

1. 中譯英 (50%)

人體復原工程

記得有一天，一位成功的企業家請我吃飯，告訴我他最近一次身體檢查，查出了結腸裡長了幾個腫瘤，希望我給他一些建議。從外表看他，並沒有明顯的病容，他的腫瘤不是很大，應該不會有立即的危險。我建議他先遵從醫師的指示。如果醫生認為要割除，只要不會造成永久的傷害就割除，然後好好調養身體。其實他找我的目的就是想問我如何調養。

我問他對生病的看法，他說他一向聽醫生的建議，自己對中西醫都沒有研究，總認為那是專業醫師才有能力了解的。我告訴他，他從小企業成長到今天的規模，必定需要不斷學習企業管理的知識，自己處理公司的問題。雖然他長期請了管理顧問作為企業的醫生，但是管理顧問的意見僅供參考，管理的工作和公司的各種決策，最終還是得他自己做。

身體和企業是一樣的，企業的問題常常出在經營者身上，只有企業家自己能解決。人體也一樣，大多數的疾病就像企業裡的問題，必須改變自己才能真正改善，不能全靠醫生。

2. 英譯中 (50%)

And yet tonight, in the quiet of this room, I find that what really remains with me from this first day's travel is not Salisbury Cathedral, nor any of the other charming sights of this city, but rather that marvellous view encountered this morning of the rolling English countryside. Now I am quite prepared to believe that other countries can offer more obviously spectacular scenery. Indeed, I have seen in encyclopedias and the *National Geographic Magazine* breathtaking photographs of sights from various corners of the globe; magnificent canyons and waterfalls, raggedly beautiful mountains. It has never, of course, been my privilege to have seen such things at first hand, but I will nevertheless hazard this with some confidence: the English landscape at its finest – such as I saw it this morning – possesses a quality that the landscapes of other nations, however more superficially dramatic, inevitably fail to possess. It is, I believe, a quality that will mark out the English landscape to any objective observer as the most deeply satisfying in the world, and this quality is probably best summed up by the term 'greatness'. For it is true, when I stood on that high ledge this morning and viewed the land before me, I distinctly felt that rare, yet unmistakable feeling – the feeling that one is in the presence of greatness. We call this land of ours Great Britain, and there may be those who believe this a somewhat immodest practice. Yet I would venture that the landscape of our country alone would justify the use of this lofty adjective.