争

His only chance of survival was a heart transplant.



shelter: *n.* a place to live or stay, such as a small building or covered place made to protect people from bad weather, danger or attack. 庇护所; 居所, 住处

e.g. Human beings need food, clothing and shelter
Trees are a shelter from the sun.
树木可以遮挡阳光。



In the absence of physical safety — due to terrorist attack, war, natural disaster, or, due to economic crisis and lack of work opportunities, etc. — the individual feels anxious and tense.

- T** 由于恐怖袭击、战争、自然灾害或者经济危机和工作机会的丧失等原因，安全感的缺乏会使个体感觉焦虑和紧张。



take precedence: If something takes precedence over something else, it is treated as being more important and is dealt with before the other things. 具有优先权 Precedence is the order of priority in importance, order, or rank. 优先权

e.g. He had to learn that his wishes didn't take precedence over other people's needs.

The peace of human society takes precedence over every other consideration.

In my case, security takes precedence over adventure.



in the absence of: this phrase describes the fact that sb. or sth. does not exist or is not available; lack of; without. 缺乏……; 在没有……的情况下

e.g. I'm responsible for your study in the absence of your parents.



due to: if an event is due to sth., it happens or exists as a direct result of that. 由于

e.g. His death was due to too much smoke and alcohol.
The team's final success was largely due to his efforts.
The project had to be abandoned due to a lack of government funding.



terrorist attack: a surprise attack involving the deliberate use of violence against civilians in the hope of attaining political or religious aims. 恐怖袭击



natural disaster: the effect of a natural hazard, which leads to financial, environmental or human losses. 自然灾害



adverse: *adj.* unfavorable; negative; unpleasant; harmful. 不利的, 有害的

e.g. adverse weather condition

恶劣的气候状况

Lack of money will have an adverse effect on our research program.

Higher energy costs seem to have an adverse effect on economy.

Dirt and disease are adverse to the best growth of children.

肮脏与疾病对儿童健康成长不利。



fulfill: v. to satisfy, achieve or realize. 实现

e.g. fulfill one's dream

fulfill one's potential

fulfill one's ambition

实现某人的抱负

fulfill one's needs and requests

满足某人的需求



in general: usually; generally speaking; as a whole. 一般说来, 通常, 大体上

e.g. A healthy skin is a reflection of good health in general.

In general, prices reflect the demands and needs of the market

In general, he is a peaceful and loving man.

What's the definition of inflation in general?

This book may help us understand western culture in general.

They want shorter working hours and more salaries in general.



intimacy: *n.* very close relationship. 亲密

- e.g. the intimacy between mother and child
the intimacy between husband and wife
The room has a peaceful sense of intimacy.
Their long-term separation has dried up their intimacy.



acceptance: *n.* the fact or process of being allowed to join an organization or be a member of a group. 接受

e.g. Social acceptance is very important for most young people.
I really got thrilled by his acceptance into the club.
So far I have received five acceptances and three rejections.



whether ... or ...: no matter if ... or ... 不管……还是…… We use this structure to say that something is true in any of the circumstances that we have mentioned.

e.g. I will go there whether you come with me or stay at home.
He is going to buy a house whether he gets married or not.
A fresh pepper, whether red or green, lasts about three weeks.



susceptible: *adj.* easily influenced by feelings or emotions. 易受感动的, 易受影响的

e.g. In his weakened condition, he is very susceptible to cold.
他身体很弱, 因此很容易患感冒。

a susceptible young man
好动感情的小伙子

We are all susceptible to advertising.
我们都易受广告的影响。



depression: *n.* a mental condition characterized by severe feelings of sadness, hopelessness, and anxiety.
消沉; 沮丧

e.g. She suffered from severe depression after losing her job.
失业后她患上了严重的忧郁症。

There was a feeling of depression in the office when the bad news was announced.

坏消息公布后, 办公室弥漫着的沮丧气氛。



self-esteem: *n.* confidence in one's own worth or abilities;
self respect. 自尊 (心)

e.g. people with low self-esteem

You need to build your self-esteem.

He wanted to regain his self-esteem.



self-respect: *n.* a feeling of confidence and pride in oneself.
自尊;自重

e.g. Bill should have his self-respect restored.



People need to engage themselves to gain recognition and have an activity or activities that give the person a sense of contribution, to feel self-valued, be it in a profession or hobby.

- T** 们需要寻求他人的认可，并通过参与一种或多种活动获得贡献感；无论这种活动是一种职业还是兴趣爱好，他们都可以从中获得自尊。



gain recognition: to get public praise and reward for one's achievements or abilities. 获得认可

e.g. gain academic recognition

She gained only minimal recognition for her work.



sense of contribution: the willingness to give or pay sth. to a common fund or collection. 贡献感



feel self-valued: feel that one's personal value is to be recognized or realized. 感到具有自我价值



be it in a profession or hobby: whether it be a profession or hobby. 不管这是一个职业还是爱好 In such a concessive clause introduced by “whether...or...”, we usually use the be verb directly. Very often, we can also omit “whether” and put “be” to the front of the clause.

e.g. She will marry the handsome young man whether he be rich or poor.

She will marry the handsome young man be he rich or poor.

Home is home, be it ever so homely.

家就是家，不管它是多么简陋。



imbalance: *n.* a situation in which two or more things are not the same size or are not treated the same.

不平衡

- e.g. the imbalance between the poor and rich countries
- imbalances of social and economic development
- the imbalance between import and export



inferiority complex: People who have an inferiority complex feel that they are of less worth or importance than other people. An inferiority complex causes some people to be very shy and others to be aggressive. 自卑感

e.g. This boy has an inferiority complex about his height and weight.



stable: *adj.* firmly fixed; not likely to change. 稳定的

e.g. stable price
stable relationship
stable marriage



note: v. to mention.

e.g. The government report released last week noted an alarming rise in racial harassment.



version: *n.* a description of an idea or event. 说法; 版本

e.g. Each of the women had a different version of what had actually happened.

The committee finally accepted his version of the incident.

Their version of how the accident happened conflict.



fame: *n.* the state of being very well-known. 名声

e.g. to win instant fame

She went to Hollywood in her early age in search of fame and fortune.

The fame of the Omega workshops spread all over the world.

欧米茄手表工厂的名声传遍全世界。



competence: *n.* the ability to do sth. successfully and efficiently; capability. 能力

e.g. professional competence
technical competence



deprivation: *n.* the lack of sth. that is considered to be a necessity. 丧失, 损失

e.g. deprivation of freedom

neglected children suffering from social deprivation

They suffer from deprivation of political and civil rights.



basis: *n.* the underlying support or foundation for an idea or argument. 基础; 基点; 基准;

e.g. the basis of the final design

Trust is the only basis for a good working relationship.

The basis of a good marriage is mutual trust.



perceive:

1) v. to become aware of directly through any of the senses, especially sight or hearing. 察觉; 注意到; 意识到

2) v. to achieve understanding of. 理解

e.g. I can't perceive any difference between these coins.

我看不出这些硬币的区别。

That rule is not easily perceived.

这条规则不容易理解。

I perceived that I could not make him change his mind.

我意识到我不能使他改变主意。

I plainly perceive some objections remain.

