

國立臺北商業大學 108 學年度第 1 學期大學部四技轉學招生考試試題

准考證號碼：

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國際商務系 2、3 年級

筆試科目：英文

共 9 頁

注意事項	1. 本科目合計 100 分，答錯不倒扣。 2. 請於答案卷上依序作答，並標註清楚題號（含小題）。 3. 考完請將答案卷及試題一併繳回。
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**A. Multiple Choice Questions (60%) 選擇題**

You are applying for the position as a Communications Associate at the NTUB Corp. You are in the last round of the interview process. Your work responsibilities will mainly focus on planning and implementing communication strategies, keeping track of company-related matters published in the media, and training and guiding staff in external communications.

In order to ensure that you are the right candidate to contribute towards the company's needs and long-term development, the Human Resource Management Office has prepared a series questions about business communication and management. Please select one best answer for each question and demonstrate your knowledge and expertise in this professional field. Best of luck in your future career trajectory.

1.	Sam's boss has told him that he needs to demonstrate more competence on the job. Which of the following actions will help him do so?  A. taking on fewer projects at one time B. asking coworkers what their needs are C. working independently and not consulting others D. setting specific work goals and achieving them
2.	Katherine is the general manager of an international clothing manufacturing company. She wants to give one of her managers an "Employee of the Year" award. Which of the following managers should she choose if she is looking for the employee with the highest level of competence?  A. Ted, who is completely trustworthy with confidential information B. Dahia, who is the first one to explain what she needs in any situation C. Cora, who develops effective action plans to achieve team goals D. Juana, who considers company interests above those of customers

3.	<p>Which of the following actions will help a manager establish a sense of caring?</p> <p>A. holding regular meetings to ask about employee concerns  B. setting clear and measurable goals for each employee  C. taking a course in making teams function more efficiently  D. assigning people to projects without their input</p>
4.	<p>Which of the following communication techniques show that someone has a team orientation?</p> <p>A. discussing only positives rather than focusing on negatives  B. being open and transparent about the company's confidential matters  C. using the FAIR test to evaluate what other people say  D. using the pronouns "you" and "we" to discuss goals and needs</p>
5.	<p>Which of the following qualities is a characteristic of people who are hubs?</p> <p>A. nurturing  B. decisive  C. analytical  D. flexible</p>
6.	<p>Ethan needs to assign his team members the following tasks. One of the team members, Paul, is an extrovert. Which task is most appropriate for Paul?</p> <p>A. independently analyzing the latest market research report  B. writing an explanation of a new product for senior management  C. checking the proofs of sales brochures for accuracy before they are printed  D. moderating a team meeting to discuss how well the last development cycle went</p>
7.	<p>Raymond always drops hand-written reports on his administrative assistant's desk and says, "Type this right away." What type of incivility is Raymond committing?</p> <p>A. treating others without courtesy  B. ignoring others  C. disrespecting the dignity and worth of others  D. disrespecting the efforts of others</p>

8.	<p>Which of the following is an example of disrespecting the dignity and worth of others?</p> <p>A. claiming credit for a co-worker's creative idea  B. criticizing a subordinate in front of others  C. forwarding a confidential email from the boss  D. arriving at a meeting late</p>
9.	<p>What impact does meeting in person have on long-term virtual teams?</p> <p>A. They are more likely to start having conflicts.  B. They find it easier to build rapport.  C. They take longer to trust each other.  D. They often split into separate factions.</p>
10.	<p>What do professionals identify as one of the most important characteristics of virtual teammates?</p> <p>A. ability to make decisions quickly  B. willingness to share information  C. interest in new technology  D. strong leadership skills</p>
11.	<p>Anita's team was working on a group document, which they stored in a FTP system on the company server. On Friday, Jean and Mike downloaded the document at the same time, and each made edits. Mike uploaded his document first. When Jean uploaded her copy of the document, she erased all of Mike's work. What went wrong?</p> <p>A. Team members did not use the same word processing program.  B. The team did not assign its members clear responsibilities.  C. The team did not have a system to handle version control.  D. Team members were not clear about the purpose of the revision.</p>
12.	<p>You are working with your team on a group writing project. Which of the following can help you define your contributions and time commitments?</p> <p>A. version control technology  B. a team charter  C. virtual communication technologies  D. a virtual watercooler</p>

