

## 大追蹤！一份試卷的誕生 Monologue of an Exam Paper

暑假開始了！當學生放暑假的時候，正是老師要批改考卷和評分的重要時刻。有沒有想過，究竟一份只須兩三小時完成的試卷，從零至到達考場，需要多少時間和工序呢？今期《澳大人》告訴你！

I'm an exam paper. Some like me. Some hate me. Some fear me. But few can escape me. Even fewer know how I was born. My birth was a complex and hush-hush process that began in someone's head.



### 試題千奇百怪

試卷出什麼題目？老師會為此費煞思量，令考生終生「難忘」。有老師喜歡一題定生死，亦有老師喜歡考驗學生能否「快、狠、準」作答。土木工程研究生阿琨（化名）表示，本科修讀有關材料力學課時的試卷最令他印象深刻：「試卷只有一條問題，嚇得那些習慣『貼題』溫書的同學直冒冷汗。」社會科學及人文學院李同學則表示，曾經有老師要求在三小時內完成三百條選擇題，不到一分鐘要完成一題，數量之多，不但考起同學，也難倒出題的老師！

### 印務房大作戰

題目敲定後，緊接下來的工序就是印製考題。試卷會以電子檔，或是書面形式送到印刷基地——銀禧樓地庫二樓的印務房。在正式開機印刷前，印務房職員會充當把關者，檢查試卷。在印務房工作了27年的鵬哥表示，曾經有善忘的老師連同答案紙夾在試卷內，幸好他及時發現，把答案紙抽起。整個印試卷過程中，學院辦公室的職員都會全程監察，防止試題外洩。鵬哥和學院同事的保密專業精神，絕對值得給「讚」！

鵬哥說，除了試卷外，印務房亦要製作答題簿。由於答題簿數量龐大，每到臨近考試的非常時期，同事及機器都要日以繼夜趕印材料。另外，由於影印成本是根據咪錶讀數計算，所以用的紙張越多，成本越高。為了節省成本，平時大家見到A4尺寸試卷是用A3紙影印，再用切紙機一分為二。經釘裝和密封後，一箱箱如貨櫃般的試卷和答題簿便會送到學院去。

### 最後的保密防線

試卷被送出印務房後，學院辦公室職員會作最後檢查並核對數量，隨即將試卷存放在「安全的地方」，直到考試當日，負責監考的老師便化身「G4保鏢」，親自護送試卷到考場。就這樣，一份完整的試卷，在試場出現。



### Questions Always Stranger than Prediction

Questions are what I'm made up of. When it comes to devising exam questions, different teachers have different preferences. Some like to push the students' limits by packing a paper with three hundred multiple-choice questions to be finished within three hours, while some are obviously believers in "Less Is More" and make those used to predicting exam questions break out in a cold sweat with a "single-question" exam paper.

### Printing Room Up Close

After questions are finalized, a draft paper will be sent to the Printing Room located on the basement second floor of the Silver Jubilee Building, either in soft copy or hard copy, for printing. But before printing starts, staff there will do a final check to make sure everything is right. As Brother Pang, who I heard has been working in the Printing Room for twenty-seven years, will tell you, this procedure is absolutely necessary, because he once intercepted a sheet containing model answers tucked inside exam papers, which was clearly a careless mistake by a forgetful teacher. His interception successfully prevented the model answers' infiltration into the classroom. In fact, the whole printing process is closely monitored to avoid disclosure, and all staff having access to the exam papers strictly follow the principle of confidentiality.

### 一份試卷誕生的過程： Major Milestones in My Life:



Everyone needs a companion, and so do I. I'm never complete without an answer booklet, the printing of which is also the job of the Printing Room. When exam dates approach, printing staff work day and night in the company of humming printers and photocopiers rattling out exam papers and answer sheets non-stop. To reduce paper consumption and therefore cost, staff use A3 papers for printing and cut them into A4 size afterwards with a paper cutter. After being stapled together and sealed, exam papers and answer booklets in boxes the size of cargo containers are delivered to various faculties.

### My Hiding Place

Sorry, my hiding place is a top secret disclosed only on a need-to-know basis. But I can tell you this much: after receiving the exam papers from the Printing Room, faculty staff will do a final check and verify the quantity before they place all the papers in "a safe place". On the exam day, invigilators will serve as our close-protection bodyguards and escort us to the exam venue where we make our public appearance for the first time.