我清楚地察觉到还有一些反对意见。



self-actualization: *n.* the fulfillment of one's talents and potentialities. 自我实现



pertain to: to relate directly to sth. 关于; 与……相关; 适合
If one thing pertains to another, it relates, belongs, or applies to it.

e.g. The rules that pertain to one circumstance do not necessarily pertain to another.



drive: *n.* the strong urge or desire to achieve a goal or satisfy a need. 动力

e.g. emotional drives

the drive to create something beautiful

His drive and energy helped the team to win the championship.



priority: *n.* sth. that is more important than other things and should be dealt with first. 优先考虑的事情

e.g. top priority

最优先考虑的事

Safety takes priority over any other matter.



individualistic: *adj.* being independent and self-reliant. 个人主义的 It's a belief that individual people in society should have the right to make their own decisions, rather than be controlled by the government.

e.g. Group communication reduces the need for individualistic expression.



collectivist: *adj.* adjective of collectivism, referring to the system in which all farms, businesses, and industries are owned by the state or all the people in the country. 集体主义的



incredibly: *adv.* extremely. 极端地; 极其

e.g. It's a good restaurant, and **incredibly** cheap.
这家馆子不错, 而且价格便宜得不得了。
I find these chairs **incredibly** uncomfortable.
我觉得这些椅子非常不舒服。



Notes

1. Maslow's hierarchy of needs a theory in psychology, proposed by Abraham Maslow in his 1943 paper *A Theory of Human Motivation*. Maslow's theory was fully expressed in his 1954 book *Motivation and Personality*. Maslow's theory parallels many other theories of human developmental psychology, all of which focus on describing the stages of growth in humans. 马斯洛需求层次理论

2. portray to describe 描述; 描绘

3. pyramid 金字塔

4. self-actualization the fact of using one's talents, skills and abilities to realize as much as one can possibly achieve 自我实现



- 5. layer** a level or part within a system or set of ideas 层
- 6. security** a feeling of being safe or free from danger or threat 安全感
- 7. for the most part** mostly, usually, in most places or cases 多半; 通常
- 8. physiological** 生理的, 生理机能的
- 9. literal** basic 实实在在的, 确确实实的
- 10. survival** the state of continuing to live or exist in spite of danger, accidents, or difficult circumstances 幸存, 继续生存
- 11. shelter** 庇护所; 住所; 遮蔽的场所
- 12. take precedence** If something takes precedence over something else, it is treated as being more important and is dealt with before the other things 具有优先权



13. in the absence of this phrase describes the fact that somebody or something does not exist or is not available; lack of; without 缺乏……, 在没有……情况下

14. due to owing to 由于

15. terrorist attack a surprise attack involving the deliberate use of violence against civilians in the hope of attaining political or religious aims 恐怖袭击

16. feelings of belongingness the sense of being a member of a group or social organization 归属感

17. in general usually; generally speaking; as a whole 总而言之

18. intimacy very close relationship 亲密



19. **whether ... or ...** no matter if ... or ... 不管……还是……
20. **susceptible** easily influenced by feelings or emotions 易受感动的, 易受情绪影响的
21. **depression** a mental condition characterized by severe feelings of sadness, hopelessness, and anxiety 消沉; 沮丧
22. **self-esteem** confidence in one's own worth or abilities; self respect 自尊 (心)
23. **self-respect** a feeling of confidence and pride in oneself 自尊
24. **gain recognition** to get public praise and reward for one's achievements or abilities 获得认可
25. **sense of contribution** the willingness to give or pay sth. to a common fund or collection 贡献感



26. be it in a profession or hobby whether it be a profession or hobby 不管这是一个职业还是爱好

27. imbalance a situation in which two or more things are not the same size or are not treated the same 不平衡

28. inferiority complex People who have an inferiority complex feel that they are of less worth or importance than other people. An inferiority complex causes some people to be very shy and others to be aggressive 自卑感

29. version a description of an idea or event 说法; 版本

30. fame the state of being very well-known 名声

31. competence the ability to do something successfully and efficiently; capability 能力



32. deprivation the lack of something that is considered to be a necessity 丧失, 损失

33. basis the underlying support or foundation for an idea or argument 基础; 基准

34. perceive to become aware of directly through any of the senses, especially sight or hearing 察觉; 注意到; 意识到






35. self-actualization the fulfillment of one's talents and potentialities 自我实现

36. pertain to to relate directly to sth. 关于; 与……相关; 适合

37. priority sth. that is more important than other things and should be dealt with first 优先考虑的事情



Exercises

-  Exercises I
-  Exercises II
-  Exercises III
-  Exercises IV
-  Exercises V



I. Comprehension: True /False /Not Mentioned.

- T 1. Maslow believed that basic needs should be met in order to move to a higher level.
- T 2. The physiological level is the first need that must be met and it refers to those elements that are essential for human survival, such as air, water, food, clothes, and shelter, etc.
- F 3. When all of the physiological needs are met, people tend to become concerned with self-image.
- F 4. The need for safety dominates our behavior and is therefore more important than other needs.



- T 5. The security needs involve personal security, financial security, health, and a strong guarantee against accidents and diseases.
- F 6. Emotionally-based relationship reflects the need for belonging and love and it takes priority over the need for safety.
- F 7. People join various organizations to achieve self-actualization.
- F 8. Self-esteem is the highest level that one can reach on Maslow's hierarchy of needs.



- F 9. The lower level of self-esteem is the need for self-confidence, independence and freedom, while the higher level is the need for status, fame, and attention.
- T 10. Self-actualization refers to the motivation to develop to ones full potential as a human being and it can only be achieved when the other lower levels of needs are fulfilled.



II. Discussion Questions.

1. The psychologist Abraham Maslow suggests that humans are motivated to satisfy five basic needs which are arranged in a hierarchy. What do you think are the five different levels of needs?
2. How do you understand the strength and weakness of Maslow's Hierarchy of Needs?
3. The basic idea of Maslow's Hierarchy of Needs is that our needs are constantly changing. As one need is met, we desire other needs. Needs change with time. Managers must continually adapt to employees' changing needs if they want to keep their workforce motivated. After reading this passage, how do you think Maslow's Hierarchy of Needs will affect business and society?



III. Vocabulary: Guess the meaning of the following underlined words from the text.

1. The computer company dominates the market for business management software. _____



a. loses

b. competes

c. dictates

d. controls

2. It is worth noting that the most successful companies don't always offer the highest salary. _____



a. mentioning

b. doubting

c. commemorating

d. nominating



3. There are three fundamental principles of teamwork. _____



a. advanced

b. functional

c. basic

d. minor

4. Modern farming methods may have certain adverse effects on the environment. _____



a. positive

b. negative

c. neutral

d. advisable



5. I used to think that money was incredibly important, but now I look at it in quite a different way. _____



a. extremely

c. indecently

b. naturally

d. incurably

6. Due to the fact that they didn't read English, the tenants were unaware of what they were signing. _____



a. In spite of

c. For all

b. Because of

d. But for



7. The recent measures will have a significant impact on unemployment. _____



a. crash

b. imbalance

c. influence

d. improvement

8. He's clever enough, but his lack of drive has prevented him from making further achievements. _____



a. talent


b. license

c. diligence

d. motivation



9. You must give my detailed answers if you are to fulfill the examiner's expectation. _____

-  a. understand
-  c. satisfy
- b. speculate
- d. frustrate

10. She was held in high esteem by all the people in the community. _____

-  a. eternity
- c. responsibility
- b. essence
-  d. respect



IV. Translation: Translate the following sentences into English, using the expressions highlighted.

1. 当她被告知下岗了, 她感到非常沮丧, 失去了归属感。
lay off, sense of belonging



When she was told that she was laid off, she felt very depressed and had no sense of belonging.

2. 董事会召开会议应对严峻的事态, 因为公司的名声处在危急中。 cope with, at stake



The Board holds a meeting to cope with the serious situation, as the company's fame is at stake.



3. 他花了好几天才搞明白发生了什么。 figure out

 It took him a couple of days to figure out what had happened.

4. 通常交通事故是由于草率驾驶。 for the most part, due to

 For the most part, traffic accidents are due to careless driving.



5. 经济衰退造成许多公司裁减员工, 经济的前景不容乐观。
downsize, perspective



Recession forced many companies to downsize, and the perspective of the economy was not optimistic.

6. 考虑到这种情况, 你已做得非常出色了。 given



Given the circumstances, you've done really well.



7. 不管这项目最终成功还是失败, 我们肯定会尽最大的努力。whether ... or ...



Whether the project turns out to be successful or fail, we can be sure that we did our best.

8. 每个人生来都是平等的, 不管他是白人还是黑人。be he ...



Everyone is born equal, be he black or white.