13.	<p>Your team is facing an aggressive deadline for a group writing project. Which of the following will be most helpful in ensuring that the project stays on track?</p> <p>A. investing in good virtual communication technology</p> <p>B. giving one team member few tasks so he or she can help others</p> <p>C. trading tasks regularly to keep ideas fresh</p> <p>D. regularly holding real-time conversations about the project</p>
14.	<p>A learner mind-set implies that</p> <p>A. you have nothing to learn from the other people involved in the conversation.</p> <p>B. you intend to find contradictions in what other people have said or done.</p> <p>C. you are committed to understanding other peoples' versions of interpersonal interactions.</p> <p>D. you avoid difficult conversations in order not to hurt the feelings of other people.</p>
15.	<p>Difficult conversations can be handled successfully by</p> <p>A. hearing everybody's story.</p> <p>B. agreeing with everything you hear.</p> <p>C. using the either/or approach.</p> <p>D. invalidating the perspective of other people.</p>
16.	<p>Creating a shared story with a colleague means</p> <p>A. finding life experiences that you have in common.</p> <p>B. combining your goals into a shared approach to work.</p> <p>C. creating humor in tense situations.</p> <p>D. opening a difficult conversation with a story.</p>
17.	<p>Cultures in low performance orientation societies generally</p> <p>A. value productivity over social relationships.</p> <p>B. give direct feedback about how to improve work.</p> <p>C. are relaxed about starting things on time.</p> <p>D. place a high priority on meeting work deadlines.</p>

18.	<p>Cultures with low future orientation</p> <p>A. use inflexible and firm language.  B. emphasize control and planning for the future.  C. focus on intrinsic motivation.  D. discuss long-term strategies and business plans.</p>
19.	<p>Which of the following is characteristic of highly assertive cultures?</p> <p>A. People tend to speak directly and without using vague expressions.  B. People are comfortable with silence in business meetings.  C. People speak objectively without much emotion.  D. People stress equality and use cooperative language.</p>
20.	<p>In cultures with a high humane orientation,</p> <p>A. companies and shareholders emphasize social responsibility.  B. society members are expected to solve personal problems on their own.  C. self-enjoyment takes precedence over displays of generosity.  D. people extend material and social support only to a close circle of friends and family.</p>
21.	<p>_____ refers to how cultures socialize members to feel in novel, surprising, or extraordinary situations.</p> <p>A. Collectivism  B. Humane orientation  C. Uncertainty avoidance  D. Egalitarianism</p>
22.	<p>In the context of writing business messages, which of the following is true?</p> <p>A. Displaying a can-do attitude reduces the credibility of business messages.  B. Emphasizing what products and services are, rather than what they are not, makes business messages more positive.  C. Using diplomatic terms related to your relationships and interactions makes others suspicious of your business messages.  D. The practice of slanting information increases the credibility of a business message.</p>

23.	<p>In content and form, a business message should typically</p> <ul style="list-style-type: none"> <li>A. avoid any form of self-centeredness.</li> <li>B. exaggerate facts.</li> <li>C. avoid using diplomatic terms.</li> <li>D. avoid using strong analogies.</li> </ul>
24.	<p>Which of the following is most likely to show that the writer of a business message has concern for the audience?</p> <ul style="list-style-type: none"> <li>A. relying heavily on the I-voice</li> <li>B. presenting exaggerated facts to the audience</li> <li>C. respecting the autonomy of the reader</li> <li>D. presenting slanted facts to the audience</li> </ul>
25.	<p>Which of the following statements accurately describes the use of figures of speech, such as idioms and metaphors, in business writing?</p> <ul style="list-style-type: none"> <li>A. They should be avoided because they lack specificity.</li> <li>B. They send the signal that the writer is out of touch with the audience.</li> <li>C. They are an effective way to write more concisely.</li> <li>D. They should be avoided because they are too I-centered.</li> </ul>
26.	<p>Gino is writing a memo to suggest that his company hire someone to act on its behalf in a foreign market. If he wants to improve the ease of reading of his message, which term should he use to describe that person?</p> <ul style="list-style-type: none"> <li>A. fiduciary</li> <li>B. executor</li> <li>C. agent</li> <li>D. procurator</li> </ul>
27.	<p>Which of the following is most likely to improve the ease of navigation in information-rich and complex messages?</p> <ul style="list-style-type: none"> <li>A. using headings to convey the contents of sections</li> <li>B. avoiding the use of numbered or bulleted lists</li> <li>C. using several different font styles in the document</li> <li>D. using a new style of formatting for each section</li> </ul>

