

考試科目	應用英文	所別	AMBA 青年領袖班	考試時間	3月19日 上午 9:00 至 12:00
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第 I 大題及第 II 大題請在答案卡作答；第 III 大題及第 IV 大題請在答案卷作答；否則不予計分。

I. Vocabulary: Choose the best answer to fill in the blank. Write (A), (B), (C), or (D). 30%

Passage 1: I Will not Explode

Everyone knows what happens if you give a full bottle of coke a vigorous shake and then unscrew the top. So the children of Benchill primary school in Manchester dived for (1) _____ when visitor Kim Wade flexed her muscles. Wade, head of Manchester Schools Behavior and Support Service, (2) _____ the temptation to open the bottle and let the fizz drench the pupils. She had (3) _____ her point; the frothing of the drink was a metaphor for the build-up and explosion of temper.

Benchill's children were having a session on anger management. There is no (4) _____ that they are any more angry than children at other schools in the city, and the lesson was part of a scheme intended to help children identify and (5) _____ with the rages that life in the classroom and playground can provoke.

1. (A) shelter (B) cover (C) safety (D) protection
2. (A) denied (B) rejected (C) declined (D) resisted
3. (A) given (B) made (C) scored (D) won
4. (A) inclination (B) reception (C) conviction (D) suggestion
5. (A) cope (B) bear (C) handle (D) manage

Passage 2: Fashion

Fashion may be said to encompass any of four forms. First, there is a conscious manipulation of dress that (6) _____ for effect, a 'fashion statement' or 'fad'. Second, fashion may designate innovations in dress that are more (7) _____ than simple fads. Some of these changes occur abruptly, whether due to economic fluctuations, or even the sudden (8) _____ of certain materials; other innovations may develop more deliberately. Third is the phenomenon (9) _____ styles in a particular area of dress change swiftly and repeatedly, with the new ones replacing the old in (10) _____ succession. Finally, fashion may refer specifically to the use of such adornments as cosmetics, fragrance and jewelry, whose primary purpose is to enhance a wearer's natural features.

6. (A) attempts (B) strives (C) endeavors (D) seeks
7. (A) eternal (B) perpetual (C) enduring (D) continuing
8. (A) abundance (B) overload (C) excess (D) crop
9. (A) whereas (B) whereupon (C) whereabouts (D) whereby
10. (A) prompt (B) rapid (C) fast (D) brisk

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Passage 3: Faces

Despite our complex language skills, the face is still our primary means of communication. It is (11) _____ because our faces are so complex in appearance, that we can easily (12) _____ a friend in a crowd or attempt to check the trustworthiness of a stranger. (13) _____, our ability to recognize faces quickly, in all sorts of circumstances, is arguably our most important and remarkable visual skill. Thanks to its very elastic skin, animated by a complex musculature capable of an enormous range of (14) _____ movements, the human face can quickly display a whole (15) _____ of contrasting emotions. As a result of evolution, we can read faces, making judgments about them based on our experience, without effort and without anything being said.

11. (A) pointedly (B) singularly (C) precisely (D) uniquely
 12. (A) peek (B) glimpse (C) spot (D) glance
 13. (A) Indeed (B) Still (C) Really (D) Anyway
 14. (A) intransigent (B) insatiable (C) invincible (D) intricate
 15. (A) span (B) extent (C) scope (D) array

II. Reading Comprehension: Read the following articles and answer the questions. 20%

Passage 1: When e-mail becomes e-nough

The first person I came across who'd got the measure of e-mail was an American friend who was high up in a big corporation. Some years ago, when this method of communication first seeped into business life from academia, his company in New York and its satellites across the globe were among the first to get it. In the world's great seats of learning, e-mail had for some years allowed researchers to share vital new jokes. And if there was cutting-edge wit to be had, there was no way my friend's corporation would be without it.

One evening in New York, he was late for a drink we'd arranged. 'Sorry,' he said, 'I've been away and had to deal with 998 e-mails in my queue.' 'Wow,' I said, 'I'm really surprised you made it before midnight.' 'It doesn't really take that long,' he explained, 'if you simply delete them all.'

True to form, he had developed a strategy before most of us had even heard of e-mail. If any information he was sent was sufficiently vital, his lack of response would ensure the sender rang him up. If the sender wasn't important enough to have his private number, the communication couldn't be sufficiently important. My friend is now even more senior in the same company, so the strategy must work, although these days, I don't tend to send him many e-mails.

Almost every week now, there seems to be another report suggesting that we are all being driven crazy by the torment of e-mail. But if this is the case, it's only because we haven't developed the same discrimination in dealing with e-mail as we do with post. Have you ever

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mistaken an important letter for a piece of unsolicited advertising and thrown it out? Of course you haven't. This is because of the obliging stupidity of 99 per cent of advertisers, who just can't help making their mailshots look like the junk mail that they are. Junk e-mail looks equally unnecessary to read. Why anyone would feel the slightest compulsion to open the sort of thing entitled 'SPECIALOFFER@junk.com' I cannot begin to understand. Even viruses, those sneaky messages that contain a bug which can corrupt your whole computer system, come helpfully labeled with packaging that shrieks 'danger, do not open'.