9. 他对权利和金钱的渴望超过了其他的考虑因素。 take precedence over



His desire for power and money took precedence over any other consideration.

10. 缺少了精确的数据, 我们的讨论将毫无意义。 in the absence of



Our discussion will make no sense in the absence of accurate data.



V. Cloze.

Wages vs. Salaries

Many blue-collar and some white-collar employees receive 1 in the form of 2, which are based on a calculation of the number of hours the employee has worked or the number of units he or she has produced. Sometimes compensation is based on a combination of both time and 3. Wages provide a direct 4 to an employee: The more hours worked or the more pieces 5, the higher the employee's pay.

- | | | | |
|------------------|------------------|----------------|--------------------|
| 1. a. subsidy | b. compensation | c. dividend | d. allowance |
| 2. a. wages | b. incomes | c. revenues | d. salaries |
| 3. a. intensity | b. value | c. quality | d. productivity |
| 4. a. stimulant | b. encouragement | c. inspiration | d. incentive |
| 5. a. completion | b. completing | c. completed | d. to be completed |



1. b 2. a 3. d 4. d 5. c



Employees whose 6 is not always directly related to the number of hours they put in or the number of pieces produced are paid salaries. Salaries, 7 wages, base compensation on time, but the 8 of time is a week, two weeks, a month, or a year. Salaried employees such as managers and professionals normally receive no pay for the extra hours they sometimes put in; 9 is simply part of their obligation. 10, they do get a certain amount of leeway in their working time.

- | | | | |
|-----------------|-----------------|-------------|---------------|
| 6. a. output | b. quantity | c. volume | d. capacity |
| 7. a. as | b. like | c. with | d. as well as |
| 8. a. period | b. unit | c. course | d. duration |
| 9. a. diligence | b. bonus | c. overtime | d. loyalty |
| 10. a. However | b. Consequently | c. Moreover | d. Likewise |



6. a 7. b 8. b 9. c 10. a



Both wages and salaries are, in principle, based on the contribution of a particular job 11 the company. Thus, a sales manager, who is responsible for bringing in sales 12, is paid more than her or his secretary, who handles administrative tasks but doesn't sell or supervise. In recent years, human resources managers have 13 with the concept of comparable worth, which seeks equal pay for jobs that are equal 14 value to the organization. Under a comparable worth system, men and women who perform jobs that 15 similar levels of education, training, and skills receive the same pay.







- | | | | |
|-----------------|-------------|------------|------------|
| 11. a. for | b. in | c. to | d. on |
| 12. a. campaign | b. revenue | c. figure | d. volume |
| 13. a. dealt | b. coped | c. handled | d. grasped |
| 14. a. with | b. to | c. on | d. in |
| 15. a. utilize | b. maintain | c. offer | d. entail |



11. c 12. b 13. b 14. d 15. d



Extended Activities

-  A. Function and Structure
-  B. Special Use
-  C. Practical Reading
-  D. Additional Vocabulary
-  E. Business World
-  F. Humor Time



A. Function and Structure: Talking About Personal Interests

I. Practise the following expressions with your partner and then make the following into sentences about personal interests.

Asking about
personal interests

Do you take much interest in *music* /
collecting stamps?

Are you interested in *romance stories* /
watching sports games?

Are you into *folk music* / *listening to*
music? (*informal*)

Are you fond of *poems* / *watching TV*?



| | |
|--|---|
| <p>Positive response to questions inquiring about personal interests</p> | <p>Yes, actually, I am / do. Well, yes, to a certain extent. Oh, yes, very much. Yes, I do.</p> |
| <p>Expressing lack of personal interest</p> | <p>Well, I'm not particularly keen on <i>jazz</i> actually. Well, really, no.</p> |
| <p>Expressing preference</p> | <p>But I'm more interested in <i>blues</i>. I prefer <i>jogging</i> / <i>to take a walk</i> / <i>folk music</i>. I like <i>jazz better</i>.</p> |



1. take/interest/politics?
actually/do



Do you take interest in politics?
Yes, actually, I do.

2. interest/dancing?
well/yes/certain extent/but/prefer/singing



Are you interested in dancing?
Well, yes, to a certain extent. But I prefer singing to dancing.



3. take/interest/pop music?
well/not particularly/keen/actually
I/prefer/listening/classical music



Do you take interest in pop music?
Well, I'm not particularly keen on it, actually.
I prefer listening to classical music.

4. fond/country music?
well/but/like jazz better



Are you fond of country music?
Well, yes. But I like jazz better.



5. be into/playing tennis?
well/really/no



Are you into playing tennis?
Well, really, no.

6. much interest/the cinema?
yes/but/more interested/going/the theatre



Do you take much interest in the cinema?
Yes, I do. But I'm more interested in going to the
theatre.



II. Make dialogues with your partners according to the situations given. Pay particular attention to the way to express personal interests and preferences.

1. Susan is reading a detective story and asks her roommate Diana whether she is interested in such stories. Diana expresses a slight interest in them, but expresses a preference for romance stories.
2. You meet Mr. Blake for the first time at a conference. He asks you about your interest in football. You express interest, but shows a preference for basketball.



3. Carol is interviewing a well-known authoress, Mrs. Anderson, and asks her about her interest in politics. Mrs. Anderson expresses great interest.
4. Miss Grey, one of your colleagues, is asking you about your interest in pop music. You show no interest in it and express your preference for jazz.



A. Function and Structure

The ability to converse effortlessly with those you encounter is a critical component of all your personal and business relationships. Good communication skills promote an image of self-confidence and intelligence. If you want to start a conversation with somebody, talking about personal interests might be a good, but not always safe topic. In order to make interesting conversation, you must be interesting to others. So keeping yourself informed on current events, staying involved in activities, and keeping a mental list of good topics of discussion are excellent ways to break the ice. In general, people like to talk about themselves and will respond favorably when asked simple, friendly questions.



But don't be too nosy or try to impose your viewpoints on others. Make an effort to be a good listener when starting a conversation. After you make the initial effort, listen closely to the other person's response. Instead of focusing on how uncomfortable you feel, prepare yourself by thinking of the issues that interest you most and what you would like to discuss about a particular subject.



Special Use: A Review of Verbs

Fill in the blanks with the appropriate forms of verbs in brackets.

1. Whenever I 1) visit (visit) a new restaurant, I feel the same excitement that keen theatre-goers must experience on opening night. I 2) had (have) this feeling last Friday evening at dusk, as my wife and I 3) were taking (take) a walk in the beautiful gardens of the restaurant shortly after we 4) had arrived (arrive). Dinner was as excellent as we 5) had been promised (promise). There 6) is (be) no menu, for Mr. Thompson 7) creates (create) his meals rather as a director 8) produces (produce) a play. Nevertheless, the various combinations of choices at each course 9) are (be) always perfect as if they 10) were done (do) by magic.



He and his team of highly skilled helpers serve, cut and cook the food, moving about the “stage” as confidently as professional actors. The meal is as different from what one 11) finds (find) in ordinary restaurants as a live performance of *A Midsummer Night's Dream* 12) would be (be) from a second-rate television production.

2. One evening Mr. Green 1) was driving (drive) in his car along a lonely road. He 2) had been (be) to London where he 3) had drawn (draw) £ 50 from the bank. On the way a man stopped him and asked for a lift. Mr. Green told him to get into the car and continued on his way. As he 4) talked (talk) to the man he learned that he 5) had been (be) in



prison for robbery and 6) had broken (break) out of prison two days before. Mr. Green was very worried at the thought of the £ 50 that he 7) had put (put) in his pocket book. Suddenly he saw a police-car and had a bright idea. He just 8) had just reached (reach) a small town where the speed limit was 30 miles an hour. He 9) drove (drive) the car as fast as it would go. He looked back and saw that the police-car 10) had seen (see) him and 11) had begun (begin) to chase him. After a mile or so the police-car 12) overtook (overtake) him and 13) ordered (order) him to stop. Mr. Green asked to be taken to the police station but the policeman said, “No, I 14) want (want) your name and address now. You 15) will have (have) to appear at the police court later.” So Mr. Green gave



the policeman his name and address. The policeman 16) wrote (write) it down on his notebook. Then Mr. Green started up his car again and drove on. He 17) had given (give) up all hope of his £ 50, but just as he 18) reached (reach) the outskirts of London, the passenger said he 19) wanted (want) to get out here. Mr. Green stopped the car, the man 20) got (get) out and 21) said (say), “Thanks for the lift. You 22) have been (be) good to me. This 23) is (be) the least I 24) can (can) do in return.” And he 25) handed (hand) Mr. Green the policeman’s notebook.



