

# 國立屏東教育大學教育行政研究所博士班 101 學年度入學考試

## 英文試題

### ★注意事項：

- (1) 本試題共五頁。
- (2) 答案題號須標示清楚，並寫在答案卷上，否則不予計分。

### I. Reading Comprehension (15 points)

**Direction:** Answer all of the following questions. Choose the most suitable answer and write them orderly on your answer sheet. Each question has exactly one correct answer.

A story tells what did happen or what might have happened. What did happen is history. What might have happened is fiction. Biography and autobiography, aspects of history, narrate the occurrences in the lives of actual people.

A fictitious story may be just as true, in the sense of “true to life,” as a historical story. When we say “Truth is stranger than fiction,” we only mean that actual occurrences may be strange---nay, incredible. But fiction must be true to life as we know it or as we accept it. It must be probable. Even the fabulous must be true to our notion of the fabulous.

The term, short story has come to be applied to a brief piece of fiction. Brevity distinguishes the short story from the novel. Because it is brief, the short story necessarily has a sharper focus on one episode, one moment in time, one character, one mood than has a novel. An artistically written short story is just enough to get itself told---no longer.

We are all so much in the habit of reading magazine stories for entertainment that this habit may stand in the way of our studying stories as forms of literary art. Well-written stories will furnish entertainment even to the unsophisticated reader, but they will yield even more enjoyment to the reader who reflects upon them and devotes some thought to the writing technique the author employs in his works.

1. A biography is \_\_\_\_\_.

- (A) a person's life history
- (B) a narration of what happened in history
- (C) a short story
- (D) an occurrence in history

2. A fictitious story \_\_\_\_\_.  
(A) must be a true historical story  
(B) is true to life  
(C) must be stranger than truth  
(D) can never be incredible
3. A short story is different from a novel because \_\_\_\_\_.  
(A) it is shorter  
(B) it is true to life  
(C) it is fabulous  
(D) it is not a historical occurrence
4. Most people read magazine stories \_\_\_\_\_.  
(A) for fun  
(B) for serious study  
(C) to stand in the way  
(D) to study them as forms of literary art
5. A well-written story \_\_\_\_\_.  
(A) can be both entertaining and educational  
(B) provides us with entertainment only  
(C) attracts only unsophisticated readers  
(D) must appear on magazines

## **II: Reading and comments (20 points)**

**Directions:** Read the following passage, then summarize and make your comments in Chinese.

### **Categorize team emotions and be more selective**

Numerous studies have shown emotional intelligence can be twice as effective as technical skills and pure IQ in getting things done. Many project teams are familiar with this phenomena when they see someone who is technically brilliant but who lacks “people skills” gets promoted to head up the team. Invariably, the team’s performance suffers.

In order to manage emotions, you first need to have the capacity to identify them. In practical terms, there are only five emotions:

Glad---celebrating accomplishments and victories in whatever way you feel comfortable with.

Mad---being angry about something, so much you speak with urgent passion about

what must happen.

Sad---actually mourning your losses and acknowledging them for what they are.

Scared---being afraid that if you don't achieve the desired result, dire consequences will come about.

Loving---not the romantic variety but being so passionate about the work you do that you're eager to get going every day and stay late into the night if necessary.

Hard-core technical people would generally prefer to cut off an arm before they will talk about their emotions so you have to be reasonably subtle about how you do this but it's vital to know and manage your team's emotional state at all times. You're probably already doing this without conscious thought by holding team meetings which are focused on getting people moving (hopefully making them glad), solving problems (resolving what makes them sad) and coming up with better options (motivated in part by a fear of failure or loss).

### **III: Translation (35 points)**

**Directions:** Read the following English sentences carefully and translate them into Chinese. Avoid unnecessary duplication in your answers.

#### **Question A (15 points):**

“ We like to think of ourselves as good decision makers: we weigh the facts, consider the alternatives, and select the best course of action. We perceive ourselves as largely immune to the influence of others as we decide and act. We convince ourselves that the facts and our experience carry the day, not the behavioral vagaries of those around us. Unfortunately, reality flatly contradicts our perceptions. Decision making, whether in the medical office, the boardroom, or the courtroom, is an inherently social exercise. Primes, defaults, and the behaviors of those around us weigh on how we decide and frequently in ways that are beyond our consciousness. A thoughtful decision maker recognizes these myriad influences and works to successfully manage them.”

