

# 國立中央大學九十一學年度碩士在職進修專班研究生入學考試試題卷

考試科目:英文

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考試時間:100 分鐘

I. If the peace process was supposed to represent hope for a new generation of young Israelis, its meltdown came last week in the form of a suicide bomber who targeted those very teenagers. Just before midnight Friday, an Islamic Jihad bomber slipped in among Israeli clubbers at a beachfront night spot in Tel Aviv and detonated his belt of explosives, blasting ball bearings, nails and screws through the crowd. Of the 18 Israelis who died, eight were age 16 or under. Only one was over 21. An additional 115 were injured, stretchered into hospitals in their sequined dance duds. It was the worst terrorist attack in five years.

The attack on a nightclub in Tel Aviv's Dolphinarium, a former aquarium turned entertainment complex, sparked a frenzy of diplomatic action and angry demonstrations. Under international pressure to curb the killers, Palestinian leader Yasser Arafat promised to do all he could to secure an "immediate and unconditional cease-fire." Israel's Cabinet didn't buy it. Prime Minister Ariel Sharon declared his own cease-fire two weeks ago and watched the toll continue to mount. But as observers waited for Sharon's tactical decision on whether to hit back, Sharon was, in fact, rethinking his strategy. His emergency Cabinet meeting Saturday clearly held the Palestinian leader responsible for all attacks and took a significant step toward designating him and his Palestinian Authority as enemies. "Arafat has proved he's not a partner for peace," Cabinet minister Dan Naveh told TIME. "The bottom line is that Arafat is giving a green light to Hamas and Islamic Jihad.

Sharon gave Arafat a last chance. The Cabinet said it would watch for Arafat's promised cease-fire to show on the ground. But Israeli patience is thin. After the bombing, Israel closed all crossings from the Gaza Strip and the West Bank and barred Arafat from using the Gaza airport. Across the beachfront promenade from the Dolphinarium, Israeli rioters besieged the Hassan Bek mosque even as the Cabinet met. Rioters wearing swimsuits crossed from the beach to the mosque to hurl stones at a few dozen worshipers and to charge police, who brought up water cannon and horses. Even many of the left-wingers who support the peace process are on board with Sharon's tough line. When U.S. envoy William Burns met with top Israeli politicians last Monday, Sharon stepped aside and let archdove Shimon Peres make the government's anti-Arafat pitch.

Arafat is in a tough position. His promise of a cease-fire raises expectations that he will rein in his own gunmen and jail Islamic terrorists. But the mood among Palestinians is unforgiving, and Arafat will find it hard to justify arrests when most Palestinians favor more attacks against Israelis. Sharon promises to defend Israeli citizens, and his Cabinet ministers talk darkly of "removing the immunity" of senior Palestinian Authority officials. With almost 600 people dead in the eight-month Aqsa intifadeh, no one expects the youngsters at the Dolphinarium to be the last to pay the price for peace's ever worsening failure. (Source: TIME, June 11, 2001)

**Required:** please summarize the above article in Chinese. (40%)

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II. Deena Macrowitz, a busy Washington lawyer, had no doubts about where to do much of her holiday shopping this year. When it came to buying gifts, including two Olivia the pig children's books, a bearded-collie calendar, Star Wars games, and two Angel Barbies, she went straight to Amazon.com. A few clicks, and \$150 worth of presents were on their way—no wrapping or waiting in line at the post office required. "I had a great experience with Amazon," she says.

Plenty of holiday shoppers have that same satisfied glow. They snapped up 37.9 million items from Amazon.com Inc. and its merchant partners from Nov. 9 to Dec. 21—22% more than last year, according to the company's Delight-O-Meter online tracking service. As a result, Amazon is expected to meet or beat Wall Street's revenues estimates of \$1.01 billion in the fourth quarter. More important, it should finally achieve the closely watched pledge of founder and CEO Jeffrey P. Bezos to hit pro forma operating profitability.

So, is Amazon out of the woods? Hardly. In its bid to reduce losses, it sacrificed sales growth by cutting marketing expenses 17% last year. When the final numbers come in on Jan. 22, 2001 revenues probably will be up just 9%, to about \$3 billion, down dramatically from 69% growth in 2000. A major drag was its core books, music, and video business, where sales dropped 5% in 2001. And unlike Amazon's pro forma numbers—which omit such things as interest expense and restructuring charges—real profitability remains far off. At best, it isn't expected until 2003.