3. I 1) am going/will go (go) to London tomorrow, because I 2) have to see a specialist about my eyes. They 3) have been giving (give) me trouble recently and I 4) am (be) afraid they 5) are getting (get) worse. On Sunday, they 6) were aching (ache) all day and the pain 7) had not gone (not go) when I 8) woke (wake) up on Monday morning. It 9) began (begin) to wear off while I 10) was having (have) breakfast, but I 11) had hardly settled (hardly settle) down to work when it 12) came (come) on again, worse than I 13) had ever known (ever know) it before. I 14) will accept (accept) whatever advice the specialist 15) gives (give) me, even if it 16) means (mean) giving up work for a long time.



4. John 1) was driving (drive) home when he 2) lost (lose) control of his car all of a sudden. He 3) ran (run) into a bus stop and then a wall. He 4) had been (be) to a party and 5) had had (have) a lot to drink. Luckily, nobody 6) was standing (stand) there because a bus 7) had come (come) by only a few minutes before. It 8) had picked (pick) up ten people. In other words, if the accident 9) had happened (happen) a little earlier, ten people 10) would have been knocked (knock) down and perhaps some 11) would have died (die). Of course, he didn't know the accident 12) was going (go) to happen or that he 13) would hit (hit) the bus stop.



But what 14) would he have been charged (charge) with if he
15) had killed (kill) someone? (16) would he have been sent
(send) to prison or even (17) sentenced (sentence) to death?



Special Use: Revision of Verbs

前几课中，我们学习了动词的时态、语态和虚拟语气。在这一课，我们将结合练习中的 4 段时态填空练习，复习动词的用法。

第1段：

第一句话表示平时的习惯，用一般现在时。但第二句话转到上周五的晚上，所以时态也转为过去时。第3个空格用过去进行时，表示当时正在散步时，产生了这样的感觉。而到达参观在前，散步在后，所以之前的动作作用过去完成时。

第 5 个空格的promise首先是被动，因为是餐馆许诺我们；而餐馆的许诺又是之前发生的，所以用过去完成时的被动式。



第6、7、8、9等4个空格表示平时一贯如此，所以都用一般现在时。而第10个空格是as if/though引出的虚拟语气，当然还有被动的含义。

而第11和第12个空格又从过去回到现在，讲述平时一贯的情况，所以用一般现在时。

第2段：

第一句表示“一天晚上，格林先生正在一条偏僻的马路上驾着车”，用过去进行时。而这之前，他去了银行取了钱，第2个空格和第3个空格表示之前的动作，用过去完成时。当格林和一名搭车的男子攀谈时，格林了解到他过去曾因为抢劫而入狱，两天前刚越狱。这里的第5和第6个空格都表示搭车前发生的事件，所以用过去完成时。这时，格林先生想起了他之前放在书里的从银行取出来的钱。第7个空格表示之前的动作，所以用过去完成时。



担忧之余，格林想起了刚刚驱车开过的小镇速度限制是每小时30英里，所以他拼命地加速。由于这个小镇是之前刚刚经过，所以第8个空格用过去完成时。这时，他回头看到警察已经注意到他，并开始在后面追赶。其实，警察注意到他和开始追赶是在格林看到之前，所以第10和第11个空格都用过去完成时。

当警察追上他时，并没有带他去警察局，而是说“请留下姓名和地址，然后自己去警察局办理罚款”。引号里的话即第14和第15个空格用现在时。

之后格林继续开车时，已经放弃了所有的希望。其实，在再次启动车子前，他已经感觉没有希望了，所以第17个空格用过去完成时。之后，当格林到达伦敦郊外时，越狱犯说想下车。格林停了车，越狱犯下了车。这4个动作按顺序依次发生，是典型的一般过去时的用法。



之后引号里的话都用现在时，但注意第22个空格用现在完成时，强调从刚才上车时一直到现在下车时，“你”对我一直很好。

第3段：

明天我要去伦敦，去看眼科医生。最近，我的眼睛一直在疼，我担心我的眼疾正在恶化。这里第3个空格的完成进行时强调最近眼睛一直在不停地疼，而第5个空格的现在进行时强调眼疾现在正在恶化。然后文章转入上星期天这一过去的场景。

上星期天，眼睛疼了一整天，直到星期一早上醒来时疼痛还没有消失。第6个空格用过去进行时，强调一整天连续不断地疼。当我吃早饭时，疼痛开始消失。但一开始工作，眼睛又疼了起来。第10个空格强调正在吃早饭的时候



疼痛开始消失, 所以用过去进行时。第11个空格用过去完成时是固定结构, **had hardly done when**表示“一……就”, **when**后面的从句用**did**, 所以第12个空格用一般过去时。第13个空格的**had ever known**表示动词**know**发生在这次眼睛疼痛之前, 用过去完成时。

第14、15和16个空格又回到文章开头, 和明天的情况相呼应, 所以主句中的动词(第14个空格)用一般将来时, 从句中的动词(第15和第16个空格)用一般现在时。

第4段:

约翰正开车回家, 突然他的车失去了控制。第2个空格当**when**引出含有突然性的动作时, 通常用一般过去时。车先撞到了公共汽车站, 然后又撞上了墙。



接下来的动作表示约翰之前去参加过晚会、喝过酒，所以第4、第5个空格都用过去完成时。第6个空格表示当时没有人正站在那里，所以用过去进行时。第7和第8个空格表示之前公交车来过并事先接走了乘客，所以也用过去完成时。

第9、第10、第11个空格是与过去事实相反的虚拟语气，而且第10个空格含有被动的含义。第12个空格的was going to是过去将来时的表示法。第14和第15个空格又是与过去事实相反的虚拟语气，而且第14个空格含有被动的含义，表示被指控。第16和第17个空格延续这一假设，继续使用相同形式虚拟语气，同样表示被动的含义。



C Practical Reading: Performance Appraisal Form

- I. Read the following performance appraisal form carefully and decide whether the statements below are true or false. Write T for true and F for false in the brackets.

Name _____ Title _____
Service Date _____ Date of Appraisal _____
Location _____ Division _____ Department _____
Major Responsibilities:



Length of Time in Present Position

Appraised by _____

Area of Performance

Job Knowledge and Skill

Understands responsibilities and uses background for job.

Period of Review

From: _____ To: _____

Title of Appraiser _____

Comment

Rating

5 4 3 2 1



Adapts to new methods/techniques.

Plans and organizes work.

Recognizes errors and problems.

Volume of Work

5 4 3 2 1

Amount of work output.

Adherence to standards and schedules.

Effective use of time.



Quality of Work

5 4 3 2 1

Degree of accuracy — lack of errors.

Thoroughness of work.

Ability to exercise good judgment.

Initiative and Creativity

5 4 3 2 1

Self-motivation in seeking responsibility and work that needs to be done.

Ability to apply original ideas and concepts.



Communication

5 4 3 2 1

Ability to exchange thoughts or information in a clear, concise manner.

Dealing with different organizational levels of clientele.

Dependability

5 4 3 2 1

Ability to follow instructions and directions correctly.

Performs under pressure.

Reliable work habits.



Leadership Ability/Potential

5 4 3 2 1

Ability to guide others to the successful accomplishment of a given task.

Potential for developing subordinate employees.