28.	<p>For most written business communications, the first consideration should be to</p> <p>A. present the message in a visually appealing manner.</p> <p>B. get the message across in an easy-to-read manner.</p> <p>C. select the facts in a persuasive manner.</p> <p>D. construct the message in passive voice.</p>
29.	<p>Aaron needs help to meet a big deadline. Katy, who is not normally on his team, volunteers to help out. They meet the deadline. Aaron writes a heartfelt email to Katy to thank her for her help, but Katy does not respond. Her behavior is likely an example of</p> <p>A. a flame.</p> <p>B. the neutrality effect.</p> <p>C. active incivility.</p> <p>D. defusing a situation.</p>
30.	<p>What is cyber silence?</p> <p>A. It is the tendency to perceive messages with an intended positive emotion as neutral.</p> <p>B. It is the tendency to perceive messages that are intended as neutral as negative.</p> <p>C. It is the act of sending digital communications characterized by words of profanity and obscenity.</p> <p>D. It is the act of not responding to emails or other digital communications.</p>

**B. Fill-in-the-blanks (40%) 填空题**

(A)featured (B)strengths (C)limiting (D)morale

**The 7 Reasons Why 360 Degree Feedback Programs Fail**

360 degree feedback has been around for some time now. You know it's reached the level of common management practice when it gets  (31)  in Dilbert cartoons and "The Office" episodes.

In case you haven't gone through the process, here's how it works. Your boss, your direct reports, and your peers give you feedback on what are your  (32)  and weaknesses (or "developmental needs" or "opportunities"). Therefore, you get feedback from everyone around you who knows you well -- hence, you're hearing it from 360 degrees around you.

When it's done well, 360 programs allow all your team members to improve in key areas that might be \_\_\_\_ (33) \_\_\_\_ their upward career path or actually causing major conflict within a team. When it's done poorly, 360 programs create mistrust, anger, conflict and can leave a team with lower \_\_\_\_ (34) \_\_\_\_ than when you started the exercise.

(A)confidentiality (B)constructive (C)vague (D)importance

### **Why 360 Programs Fail:**

1. **The Boss doesn't get involved or discounts the program's \_\_\_\_ (35) \_\_\_\_.** 360 programs that get driven by HR without much attention from the boss are not effective. Whatever the boss gives importance to gets the attention of his/her reports. The boss has to be a believer that this stuff helps the team.
2. **The 360 tool/questions are too \_\_\_\_ (36) \_\_\_\_.** A lot of 360 programs consist only of personality profiles. "Are you an ESTJ or an INFP?" "Are you a red or blue color?" It's amazing how popular personality profiles have become. Some people get to be "true believers" in them. However, if that's the extent of your 360 questionnaire, you're likely going to have a hard time translating your team's profiles into specific and measureable actions. Make sure that the tool you select is going to give back actionable information.
3. **People offer comments that are personal in nature rather than \_\_\_\_ (37) \_\_\_\_.** Some people have had really bad 360 experiences. These are usually what gets depicted in Dilbert and they usually turn people off on the process going forward. This is a shame. You've got to ensure that everyone understands the purpose of the exercise is to be constructive, not personal. Don't say anything to others that you wouldn't mind being on the receiving end of (assuming it's true).
4. **No plan is set following receiving the feedback.** 360 data is only helpful to the extent that it gets acted upon and used. The majority of programs we see simply give the feedback and then it gets swiftly forgotten. No plan = no change in behavior.
5. **If there is a follow-up post-360 plan, it happens only once.** If companies do follow up on the 360 results, it's usually only once. However, behavioral change is hard and takes several reminders. You need to revisit a post-360 plan periodically. You need to do it quarterly for two years (at which time, it's appropriate to recirculate the same 360s again to see how perceptions have changed).
6. **Lack of \_\_\_\_ (38) \_\_\_\_.** People who have never gone through the 360 process before are usually initially worried about how the data will be used and if it will remain confidential. You need to ensure you assure them up-front that it is a confidential process and won't come back to haunt them at performance review time. However, in many of our clients, they ask us to play the role of "coaching" the people through the two-year quarterly follow-ups instead of internal HR people because (a) internal HR is

usually busy with other stuff anyway and (b) their people seem more comfortable opening up to an external coach during a two-year follow-up period about how they're progressing on their plan, rather than an internal HR person.

7. **Forgetting the strengths and only focusing on weaknesses.** Some companies totally disregard the strengths that get uncovered in the 360 process. The attitude seems to be, "we've got to locate your weaknesses and obliterate them." Type A execs feed on this and usually want to zero in on their weaknesses and also tend to forget about their strengths. The reality is that your strengths are what got you to where you are in your career. Work on your weaknesses but never stop relying on your strengths.

(A)accelerated (B)positive

If you do the opposite of the points made above, you're well on your way to making the experience a (39) one and, more importantly, one that will actually help each person on your team and the team as a whole. When 360s are done poorly, they can be a disaster; however, when they're done well, they can be a major part of driving (40) growth for a team and an organization. (Adopted from Forbes, by Eric Jackson)

**This is the end of the test. Thank you for your enthusiasm for this NTUB position.**