以前沒有先進的印刷設備，職員用人手釘裝答題簿  
Answer sheets used to be stapled manually in the absence of advanced printing equipment



印務房同事Dacky (左) 和鵬哥見證著一份份試卷的誕生  
Dacky (left) and Brother Pang have witnessed the birth of countless exam papers

# 學不累！Hari教你學外語

## Language Learning Is Hard? Not If You Follow Hari's Way!

咖啡店坐著一對無聊的情侶，每個進出的顧客都被他們品評一番，此時一外國男子站在門口。

女：哇～好帥呀 \*@o@\*

男：含蓄點…… /\_>`

女：不怕啦，他聽不懂 =^\_^=

此時，這位外國男子以流利普通話與同伴聊天，聽得這對男女目瞪口呆。

你，有過這樣的尷尬嗎？

Inside a café sat a young couple. Out of pure boredom, they were judging every customer entering the café, when a handsome foreign man emerged.

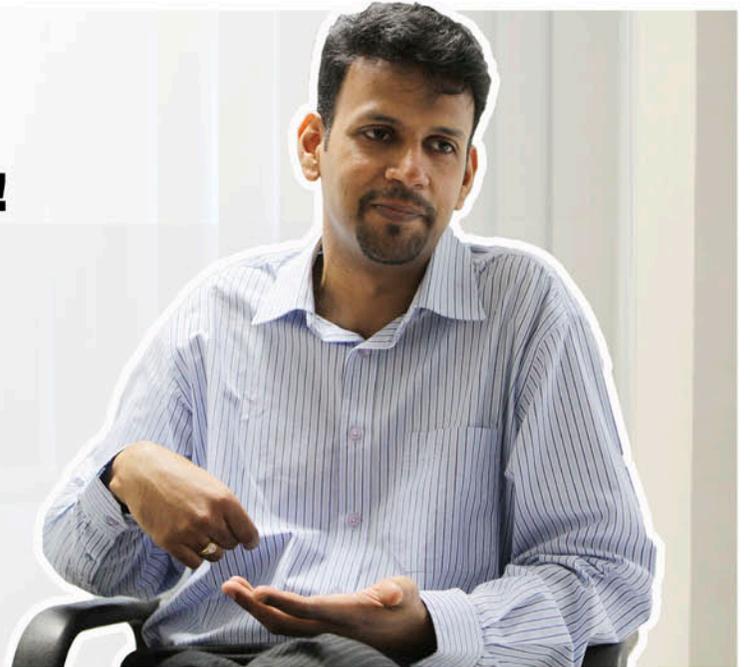
Girl: Wow, he's so cute! \*@o@\*

Boy: Shhhh! He could hear you! /\_>`

Girl: Oh relax! He can't understand Mandarin. =^\_^=

Then, the foreign man called out something to his companion in fluent Mandarin and walked away, leaving the girl with her jaw on the ground.

Have you had any embarrassing experience like this?



在全球化的年代，不少人掌握兩至三種語言。特別是在澳大這所國際性的大學校園，別以為外國老師和同學聽不懂漢語，他們的普通話可能說得比你我還要字正腔圓，如已在澳大工作七年，教授中英翻譯課程的英文系老師何立慧（Hari），是土生土長印度人，但普通話說得像CCTV新聞主播，實在令人讚嘆。

### 瘋子般的學習法

「同志，我想去……」「什麼同志？！現在沒有人這樣說了。」1997年，Hari首次踏足中國，以為叫的士司機做同志很親切，結果被擲揶。沒辦法，他在印度讀本科時所用的中文書只有四本，而且是影印本，內容都是中國60年代的人和事，滿是同志、人民公社等字眼。Hari形容那時學習中文的條件非常差，整個印度只有百多個中國人，碰到他們和看到漢字的機會不多，所以他總是想方設法創造機會練習中文，大學頭兩年還像瘋子一樣天天跟自己說普通話，跟著中央廣播電台主播報新聞，就算很費勁也不覺得有壓力，因為：「我實在太想學了。學習語言最好是讓自己完全被這個環境包圍，從不同渠道接觸這種語言，簡而言之：沒聽過的說不出來，沒讀過的寫不出來。」Hari認為，現在學習外語的條件優越，大家應勇於嘗試，好好利用澳大的多語言環境學習。

### 腳踏幾隻船很累

「學外語的人都有一個通病，就是同時兼顧發音、語法、句子結構是否正確，這樣精力太過分散，練發音就應只練發音，想看懂一篇文章就只要管意思，學語法就只注意結構，至於是什麼意思就不用管了，很多人『腳踏幾隻船』，結果很累。」根據神經語言學的研究，每種語言經過猜測和掙扎後在大腦成熟，然後形成獨立的區域，所以Hari不鼓勵使用雙語字典，形成滿腦子一對一的關係。此外，學習語言不能停留在課本上，他建議每周至少看一部外語電影，每天最少看半小時外語電視，重點是不能看字幕。Hari有感而發：「開始時會因為聽不懂而覺得無聊，但只要堅持幾個月就會看到成果。學外語是累積的過程，不能一蹴而就。」