- 5. Outstanding** Employee who consistently exceeds established standards and expectations of the job.
- 4. Above Average** Employee who consistently meets established standards and expectations of the job. Often exceeds and rarely falls short of desired results.



3. *Satisfactory*

Generally qualified employee who meets job standards and expectations. Sometimes exceeds and may occasionally fall short of desired expectations. Performs duties in a normally expected manner.

2. *Improvement Needed*

Not quite meeting standards and expectations. An employee at this level of performance is not quite meeting all the standard job requirements.

1. *Unsatisfactory*

Employee who fails to meet the minimum standards and expectations of the job



I have the opportunity to read this performance appraisal.

Signature

Date

How long has this employee been under your supervision?

Signature of Supervisor

Date



1. The form contains essential identifying data about the appraisee, such as when he or she started to work for the corporation and where he or she is based. T
2. A number scoring system, supplemented by clear definitions for the scoring, is provided in the form to facilitate staff performance assessment. T
3. The appraiser is expected to rate the appraisee's capability or knowledge in certain areas in terms of their past and current role requirements. F
4. *Initiative and Creativity* section is to evaluate the employees' ability to set their own constructive work practice and recommend or create their own procedures. T



5. The extent to which the employee can complete assignments as instructed on schedule, even under stress, is to be rated in the Volume of Work section. F
6. Leadership Ability/Potential section considers the extent to which the employee provides guidance and opportunities to his or her staff for their development and advancement. T
7. This performance appraisal form is to be completed by both the appraisee's department supervisor and his or her fellow workers. F
8. The staff member being appraised has the opportunity to read and discuss the content of the form with his or her appraiser during the review process. F



9. Both self-appraisal and peer-appraisal are required in this form to ensure the fairness of the whole assessment process. F
10. The appraisal form provides a written record for both employees and their supervisors on the nature of the former's job and their performance in it. T



C Practical Reading: Performance Appraisal Form

本题属于正误判断题，要求学生阅读一份企业员工业绩评估表，并在真正理解所读内容的基础上判定所给句子正确与否。题目考查了学生在深层意义上对语言文字的综合理解、总结和归纳的能力，具有一定的难度。

1. The form contains essential identifying data about the appraisee, such as when he or she started to work for the corporation and where he or she is based.

评估表中涉及评估者Service date（即 when he or she started to work for the corporation）和Location（即 where he or she is based），考查学生paraphrasing能力。

2. A number scoring system, supplemented by clear definitions for the scoring, is provided in the form to facilitate staff performance assessment.



此处number或字母 (letters) 的评估体系。评估表使用的是5—1数字scoring system是数字型, 而非使用文字 (words) 评估体系, 并且对5至1各个级别作了精确的定义和描述。

3. The appraiser is expected to rate the appraisee's capability or knowledge in certain areas in terms of their past and current role requirements.

本评估表并未涉及对接收核评人员在过去工作岗位上的业绩的考核, 故past and current role requirements表述有误。

4. *Initiative and Creativity* section is to evaluate the employees' ability to set their own constructive work practice and recommend or create their own procedures.

此句系对原表格中Self-motivation in seeking responsibility and work ...和Ability to apply original ideas ...等表述的阐释。



5. The extent to which the employee can complete assignments as instructed on schedule, even under stress, is to be rated in the *Volume of Work* section.

在Dependability 项下有Ability to follow instructions ...和Performs under pressure的表述，故应在该项下予以评估。

6. *Leadership Ability/Potential* section considers the extent to which the employee provides guidance and opportunities to his or her staff for their development and advancement.

此句系对原表格中Potential for developing subordinate employees ...和Ability to guide others to ...等表述的阐释。

7. This performance appraisal form is to be completed by both the appraisee's department supervisor and his or her fellow workers.

本评估表中没有须由接受核评人员同事填写的项目，故错误。



8. The staff member being appraised has the opportunity to read and discuss the content of the form with his or her appraiser during the review process.

本考核表须经被考核人员审阅并签字，但并不意味着被考核人员可以和考核者讨论表格内容，故错误。

9. Both self-appraisal and peer-appraisal are required in this form to ensure the fairness of the whole assessment process.

本业绩考核表未涉及考核者自评和同事之间互评的事宜，故错误。

10. The appraisal form provides a written record for both employees and their supervisors on the nature of the former's job and their performance in it.

本句是对整张业绩考评表内容的归纳和总结。



Teaching Tips 教学提示

1. Lead-in: 本单元导入部分安排了听力理解和听写填空两项任务。听力理解部分包含两个语篇, 分别探讨了人力资源管理(Human Resource Management)的职能、作用、途径, 以及体系变迁。听力练习的编排和以往各单元一样, 第一和第三项练习均属预听活动, 主要目的是在进行精听训练之前, 让学生对所听语篇的主旨有所了解, 初步把握听音和理解上的难点所在, 为接下来的听力活动做好词汇和心理上的准备。第二项练习为多项选择题, 侧重考察学生理解、辨析语篇细节和关键信息的能力。第四项练习包含两项任务: 1. 根据所听到的内容进行单句正误辨析, 错误的句子必须予以改正; 2. 要求学生在充分理解所听语篇内容的基础上, 完成5个句



子。教师特别要向学生指出,这5个要求完成的句子并非直接从原文选取,也就是说学生书上出现的文字材料和他们所听到的语音材料在顺序、结构和表述上不尽相同,并不是听到什么填什么就可以。学生在听音前,先要快速预读各句,明确听音时记忆的重点。在进行听音时,要摆脱书面文字的干扰,把注意力放在听辨、理解、记忆语篇的主旨,关键信息点,以及语篇的逻辑层次上,同时做好笔记。听音完毕后,再根据自己的理解和笔记的帮助,完成填空练习。教师应根据学生实际能力,对学生进行一定的听力笔记技能的辅导。听写填空是关于人力资源管理的一篇短文,阐述人力资源管理的要义,并对相关的名词、动词填空,可以作为导入活动安排在Reading II课文讲解之前进行。



2. Reading I Brainstorming: 全班学生通过自由讨论的形式, 列出他们所知道的关于人力资源经理所掌管的各项事宜, 下面Pairwork讨论题中有关于人力资源经理主要职责所在的问题, 此处侧重点在于帮助学生熟悉HR相关词汇表达, 无需过多展开。
3. Reading I Pairwork: 学生双人结对讨论与human resource management 相关的话题。第1至第4题系考查学生对本单元主题human resource management的认知程度, 教师可先让学生自由表述他们的观点, 然后视学生回答的具体情况, 予以更正或适当的补充, 此阶段只是对学生已有的内容图式进行激活, 不必过多的输入相关信息。“背景知识”和“教参答案”部分均有对这几题所涉内容的详细介绍, 可结合post-reading展开。第5题系open-ended question, 即无确定的答案。为调



动学生的积极性和参与性, 教师可请学生假想: Just suppose we're going to set up a new company, and who do you think in our class could be appointed for the position of HR Manager and what do you think makes him or her the best candidate for the job?。

4. Reading I Post-reading: 本单元Post-reading活动系Reading I Pairwork 讨论题的综合和扩展性活动。学生在学习Reading I 课文之前对HR的job responsibilities, duties & tasks, qualifications, skill & ability requirements 等问题已经展开过相应的讨论。通过Reading I的学生, 学生对Human Resource Management又有了更深的认识和了解, 在此基础上, Post-reading活动要求学生能把单元所学知识, 在给出的具体场景(scenario)下予以灵活使用, 完成一张招聘人力资源经理的广告。活动前, 教师应向学生指出, 虽然广告中所缺失的信息只是该职位的任职要求和任职资格, 但学生要仔细阅读广