Handling e-mail is an art. Firstly, you junk anything with an exclamation mark or a string of capital letters, or from any address you don't recognize or feel confident about. Secondly, while I can't quite support my American friend's radical policy, e-mails don't all have to be answered. Because e-mailing is so easy, there's a tendency for correspondence to carry on for ever, but it is permissible to end a strand of discussion by simply not discussing it any longer - or to accept a point of information sent by a colleague without acknowledging it.

Thirdly, a reply e-mail doesn't have to be the same length as the original. We all have e-mail buddies who send long, chatty e-mails, which are nice to receive, but who then expect an equally long reply. Tough. The charm of e-mail can lie in the simple, suspended sentence, with total disregard for the formalities of the letter sent by post. You are perfectly within the bounds of politeness in responding to a marathon e-mail with a terse one-liner, like: 'How distressing. I'm sure it will clear up.'

16. According to the writer, why did the company he mentions decide to adopt the e-mail system?

- (A) so that employees could contact academics more easily
- (B) to avoid missing out on any amusing novelty
- (C) because it had been tried and tested in universities
- (D) to cope with the vast amount of correspondence they received

17. The 'strategy' referred to in the first sentence of the third paragraph is a way of _____

- (A) ensuring that important matters are dealt with.
- (B) prioritizing which messages to respond to.
- (C) limiting e-mail correspondence to urgent matters.
- (D) encouraging a more efficient use of e-mail.

18. According to the writer, what is causing the 'torment of e-mail' described in reports? _____

- (A) the persistence of advertisers
- (B) problems caused by computer viruses
- (C) the attitude of those receiving e-mails
- (D) lessons learnt from dealing with junk mail

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19. In the sixth paragraph, which of the following pieces of advice is given? _____

- (A) Forget about e-mails which you do not intend to acknowledge.
- (B) Use e-mail as a way of avoiding unnecessary conversations.
- (C) Be prepared to break off overlong e-mail communications.
- (D) Read your e-mails even if you're not going to answer them.

20. According to the writer, what advantage does e-mail correspondence have over the traditional letter? _____

- (A) It is more convenient to send.
- (B) It causes fewer misunderstandings.
- (C) It can be written in a less conversational style.
- (D) It does not have the same time-consuming conventions.

Passage 2: Menace or Convenience: the lure of the mobile phone

A friend of mine was a penniless student at university in 1985 when she started to go out with a man who lived in an oil-rich eastern state. To all her friends he seemed like the possessor of boundless riches, not least because he gave her a mobile telephone so that he could contact her at any point of her day directly from his home country. Although virtually none of us had ever seen a mobile telephone before, the overriding reaction was, 'What a waste of money ringing all that way' as opposed to, 'Wow, that's brilliant'. From their earliest incarnations, these telephones have never had the capacity to thrill us in the way that other new bits of technology can. Sighs of contempt, rather than envy, would be breathed in all the first-class train carriages where mobiles started ringing in the late 1980s.

By the mid 1990s, the mobile was no longer the preserve of image-conscious businessmen. Suddenly, it seemed, every petty criminal could be seen organizing their dodgy deals as they shouted into stolen ones in the street. It was at this point that I bought a mobile. I had been sneering for years, but I reasoned that as everyone now had one, surely no-one would be offended or irritated by mine, as long as I used it exclusively in the back of taxis or other places where I could avoid intruding on people's mental privacy.

But I immediately grew to depend on it and constantly checked that I had it, in the way that habitual smokers are said to keep checking for their cigarettes. And it affected my behavior. Without the means of ringing ahead to say I was going to be late, for example, would I have set off for my business appointment with so little time to spare? I began to understand how those inexperienced walkers come to call out the Mountain Rescue Team from the top of some perilous peak. Without the false sense of security the phone in their pocket provided, they wouldn't have gone up there in the first place.

What's more, after a while, I realized that once it has got a hold on you, all telephone calls are urgent in exact proportion to the availability of a mobile to announce them. Because our modern lives have so much capacity for urgency, the mobile is turning into an enemy rather than

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a helpmate. It is enabling us to dash from one activity to another in the mistaken belief that we can still be in touch - with work, with other family members. Yet, although we are constantly on standby, we are not in a position to be fully engaged with anything else. No mental commitment to the task in hand is possible when the mobile can ring at any moment with another demand for our attention, no matter how legitimate. In this way, I began to feel persecuted rather than liberated.

And mobiles may be even more sinister than any of us could have dreamt. When activated, it seems, they serve as miniature tracking devices which, unknown to their owners, reveal their whereabouts at any given time, even if no calls are made or received. In a recent murder trial, the police showed that the suspect traveled to and from the murder scene, despite his having denied this, through using the computer records of his mobile's whereabouts.

