

英文 試題

注意事項：

- (1) 本試題共5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. Reflection and Thinking (30 %)

Directions: Read the following passage and write your reflection in 500 English words.

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

The 10Xers understand that they face continuous uncertainty and that they cannot control, and cannot accurately predict, significant aspects of the world around them. On the other hand, 10Xers reject the idea that forces outside their control or chance events will determine their results; they accept full responsibility for their own fate. 10Xers then bring this idea to life by a triad of core behaviors: fanatic discipline, empirical creativity, and productive paranoia. Animating these three core behaviors is a central motivating force, Level 5 ambition. They did not generally make bolder moves than their less successful comparisons; both groups made big bets and, when needed, took dramatic action. Nor did the 10Xers exude more raw confidence than the comparison leaders; indeed, the comparison leaders were often brazenly self-confident. But the 10Xers had a much deeper empirical foundation for their decisions and actions, which gave them well-founded confidence and bounded their risk.

The 10Xers display three core behaviors that, in combination, distinguish them from the leaders of the less successful comparison companies:

- a. Fanatic discipline: 10Xers display extreme consistency of action—consistency with values, goals, performance standards, and methods. They are utterly relentless, monomaniacal, unbending in their focus on their quests.
- b. Empirical creativity: When faced with uncertainty, 10Xers do not look

primarily to other people, conventional wisdom, authority figures, or peers for direction; they look primarily to empirical evidence. They rely upon direct observation, practical experimentation, and direct engagement with tangible evidence. They make their bold, creative moves from a sound empirical base.

- c. Productive paranoia: 10Xers maintain hyper vigilance, staying highly attuned to threats and changes in their environment, even when—especially when—all’s going well. They assume conditions will turn against them, at perhaps the worst possible moment. They channel their fear and worry into action, preparing, developing contingency plans, building buffers, and maintaining large margins of safety.

We sense a dangerous disease infecting our modern culture and eroding hope: an increasingly prevalent view that greatness owes more to circumstance, even luck, than to action and discipline—that what happens to us matters more than what we do. In games of chance, like a lottery or roulette, this view seems plausible. But taken as an entire philosophy, applied more broadly to human endeavor, it’s a deeply debilitating life perspective, one that we can’t imagine wanting to teach young people.

Note: 10Xers refers to their select companies who were exceptionally successful overall and especially in chaotic times.

II . Reflection and Thinking (20 %)

Directions: Read the following passage and write your reflection in Chinese.

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

Clarify roles and accountability

If you want to avoid situations where you put good people in a bad place, you need to clarify and then communicate what you and others expect of them. The best way to do this is by developing a written “RAA Chart”---which sets out:

R---the role or roles you expect that person to perform.

A—accountability or the results you expect them to deliver.

A---the authority or power they have been given.

RAA Chart

(Role, Accountability and Delegated Authority)

My roles or my functions in my team context are: _____

Accountability---the results I am expected to deliver are: _____

The authority or power I have been given is: _____

My authority is sufficient: Yes___NO___

I own the following work processes: _____

I use and comply with these guidelines: _____

Signed: _____ Date: _____

Supervisor Approval: _____ Date: _____

Ideally, individuals should draft their own RAA Charts and then discuss them and have their supervisor sign off on them. These RAA Charts can then be used in subsequent performance evaluations where changes and updates can also be made as required. It may also be helpful to circulate each individual's RAA Chart amongst all team members so everyone is on the same page.

By doing this, you will avoid what can be termed the seven deadly sins of poor performing teams:

1. Ineffective team leadership—nobody knows what they should be doing because it has never been clarified.
2. Undoable tasks due to inadequate resources—where good people cannot deliver great work for this express reason.
3. Flawed procurement processes---people talking shortcuts and ending up with unsuitable equipment.
4. Broken context for a team---perhaps everyone knows layoffs are looming and they are waiting to see where the axe falls.
5. Power struggles---Where one team or another within the organization is endeavoring to extend its own fiefdom as far as feasible.
6. Temperamental differences---where the wrong people are somehow placed in key team positions.

7. Flawed organizational structures---where lines of authority are blurred and ambiguous.

III. Multiple Choice (30 %)

Directions: 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.

Archaeologists tell us that consumer activity and monetary transactions 1. as early as three or four thousand years ago, but 2. the last century that the consumer protection movement 3. in the U.S. and gradually spread elsewhere. Why has the problem of consumer rights become serious only in recent times? 4. the principles of free trade, aren't 5. and seller equal? Why should the purchaser be protected? And what are the most pressing tasks for the domestic consumer movement?

Housewives in the past usually canned their own foods and sewed their own clothes, and although they 6. so later, most of them were still 7. at judging quality and 8. But these days, as fulltime housewives become scarcer and scarcer, as technology advances, and as new products appear almost 9., being a consumer grows tougher and tougher.

Are the oranges sour? Is the material real silk? Does the soy sauce 10. artificial coloring? We're babes in the woods when it comes to questions like these.

1. (A) was helded (B) took place (C) were occurred (D) brought to
2. (A) only when (B) not until (C) it was not until (D) it was not long before
3. (A) originated (B) created (C) persisted (D) initiated
4. (A) In proportion to (B) In addition to (C) Owing to (D) According to
5. (A) merchant (B) buyer (C) shopkeeper (D) peddler
6. (A) continued doing (B) stopped to do (C) continued to do
(D) stopped doing
7. (A) adopt (B) adjust (C) adept (D) adapt
8. (A) easy to be cheated (B) hard to cheat (C) difficulty in deceiving
(D) easily to deceive
9. (A) diary (B) dairy (C) daily (D) dally
10. (A) contain (B) compose of (C) substitute (D) constitute

IV. Composition (20 %)

Directions: Read the topic carefully and write an essay in English on the title specified. You will probably find it best to spend time considering the topic and organizing your thoughts before you begin writing. Support your views with specific reasons and examples from your own experience, observations, or reading. Do not write on a topic other than the one specified.

Question: Please write an English essay in 300 words with the title of "What is the most important capability of graduate students in your opinion?".