告其他部分, 获取能帮助自己确定该职位所要求的具体的job responsibilities 和qualifications的信息。如: 杜邦是一家什么样的公司, 这样一家公司的HR 经理应该具备哪些也许其他公司的HR 经理不需要拥有的资质呢? 杜邦要招募的是一位seasoned HR Manager, seasoned HR Manager和普通HR Manager有什么区别呢? 杜邦是为它的哪一块业务招募HR Manager? 分管这块业务的HR Manager和为其他业务部门效力的HR Manager在资历、技能或知识结构上该有哪些不同的要求呢? 还有, 杜邦招募的是服务一线员工的基层经理人还是更偏重于人力资源战略性规划的高层经理人? 这两类人力资源经理人在资历、技能、个性或知识结构上又该有哪些差异呢? 引导学生对这些问题进行深入的思考, 能让学生更直观地认识HR Management的职业要求, 增强他们参与讨论的兴趣。



Notes:

DuPont: E. I. du Pont de Nemours and Company, commonly referred to as DuPont, is an American chemical company that was founded in July 1802 as a gun powder mill by Eleuthère Irénée du Pont. DuPont was the world's third largest chemical company based on market capitalization and ninth based on revenue in 2009. In the 20th century, DuPont developed many polymers such as Vespel, neoprene, nylon, Corian, Teflon, Mylar, Kevlar, M5 fiber, Nomex, Tyvek, Sorona and Lycra. DuPont developed Freon (chlorofluorocarbons) for the refrigerant industry and later, more environmentally friendly refrigerants. It developed synthetic pigments and paints including Chroma Flair. DuPont's trademarked brands often become genericized. For instance,



“neoprene” was originally intended to be a trademark, but quickly came into common usage.

For teachers' reference:

Responsibilities will include but not be limited to:

- Integrate HR competencies of organizational and leadership development, compensation and benefits, performance management, staffing, training, employee relations, work environment and diversity into the execution and strategic plans.
- Work closely with client group leadership to identify and validate HR needs to achieve strategic business objectives.
- Plan, develop, implement and enable global corporate HR initiatives that are aligned with business strategies.
- Provide direct consultative and strategic partnering efforts to senior business leaders to maximize performance of the organization.



- Coordinate business group HR efforts to ensure return on development investments.
- Act very Independently
- Monitor, measure and report on business group HR plans and achievements within agreed formats and timescales.

Qualifications

In order to be qualified for this role, you must possess the following:

- Demonstrated experience successfully developing and executing HR strategies throughout a business group.
- Demonstrated ability to partner effectively with business groups.
- Demonstrated competency and experience interpreting HR guidelines.



- Ability to negotiate conflict and maintain constructive working relationships with people at all organizational levels.
- Excellent communication, facilitation and interpersonal skills
- Superior interpersonal abilities. Ability to get along with diverse personalities, tactful, mature, flexible.
- Results and people oriented, but have sound judgment — ability to balance other business considerations. Service oriented, but assertive/persuasive.

教师也可参考以下资料对学生进一步启发和引导:

Job Duties and Tasks for Human Resources Manager

- Administer compensation, benefits and performance management systems, and safety and recreation programs.
- Identify staff vacancies and recruit, interview and select applicants.



- Provide current and prospective employees with information about policies, job duties, working conditions, wages, and opportunities for promotion and employee benefits.
- Perform difficult staffing duties, including dealing with understaffing, refereeing disputes, firing employees, and administering disciplinary procedures.
- Plan and conduct new employee orientation to foster positive attitude toward organizational objectives.
- Analyze training needs to design employee development, language training and health and safety programs.
- Maintain records and compile statistical reports concerning personnel-related data such as hires, transfers, performance appraisals, and absenteeism rates.



- Analyze statistical data and reports to identify and determine causes of personnel problems and develop recommendations for improvement of organization's personnel policies and practices.
- Plan, organize, direct, control or coordinate the personnel, training, or labor relations activities of an organization.
- Develop, administer and evaluate applicant tests.
- Oversee the evaluation, classification and rating of occupations and job positions.

Skill Requirements for Human Resources Manager

- Active Listening — Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.



- Management of Personnel Resources — Motivating, developing, and directing people as they work, identifying the best people for the job.
- Writing — Communicating effectively in writing as appropriate for the needs of the audience.
- Reading Comprehension — Understanding written sentences and paragraphs in work related documents.
- Speaking — Talking to others to convey information effectively.
- Negotiation — Bringing others together and trying to reconcile differences.
- Time Management — Managing one's own time and the time of others.
- Social Perceptiveness — Being aware of others' reactions and understanding why they react as they do.



- Monitoring — Monitoring/Assessing performance of yourself, other individuals, or organizations to make improvements or take corrective action.
- Instructing — Teaching others how to do something.

Ability Requirements for Human Resources Manager

- Oral Comprehension — The ability to listen to and understand information and ideas presented through spoken words and sentences.
- Oral Expression — The ability to communicate information and ideas in speaking so others will understand.
- Speech Recognition — The ability to identify and understand the speech of another person.



- Written Comprehension — The ability to read and understand information and ideas presented in writing.
- Written Expression — The ability to communicate information and ideas in writing so others will understand.
- Speech Clarity — The ability to speak clearly so others can understand you.
- Problem Sensitivity — The ability to tell when something is wrong or is likely to go wrong. It does not involve solving the problem, only recognizing there is a problem.
- Deductive Reasoning — The ability to apply general rules to specific problems to produce answers that make sense.
- Inductive Reasoning — The ability to combine pieces of information to form general rules or conclusions (includes finding a relationship among seemingly unrelated events).



Reading II Cloze

Question 1 此处选b. compensation。compensation除作“赔偿；补偿”解释外，也可以指“报酬，酬金；工资—sth. (such as money) given or received as payment or reparation (as for a service or loss or injury)”。其他各选项中 a. subsidy是指“补贴；津贴；补助金”； c. dividend指“股息；奖金”；而d. allowance 特指“津贴，零用钱”，指 an amount of money that you are given regularly or for a special purpose，例如：a monthly/annual etc. allowance，与原文意思都不符。而原文中紧接着也出现了 compensation的说法 (Sometimes compensation is based on a combination of both time ...)



Question 3 此处选 d. productivity 生产效率，意思为“报酬（的计算）基于（工人劳动）的时间和生产效率。选项a. intensity是指“强度”；选项b. value 是指“价值”；选项 c. quality指质量。下文中有The more hours worked or the more pieces completed, the higher the employee's pay. the more pieces completed指的就是工人的生产率， 故选d.

Question 4 productivity。
 此处选d. incentive，意思是“奖励；激励”——an additional payment (or other remuneration) to employees as a means of increasing output。选项a. stimulant 指“兴奋剂；刺激物”；选项b. encouragement 意思是“鼓励；支持”；而选项c. inspiration指“灵感；鼓舞”，以精神层面而非物质上为主。



Question 6 此处选a. output, 意思是“产量” — the quantity of sth. (as a commodity) that is created (usually within a given period of time)。而选项b. quantity, 泛指“数量; 总量”; 选项c. volume一般指“容量; 音量; 体积”等; 选项d. capacity一般理解为“生产能力; 生产量; 最大生产能力; 最高生产量” — ability to perform or produce; the maximum production possible。

Question 8 此处选b. unit, 意思是“(计算)时间的单位是一周, 两周, 一个月或一年”。

Question 12 此处选b. revenue。sales revenue意思是“产品销售收入”; sales campaign指的是“促销活动”; sales figure指“销售数据”; 而sales volume指的是“销售量”。

Question 13 此处选b. coped。词组coped with 的意思是“设法解决或努力克服(问题)” — deal successfully with sth. difficult.

Match the following English words about professions with their Chinese equivalents.

