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Questions 15 - 20 Read the following article on recruiting and managing staff and the questions on the opposite page. Each question has four suggested answers or ways of finishing the sentence, A, B, C and D. Mark one letter A, B, C or D on your Answer Sheet, for the answer you choose. As a manager in the service industry sector, I've looked at hundreds of CVs in my time. They are not necessarily the bland documents some bosses might think they are! They are full of little pointers towards individuals personalities and suitability for the job. The first thing I always look at is an applicant's employment record. I check for continuity and stability. If somebody has a long list of previous jobs, all of varying length, alarm bells start ringing. Rather than an irregular route from job to job, what I hope to see is stable career proGRESSION. What does their career path look like - is it all steps forward, or are there a lot of sideways moves? And I am always pleased to find a family person with children, BECAUSE in my experience they tend to be responsible and reliable. I never rely on CVs alone. We get applicants to fill in one of our own application forms. We ask why they've applied, what their aspirations and personal goals are, and also about their interests and hobbies and any clubs they belong to. That gives you a useful insight into their personality and lifestyle. The application form also enables us to test how much people have

actually been progressing in their careers, because we ask for details of the salaries they have received for each job. It's always worth looking at CVs and designing application forms with great care. Taking on employees might be rewarding, but it is also a big investment for any business. Mistakes in choosing staff can cost companies dear, so it makes sense to spend time ensuring you get the right person. In the service sector, one of the aims of companies is to maintain and improve customer service, and this is achieved partly through low staff turnover. You need to take on people who understand that, and will want to stay. That's why, when you've taken staff on, the next thing is getting the best out of them. My management style comes from the days when I took over my first business, an ailing road haulage firm which I was certain I could turn into a profitable company. The first thing is to treat others as you'd like to be treated yourself. As soon as I took over the business, I talked to everybody individually, and looked for ways to make sure their particular skills benefited the company. I didn't have much experience then of managing people, but above all I always tried to be fair and honest with everyone. As a result, I think the staff knew that and accepted my decisions, even if they didn't agree with them all. Also, bosses must be able to communicate. You also need to create team spirit, and build on the strength of the team. I explained my plans for the company to all the staff, and let them all know what I needed from them. The lorry drivers responded brilliantly, and were the key to turning the business round. They understood that we had to develop a professional reputation, and from then on the days

of poor quality deliveries were over. Lastly, I am a great believer in profit-sharing. It takes a team to make a company work, so profits should be shared by all. Job satisfaction is important, but it doesn't pay the rent. Shared profit and bonuses help to strengthen team spirit by giving everyone a common goal that they work towards together.

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