---by Michael Mauboussin

#### **Question B (20 points):**

Publishing obscure academic journals is that rare thing in the media industry: a license to print money. An annual subscription to Tetrahedron, a chemistry journal, will cost your university library \$20,269; a year of the Journal of Mathematical Sciences will set you back \$20,100. In 2011 Elsevier, the biggest academic-journal publisher, made a profit of \$1.2 billion. Such margins are possible because the journals' content is largely provided free by researchers, and the academics who peer-review their papers are usually unpaid volunteers. The journals are then sold to the very universities that provide the free content and labor. This is not merely absurd and unjust; it also hampers education and research. Publishers insist that high prices

are necessary to ensure quality and cover the costs of managing the peer-review process, editing and distribution. High margins, they say, are evidence of their efficiency. But the incumbent journals are hard to dislodge. Researchers want their work to appear in the most renowned journals to advance their careers. Those journals therefore have the pick of the best papers, remain required reading in their fields and have strong pricing power as a result. Clearly the cost of producing a journal is not zero. But the internet means it should be going down, not up. Thus, the aim of academic journals is to make the best research widely available. Many have ended up doing the opposite.

(The above passage is excerpted from the *Economist* published on April 19, 2012.)

#### **IV: Reflection and Thinking (30 points)**

**Directions:** Read the following passage and write your reflection in 300 English words.

**Question:** How would you apply the following concepts to the operations of educational organizations?

The challenge of organizational units is to coordinate the activities of these units and leverage their skills for the benefit of the organization as a whole. Alignment poses a strategic challenge for most organizations. Alignment is multidimensional in scope, involving financial synergies, cross selling of products and services to deliver unique solutions to customers and sharing of knowledge and expertise across the organization. Alignment needs to be planned and executed carefully to maximize shareholder value.

When an organization aligns the activities of its various business and support units, it creates additional sources of value. The authors call this Enterprise derived value. Value can be created in various ways. Corporate financial synergy revolves around issues such as where to invest, where to harvest, how to balance risk and how to create an investor brand. Customer synergy means enhancing customer relationships by offering a range of complementary products and services from different business units. Internal process synergies can be created by generating economies of scale in activities such as procurement, logistics and infrastructure. Learning and growth synergies can be generated by developing and sharing critical intangible assets including people, technology, culture and leadership. Despite various innovations in organization design, there is nothing like the best structure to balance the tension between specialization and integration. Kaplan & Norton suggest that instead of looking for the best structure, companies must choose an optimal structure and put in place the necessary systems to align the structure with the corporate strategy.

There are different ways of achieving alignment. One way is to start at the top

and then cascade down. Another way is to start in the middle, at the business unit level, before building a corporate scorecard and map. Some companies launch an enterprise wide initiative right at the start. Others conduct a pilot test at one or two business units before extending the scope to other enterprise units. Flexibility is the key ingredient during the early stage of cascading. Once an organization is using the tool, imposing corporate priorities from the top down becomes more acceptable.

Alignment has four components: strategic fit, organization alignment, human capital alignment and alignment of planning and control systems. Strategic fit refers to the internal consistency of the activities that implement the differentiating components of the strategy. Strategic fit exists when the network of internal performance drivers is consistent and aligned with the desired customer and financial outcomes. Organization alignment explores how the various parts of an organization synchronize their activities to generate synergy. Human capital alignment is achieved when employees' goals, training and incentives become aligned with business strategy. Planning and control systems alignment exists when management systems for planning, operations and control are linked to the strategy.

Successful execution of strategy requires the successful alignment of four components: the strategy, the organization, the employees and the management systems. Strategy execution is not a matter of luck. It is the result of conscious attention, combining both leadership and management processes to describe and measure the strategy, to align internal and external organizational units with the strategy, to align employees with the strategy through intrinsic and extrinsic motivation and targeted competency development programs and finally, to align existing management processes, reports and review meetings, with the execution, monitoring and adapting of the strategy.

(The above passage is excerpted from the *Alignment - Using the Balanced Scorecard to create Corporate Synergies* written by Robert S. Kaplan & David P. Norton.)