- | | | | |
|-----------|--------------------|-----------|----------------------|
| 1. 工作说明 | 14. 自我评价 | <u>14</u> | 1. self-assessment |
| 2. 实习 | 15. 降职 | | 2. Performance |
| 3. 团队建设 | 16. 报酬 | <u>22</u> | Appraisal, PA |
| 4. 劳动力市场 | 17. 职位 | <u>16</u> | 3. compensation |
| 5. 工作分析 | 18. 工作轮换 | <u>24</u> | 4. job posting |
| 6. 工资等级 | 19. 福利(间接经济 补偿) | <u>19</u> | 5. welfare |
| 7. 产业工会 | 20. 企业文化 | <u>21</u> | 6. fringe benefit |
| 8. 在职培训 | 21. 额外福利 | <u>12</u> | 7. job evaluation |
| 9. 人力资源开发 | 22. 绩效评价 | <u>1</u> | 8. job description |
| 10. 值班津贴 | 23. 调动 | <u>20</u> | 9. corporate culture |
| 11. 奖金 | 24. 工作公告 | <u>25</u> | 10. promotion |
| 12. 工作评价 | 25. 晋升 | <u>4</u> | 11. labor market |
| 13. 纪律处分 | 26. 行业工会 | <u>2</u> | 12. internship |



- | | | | |
|-----------|--------------------|-----------|-----------------------------------|
| 1. 工作说明 | 14. 自我评价 | <u>15</u> | 13. demotion |
| 2. 实习 | 15. 降职 | <u>23</u> | 14. transfer |
| 3. 团队建设 | 16. 报酬 | <u>13</u> | 15. disciplinary action |
| 4. 劳动力市场 | 17. 职位 | | |
| 5. 工作分析 | 18. 工作轮换 | <u>7</u> | 16. industrial union |
| 6. 工资等级 | 19. 福利(间接经济 补偿) | <u>10</u> | 17. shift differential |
| 7. 产业工会 | 20. 企业文化 | <u>6</u> | 18. pay grade |
| 8. 在职培训 | 21. 额外福利 | <u>3</u> | 19. team building |
| 9. 人力资源开发 | 22. 绩效评价 | <u>9</u> | 20. Human Resource Development |
| 10. 值班津贴 | 23. 调动 | | |
| 11. 奖金 | 24. 工作公告 | <u>26</u> | 21. craft union |
| 12. 工作评价 | 25. 晋升 | <u>11</u> | 22. incentive compensation |
| 13. 纪律处分 | 26. 行业工会 | | |



- | | | | |
|-----------|--------------------|-----------|------------------------------|
| 1. 工作说明 | 14. 自我评价 | <u>8</u> | 23. on-the-job training, OJT |
| 2. 实习 | 15. 降职 | | |
| 3. 团队建设 | 16. 报酬 | <u>17</u> | 24. posting |
| 4. 劳动力市场 | 17. 职位 | <u>18</u> | 25. job rotating |
| 5. 工作分析 | 18. 工作轮换 | <u>5</u> | 26. job analysis |
| 6. 工资等级 | 19. 福利(间接经济 补偿) | | |
| 7. 产业工会 | 20. 企业文化 | | |
| 8. 在职培训 | 21. 额外福利 | | |
| 9. 人力资源开发 | 22. 绩效评价 | | |
| 10. 值班津贴 | 23. 调动 | | |
| 11. 奖金 | 24. 工作公告 | | |
| 12. 工作评价 | 25. 晋升 | | |
| 13. 纪律处分 | 26. 行业工会 | | |



E. Business World

Many businesses and industries conduct vocational programs to help their employees develop new skills and improve the quality of products and services. One type of education, known as human resource development (HRD), helps employees learn precisely what to do in their jobs and how to work as part of a team. HRD is usually referred to as training. Specialists in HRD are generally called trainers rather than teachers.



Vocational education is especially important in countries striving to develop an economy based on modern technology. Such countries include the developing nations of Africa, Asia, and Latin America. To help build their countries' economy, students in these countries are encouraged to take courses in such fields as agriculture and industry.



F. Humor Time

Matthew Hobbs was sixteen years old. He had been at the same school for five years, and he had always been a very bad pupil. He was lazy; he fought with other pupils; he was rude to the teachers, and he did not obey the rules of the school. His headmaster tried to make him work and behave better, but he was never successful — and the worst thing was that, as Matthew grew older, he was a bad influence on the younger boys.



Then at last Matthew left school. He tried to get a job with a big company, and the manager wrote to the headmaster to find out what he could say about Matthew.

The headmaster wanted to be honest, but he also did not want to be too hard, so he wrote, “If you can get Matthew Hobbs to work for you, you will be very lucky.”



Bonus: Word Study

For each of the following clues, use the given prompts to produce sentences in the same way as is shown in the model.

1. Prompt: darkness/ increase (v.) / as / we/ advance/ into/ forest

Model: The darkness increases as we advance into the forest.

a. spokesman / say / much / cost / increase (n.) / cause /
tighten / security

b. rural / population / increase (n.) / a trend / continue /
throughout / period

c. there / increase (n.) / production / 20% / above / that /
corresponding / period / last / year



2. Prompt: my/ view (n.) / harbour / block / new / building

Model: My view of the harbour was blocked by the new building.

- a. after / view (v.) / film / we / feel / have / better / understanding / conflict
- b. our / previously / opposed / view(n.) / begin / converge
- c. we / different / opinions / issue / please/ explain/ your/ point / view (n.) / it



3. Prompt: .train/ dog / require (v.) / expenditure / time / effort

Model: Training a dog requires the expenditure of time and effort

- a. each / manager / need / prepare / business / plan / include / budget / require (n.) / net / profitability.
- b. regulations / require (v.) / students / attend / least / 90% / lectures
- c. plan / only / work / further / orders / require (v.) / other / supply / ready / available



4. Prompt: they/ have / right / administer (v.) / their / own / interna l/ affair

Model: They had the right to administer their own internal affairs.

a. pension / funds / administer (v.) / commercial / banks

b. successive / administer (n.) / fail / solve / country / economic / problems

c. college / authority / administer (v.) / English / proficiency / test / all / students / evaluate / mastery / language



5. Prompt: I/ can/ not/ deal (v.)/ your/ personal/ problem

Model: I can't deal with your personal problems.

- a. companies / deal (v.)/ oil / should / prepare / themselves / price /drop
- b. it / expect / deal (n.) / will / finalize /before / end / May
- c. hospital/ have/ to/ deal (v.) / six/ case/ food/ poisoning



increase:

- a. A spokesman said that much of the cost increase was caused by tightening of security.
- b. Rural population was on the increase, a trend that has continued throughout the period.
- c. There is an increase in production of 20% above that of the corresponding period of last year



increase

【基本用法】

1) *n.* a rise in the number, level, or amount of sth. (数目, 水平, 数量等方面的) 增加, 增大, 增长

e.g. The increase in travel costs swallowed up our pay increase.
旅行费用的增加超出了我们的工资增长。

At the meeting they demanded a sharp increase in wages.
他们在大会上提出了大幅度增加工资的要求。

The boss promised a blanket wage increase. 老板答应全面加薪。

There will be a 20% increase in the number of over-75's by 2020.

到2020年75岁以上的人数增加20%。



2) v. become bigger or greater in amount; make bigger or more 增加,加大,繁殖

e.g. Crime has increased by three per cent in the past year. 去年犯罪率增加了3%。

World energy demand is increasing at a rate of about 5% per year.

世界能源的需求正以每年约5%的速度增长。

Police checks on banks were increased in frequency.
警方对银行的检查日趋频繁。



【相关词】 increasingly

1) *adv.* gradually 逐渐地

e.g. Increasingly, farm land is yielding to property development.
地产的发展逐渐占据了农田。

2) *adv.* more and more 越来越多地

e.g. He's become increasingly withdrawn since his wife's death.
他从妻子死后越来越孤僻了。

It is also increasingly found in the present tense.
这种用法现亦逐渐多见于现在时态。

I'm becoming increasingly disenchanted with London.
我对伦敦渐渐不那么眷恋了。



[相关搭配]

on the increase: becoming more frequent than it was 正在增加, 不断增长

e.g. Portable irrigation is on the increase. 移动式灌溉正在增加。

Crime seems to be on the increase. 犯罪似乎在增多。



view

- a. After viewing the film, we felt we had a better understanding of the conflict.
- b. Our previously opposed views are beginning to converge.
- c. We have different opinions about this issue, so please explain your point of view about it.



view

【基本用法】

1) *n.* the ability to see something from a particular place; the area or place that can be seen 视力;视域,视野,眼界

e.g. The police driver blocked his view.