The question is, can Amazon pump up its growth rate while still improving profitability? That depends on whether it can make money off of its expansion into new products, such as consumer electronics, and bolster its business of managing other retailers' online storefronts. If not, Amazon may end up as just a niche merchant of books, music, and videos. "Amazon hit an important milestone, but it's just that—a milestone," says Mark Rowen, an analyst at Prudential Securities Inc. "They have a long way to go yet."

The e-tailer is making some progress. Electronic gadgets such as DVDs, as well as kitchen appliances and tools, flew out of its warehouses this Christmas, making up 19% of sales this year, vs. 10% in 1999. Still, investors don't yet know if it is cutting losses in these newer categories.

One litmus test will be progress in consumer electronics. Those were a bright spot in holiday sales this season. Competing portal Yahoo! Inc. reported that digital cameras and other such gear helped boost sales 86% at its virtual mall this Christmas. But unlike Yahoo, which simply takes a cut of sales of merchants who market via its site, Amazon actually stocks products. So it faces a tougher challenge in efficiently managing its merchandising and fulfillment. Gross margins of 10% to 12% don't allow room for error.

Another key area is the performance of Amazon's increasingly important business running online stores and handling order processing for traditional retailers such as Toys 'R' Us, Borders, Target, and Circuit City. The unit brings in gross margins of 60% and up for Amazon because the partners own the inventory. But it does less for revenue growth, since Amazon books only service fees and a cut of sales. Still, those service revenues were expected to increase 20% in 2001, to \$237.2 million, says Prudential's Rowen. If that trend continues, fulfillment

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deals could go a long way toward better utilizing Amazon's expensive warehouse investments.

If not, Amazon may have to bite the bullet and shutter warehouses and weaker businesses. But that would cut off its growth prospects. "Unless the services business grows a lot more or they can drive substantially more profits out of their products, I am not sure they are a worthwhile investment," says Lauren Cooks Levitan, an analyst at Robertson Stephens.

Even if the company is on the right track, most observers expect slow, steady progress, not the fireworks of past years. For Amazon, the holidays were fun. Now it's back to work. (Source: Businessweek January 14, 2002)

**Required:** a. Please summarize the above article **in Chinese**. (30%)

b. Please give this article a comment **in English**. (請以英文作答) (30%)

考試時間:100 分鐘

一.大同公司成立 84 年來,在林董事長挺生的銳意經營下,成為一家資訊產品佔總營業收入八成以上的高科技企業.大同西進腳步較其他資訊廠商略晚,1997 年在大陸吳江投資建廠生產電腦監視器以及微波爐,2002 年也將在吳江廠量產 IA 相關產品.張守孝奉派於 2002 年初接任吳江廠總經理,行前他研讀一份大同事業民務員的經營者畫像內部資料(如附文),並思索著如何把其中要義實踐轉化為他經營吳江廠的管理實務.試為張守孝提出一套落實與執行的管理作法並說明背後理由?(50%).

大同事業「民務員」的經營者畫像

林挺生嚮往孔子主張的君子「修身、齊家、治國、平天下」職志,他認為工業人在建設「修身、齊家、經營學校、公司、工廠、治國、平天下」為國家社會犧牲奉獻以竟中華新文化的全功時,所有同仁要做孔子的信徒,將「君子」風範昇華成為「民務員」以建設「修身、齊家、經營學校、公司、工廠、治國、平天下」為職志.他認為「民務員、公務員均是受託經營他人財產,替他人做事謀大家的利,要抱著「士不可以不弘毅,為人謀而不忠乎?」的責任態度。」但「民務員所做的工作比為國家人民工作的公務員繁重,沒有機會有任何公務員個人享受的優越感」。「民務員內心有崇高的為人民服務的使命感,故能忍辱克難,以實現高的倫理價值目標」。「身為經營者、工程師、科學家的民務員的基本精神,在人格上應具備的修養就是責任心」。「民務員發揮企業家開創、冒險、積極、應變的精神與毅力,可為事業奠定基礎,進而開拓無限的發展空間。」林挺生以身作則實踐這種「民務員道」精神,帶動形成大同學校公司特有質樸而優美、穩健而積極的風格與經營領導風範。