But what has really put me off my phone is a conversation I had with a terrifyingly important man - one of the most conspicuously successful in Britain. He had been to dinner the night before with two other such figures. 'Do you know,' he said, 'they sat there taking calls all through dinner.' What a let down. In my book, importance is denoted not by a ringing mobile, but rather by the ability to build up the kind of efficient and trustworthy support team that ensures you never need to take an urgent call in public. One suspects, moreover, that it is the very existence of the mobile phone that prevents effective delegation in such situations, that it represents a menace rather than a convenience.

21. According to the writer, how did people react when the first mobile phones were introduced in the 1980s? _____

- (A) They were rather suspicious of them.
- (B) They saw how useful they might be.
- (C) They realized how popular they would be.
- (D) They were generally unimpressed by them.

22. Why did the writer eventually decide to buy a mobile phone? _____

- (A) She accepted that one was needed for her work.
- (B) She realized they had become widely accepted.
- (C) She had seen how to use one effectively.
- (D) She had got used to the idea of them.

23. What immediate change did the mobile phone make to her life? _____

- (A) It tended to make her less reliable.
- (B) It caused her to do irrational things.
- (C) It led her into dangerous situations.
- (D) It forced her to make better use of her time.

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24. Why did she eventually come to resent her mobile phone? _____
- (A) It allowed her employers to monitor her movements.
 - (B) It prevented her from concentrating on what she was doing.
 - (C) It allowed people to make unreasonable demands on her.
 - (D) It meant that her work was invading her free time.

25. The writer tells us the anecdote about the important man to show that mobile phones _____
- (A) are essential in modern business.
 - (B) are a nuisance in social situations.
 - (C) may lead to less efficient management.
 - (D) may lead to a loss of business confidentiality.

III. Usage: read the text below and think of the word which best fits each space. Use only one word in each space. 30%

The Map Thief

For a couple of years, Gilbert Bland was a unique figure in the privileged world of antique map dealing. He made a 100% profit on every map he sold, (26)_____ because he was a clever businessman, but because he was a thief. In the mid-1990s, Bland crept around libraries in the USA, armed (27)_____ a sharp razor and a baggy shirt and sliced out those ancient maps which took (28)_____ fancy. Some were worth tens of thousands of dollars, and he went on to sell them through (29)_____ mail-order catalogues and his shop in Florida.

(30)_____ Bland's historical knowledge of maps was patchy at best, his knowledge of (31)_____ exact location in the rare book stacks was second to (32)_____. When he heard that early maps of, (33)_____, Seattle were becoming popular, he would know precisely (34)_____ to start slicing.

His crimes only came (35)_____ light when a researcher in a Baltimore library noticed that a man appeared to be tearing a page from a 200-year-old book (36)_____ if it were a newspaper. At (37)_____, it was assumed that this was an isolated case, and the library and the police were happy to (38)_____ Bland off with a warning. (39)_____ later did they come across his notebooks, (40)_____ contained elaborate details of all his thefts.

IV. Paragraph Writing: 20%

In a paragraph of around 150 words, describe the most important trait of a successful leader.

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答、

請以條列的方式或管理流程圖詳細描述您的答案，每題十分。

- 一、近來，學者與實務人士均強調人力資源在企業管理的重要性，並被視為維持競爭優勢的泉源。然而許多企業主並未提升人管的水準，原因為何？假如妳(你)是人力資源主管，請問如何做才能增加人力資源管理對企業的附加價值？
- 二、人力資源管理的最高境界即在充分釋放與開發人才的潛力，首重人員與組織間的契合(fit)。然而，企業在實務上常常負面選擇(adverse selection)的問題發生，試問其原因為何？假如妳(你)是人力資源主管，請問如何做才能達到廣收與慎選的目的？如何評估其效能？
- 三、能力開發是企業增進競爭力的不二法門。但在企業訓練中常見到「訓非所用」或「訓而不用」等問題。假如妳(你)是人力資源主管，請問如何做才能提升企業訓練的成效？又組織學習(organizational learning)已被視為未來企業必須具備的條件，目前的企業訓練方式是否可滿足這些要求？
- 四、試問績效考核常見的問題有哪些？妳(你)認為傳統的績效考核制度與目前所強調的發展性績效管理有何不同之處？
- 五、薪酬與激勵制度要如何設計才能滿足管理上多元性的原則，包括公平性、競爭性、激勵性、社會性、互惠性、與策略性？

試、

每題 25%。(請自行斟酌答案長度，以控制時間。)

六、假設你/妳順利通過考試，進入政大 AMBA 就讀，請寫出你/妳接受完 AMBA 訓練，畢業之後最夢寐以求的一項工作，詳述該公司名稱，職稱、職責、能力要求、薪資或福利等狀況。並請依據策略規劃的原則，擬定一個可以使你/妳獲得該工作的計畫，具體陳述將如何在 AMBA 求學期間，透過努力提昇自己的條件，以求日後雀屏中選！

七、回想一個自己在高風險或不確定情境下所做的困難決策，請陳述所面臨的情境與你/妳的決策過程與結果。如果今天再次面臨相同或類似的情境，你/妳會如何做，以改善決策品質？

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