开车的警察挡住了他的视线。

I looked over my shoulder for one last view of the gorge.

我回头最后看了一眼峡谷。

The lake soon came into view.

The sun disappeared from view.

I didn't have a good view of the stage.

我看不清舞台。



2) *n.* a personal opinion, belief, or attitude about a particular situation 看法, 观点

e.g. It would be very dangerous if such a view influences policymakers.

如果这类观点影响了决策者的判断,形势就会非常危险了。

3) *n.* a picture or photograph of a place, especially an attractive place 看见的东西,风景,情景,景色;风景画;风景照片

e.g. I'll sit here and look at the view.
我要坐在这里观看景色。



4) v. to carefully look at 看,望,眺望

e.g. He determined to view the rooms behind the office.
他决定查看一下办公室后面的房间。

5) v. to regard in a particular light or with a particular attitude 看待, 认为

e.g. He viewed the future with gloom. 他悲观地看未来。
It seemed probable that he would view Julie's request with favour.
看来他可能会同意朱莉的请求。



【相关搭配】

in/within view: 在视线内

e.g. There was nobody in view.

There was no house within view.

I always make sure I keep the children in view (= am able to see them) whenever we're in a public place. 在公共场所，我总是确保孩子们在我视线之内。

in one's view: in one's opinion 在…看来

e.g. In his view, the logical solution should be a globalized financial system crying out for a global currency.

他认为理性的解决方法应该是全球化的金融系统需要一个世界货币。



point of view: opinion, a way of looking at or considering something 观点, 见解

e.g. I take a different point of view.

我持不同的看法。

We understand your point of view.

我们理解你的看法。



require

- a. Each manager needs to prepare a business plan that included budget requirements and net profitability.
- b. Regulations require that students attend at least 90% of the lectures.
- c. The plan will only work if further orders are required and other suppliers are readily available.



require

【基本用法】

1) *vt.* need for a particular purpose 需要

e.g. require help

需要帮助

Three patients required operations.

三个病人需要手术。

Please indicate how many tickets you require.

请说明你需要几张票。

Training a dog requires the expenditure of time and effort.

训练一条狗需化时间和精力。

True marriage requires us to show trust and loyalty.



2) *vt.* make necessary 必须要

e.g. The floor requires washing/to be washed. 地板得拖洗了。

It would have required much research to produce a comprehensive list.

制作一个完整的表需要大量的研究才能完成。

His health requires that he (should) go to bed early.

他的健康状况需要他早睡。

The situation required that he be present.

3) *vt.* consider obligatory 规定

e.g. the minimum car insurance required by law 法律规定的最低车险

The wearing of seat belts is required by law. 系座位安全带是法律规定的。



4) *vt.* request and expect(someone) to do something 要求, 命令

e.g. The course requires you to be bilingual.

这门课程要求修学者懂两种语言。

Parliamentary approval would be required for any scheme.

任何计划都须经议会批准。

5) *vi.* request 要求, 规定

e.g. If circumstances requires, we can do it next week.

如有必要, 我们下学期就能干。

Please do as the regulations require. 请按规规章制度办。

All candidates will be required to take a short test.

所有候选人都需要参加一个小测验。



【相关词】

required: *adj.* demanded 必须的, 规定的, 指定的

e.g. a required course

必修课

pass the required examinations to become a doctor

通过各门规定的考试成为医生

The book is required reading for anyone concerned with medical care.

这本书对每个关心医疗卫生的人来说是必读书。



requirement: *n.* something that you must do or that is necessary 需要, 必需品, 必要条件, 规定

e.g. a requirement that oil be brought to shore by pipeline
用管道把油输送到岸边的需要

Food is a requirement of life.

食物是一项生活必需品。

Maths is no longer a prime requirement for a career in accounting.

数学已不再是会计生涯中首要的要求了。

meet/fulfill the university's entrance requirements

达到大学的入学要求

the particular requirements of radio acting

广播剧的特殊要求



administer

- a. The pension funds are administered by commercial banks.
- b. Successive administrations have failed to solve the country's economic problems.
- c. The college authority has administered an English proficiency test to all the students to evaluate their mastery of the language.



administer

【基本用法】

1) *vt.* work in an administrative capacity; supervise 管理, 治理

e.g. The nurse administered the medicine to the sick child.

护士给生病的孩子服药。

He had a huge department to administer.

他要管理一个庞大的部门。

The territory had been administered by South Africa.

该地区一直由南非治理。

2) *vt.* organize or supervise and make sure that it is put into practice properly 执行, 实施

e.g. Experts administer tests and quote the results.

专家们作了试验并引证其结果。

Who will administer the oath to the President?

谁来主持总统宣誓仪式?



【相关词】

administration: *n.* the action of administering sth. 管理, 治理, 执行, 实施

e.g. They need to spend less on administration.
他们需要减少管理方面的开支。

the administration of justice 执法

the administration building 行政大楼

administrative: *adj.* managing and supervising 管理的, 行政的

e.g. The council met to discuss purely administrative affairs.
委员会开会讨论纯粹的行政事物。

the administrative head of the country's largest oil company
国内最大石油公司的主管



deal

- a. Companies that deal in oil should prepare themselves for a price drop.
- b. It is expected that the deal will be finalized before the end of May.
- c. The hospital has to deal with six cases of food poisoning.



5. deal (verb past and past participle dealt)

【基本用法】

1) *vi.* to do business with someone or have a business connection with someone 做买卖, 做生意

e.g. Most travel agents do not deal directly with these companies.

大多数的旅行社不直接与这些公司交易。

I've dealt with this store for twenty years.

我已同这商店做了20年买卖。

Okay, let's deal.

好吧, 让我们来讲讲价钱。



2) *vi.* to take the necessary action, especially in order to solve a problem 对付, 处理

e.g. How do you deal with a drunken husband?

你怎么对付喝的醉醺醺的丈夫?

That man is difficult to deal with. 那人很难打交道。

deal with the problems 处理各种问题

deal with emergency 应付紧急情况

She deals with all the inquiries.

所有的询问事项都由她处理。

The hospital has to deal with six cases of food poisoning.

这家医院需要治疗六位食物中毒患者。



3) *vi.* be concerned with 涉及, 论述, 谈到 (with/in)

e.g. It is a book dealing with reading, writing and speaking

这是一本论述读、写、说的书

If you deal in facts only, perhaps we'll get somewhere.

如果你只讲事实, 可能我们会谈出一些结果来。

He dealt with the first question.

他论述了第一个问题。

4) *vi.* treat (someone) in a particular way 对待

e.g. deal justly with sb. 公正地对待某人



5) *n.* an agreement entered into by two or more parties for their mutual benefit, especially in a business or political context 交易, 买卖

e.g. close a deal 成交

make (do) a deal 作交易 (或达成协议)

get a good deal

买到便宜货

sign a pay deal with

与...签订工资协议

Well, it's a deal.

好, 就这样定了。

The factory has made a new deal with a buyer in Canada.

这家工厂与加拿大的一位买主新做了一笔买卖。



6) *n.* a lot 大量, 很大程度

e.g. a deal of difference

很大的不同

a good/great deal

大量

We were a deal happier than their children.

我们比他们的孩子要幸福得多。

This job calls for a man with a great deal of maturity.

这个工作需由老练持重的人去做。



【相关搭配】

deal out: inflict a punishment on someone 给予, 予以 (惩罚等)

e.g. Beatings and other cruelties were dealt out to those who had been captured.

那些被俘的人遭毒打并受到其他非人道待遇。

deal in: to buy and sell a particular product 同义词 trade in

e.g. The company deals in computer software.

此公司经营电脑软件业务

deal in motorcars 经营汽车业务

square deal: <口>公平交易, 诚实交易

raw deal: 不公平的待遇