大同的「民務員道」,內容為「我學校、公司以「大同同仁深信克服貧窮造福社會為我們工業人的使命,能給利益予社會、國家、顧客、股東、大眾時,大同同仁亦將由此自己獲益」的信念,在開發產品、勇敢創造生產銷售服務國貨與外國貨競爭勝利中,引發諸多國人追隨設廠工廠、公司,增加工作,增加就業,增加所得,創造安和幸福社會,為我中華民族工業化的先鋒,並在修身、齊家、治國、平天下的君子服務的傳統目標中,創造「經營學校、公司、工廠」、治國、平天下的新境界,洞察困難、救濟意志、活用智慧、實踐融合情感、健全思想、中庸職業禮儀、建教合作、研究發展,建立信用與名譽、民族精神、自治精神、國民道德、健全體格、科學與生活智能,發揮力與美,竟我中華民族新文化的全功。

如此,我們必須有「經營他人信賴我們託付我們的錢,為他人的利益運用好資源,創造價值分享社會的民務員」來創造工作環境,只為事業盡心,不為他事分心,有規律的實踐.我「民務員」將公司、學校、政府、顧客、股東、代理店、協力廠,同學、同仁與一般社會的均衡的利益置於自己的利益之前的職務視為必達成的自己的使命,發現問題面對困難而思考,而群力各主管同仁與學校、公司、工廠外的機構通力合作,謀求解決改善、學習,學、問、豐富知識與經驗,有機的發展犧牲奉獻解決痛苦,實踐為盡自己身分民務員義務,擴大工作與生活,與世人共同認識安和幸福的人生意義與社會責任同步發展,鍛鍊自己、成長自己、能當仁不讓的勇於實踐,為社會、各國大眾擴大人生、幸福、利益為目標的,教師、經營者、工程師、科學家為大任盡義務的民務員依內心的律法發揮所有的潛能有力實行。」

林挺生期許同仁「從君子「修身、齊家、治國、平天下」的社會革新為民務員「修身、齊家、建設經營學校公司工廠、治國、平天下」的置學校公司、政府、股東、債權人、顧客、家長、同學、協力廠、代理店、同仁與一般社會的均衡的利益於自己的利益之前的民務員盡責任的建設學校公司工廠貢獻社會國家中,苟日新日日新又日新的用功反省思考革新的盡義務。」

李挺河說「在大同工作,不一定可稱為真的大同人,真的大同人無論崗位何處都應有認同的想法,那就是:在大同工作愉快、樂業公司為家.家家有風、家訓.子女長大,如果不合家風家訓,不僅是貧困的家庭,連有錢家庭子女,有一天心身都可能離開家庭.經營事業的公司,也有公司的作風;經營理念、經營方針、經營策略.一般的同仁,認同大同為家就足夠可稱大同人.我想擔任主要崗位的同仁或主管應對我們的經營理念「正誠勤儉」、經營方針「公司為社會公器、創造利潤分享顧客」、經營策略「六大根本力」、價值觀人生觀認同,才可稱為真正的大同人。」大同林挺生躬行「民務員道」的經營者畫像,是大同經營者們心目中的典範。

二、組織構造是指組織內部的分工及調整的基本架構。分工是要追求個別作業的效率，調整是為追求整體的綜效。隨著時代環境的變化，每個企業都不斷地調整自己的組織構造，以求永續經營。組織的分工及調整主要有以下五個步驟：

- 1.組織的工作分擔要如何決定？即職務要如何決定？（分工關係）
- 2.那些相關的職務可以放在一起，形成集團化（部門化）
- 3.職務之間的指揮命令關係（權限關係）
- 4.職務之間的資訊傳達及協調的方式（傳達及協調的關係）
- 5.每個職務及作業方式，以規則及規章來規範的公式化程度（公式化）

問題：試以您（本次參加在職專班考試的女士、先生）所服務的單位（不論那種形式的組織）為對象，作組織構造的分析（50%）。