Hari與妻子收養的一對孖寶，不用一年已說得一口流利的英語。  
Hari and his wife's adopted twins were able to speak fluent English in less than a year

### 一張海報影響一生

Hari從小就喜歡學習不同語言，上課時不聽老師講課，但會用不同的文字寫同學的名字（按：會是暗戀的女同學的名字嗎？）。80年代，著名影星成龍和李小龍的電影一度於印度流行，不少人被明星深深吸引，Hari卻被印著成龍和李小龍的海報上的中文標語迷倒，令他夢想把中文的規律弄清楚。後來，Hari的本科選讀中文，成績出眾的他得到中國國家教委（現為國家教育部）推薦到北京留學一年，專門修讀古漢語。經過多年的努力，Hari現在能掌握漢語，還將興趣變成自己的專業，對他來說「實在太愉快了」。

你還在為學習外語而煩惱嗎？隨著Hari的腳步吧，你都能成功！

In this increasingly globalized world, many people know several languages. In fact, some of the foreign teachers and students on our campus speak far better Chinese than native Chinese speakers. Meet Hari, an Indian-born translation teacher from the Department of English, who has been working at UM for seven years. If you listen to Hari speak Mandarin without seeing his face, you would think he is some Chinese news broadcaster from CCTV.

### Learning Chinese Like Crazy

“Tiananmen Square please, Comrade.” “Comrade? Nobody uses that word anymore.” This interesting dialogue occurred during Hari's first visit to China in 1997. He addressed the taxi driver as “comrade” to be friendly, only to be teased by the driver. It was hardly his fault though. When he was studying Chinese in India, he only had four text books which were photocopies and full of outdated words and phrases like “comrade” and “people's commune”. Hari describes the learning environment as very poor. He recalls that there were only a little over a hundred Chinese people in the whole India. With few opportunities to meet Chinese people and see Chinese words, Hari had to invent ways to practice Chinese. During his first two university years, he talked to himself in Mandarin every day like crazy, and parroted after news broadcasters on CCTV. It was not easy but Hari never felt it was a burden, because, says Hari, “I was madly in love with the language. The best way to learn a language is to immerse yourself in the environment and have exposure to the language through different channels. To put it simply, you can't say what you haven't heard, and you can't write what you haven't read.” Hari encourages students to make good use of UM's multi-lingual environment for language learning.

### Don't Multi-task

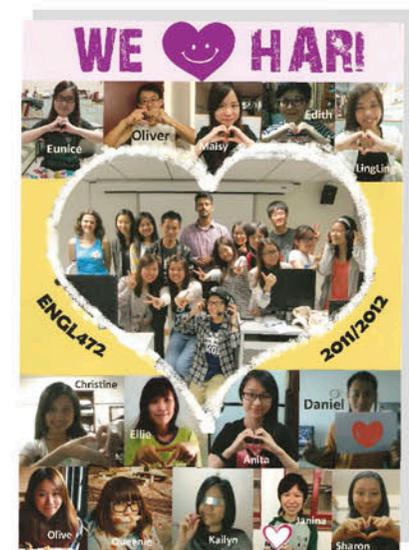
“Language learners tend to be over-ambitious in that they want to attend to several things at once, such as pronunciation, grammar and sentence structure, not knowing by doing that they are only distracting themselves,” says Hari. “It's tiring to multi-task. Don't do

that. Just pay attention to one thing at a time.” Hari says that studies have shown that different languages occupy different regions of the human brain after a “guess-and-struggle” process, so he strongly advises language learners to avoid using bi-lingual dictionaries which make the brain associate each foreign word with an equivalent in the learner's mother tongue. It's also important not to limit language learning to text books. Hari advises language learners to watch foreign movies at least once a week and watch foreign TV programmes for at least half an hour a day, without looking at the subtitles. “You may feel bored from incomprehension at first, but if you keep doing it for several months, you'll start to see the results. Language acquisition is a process of accumulation. You can't master it overnight,” concludes Hari from his first-hand experience.

### Life-changing Posters

Hari has loved languages since childhood. Sometimes he tuned out the teachers in class and doodled the names of his classmates in different languages (did one of the names belong to a girl he had a secret crush on?). In the 1980s, Jackie Chan and Bruce Lee's movies were all the rage in India. As many Indians were captivated by the charisma of the movie stars, Hari was fascinated with the Chinese words on those movie posters and dreamed about decoding the mysterious and beautiful language some day. To make his dream come true, Hari studied Chinese for his bachelor's degree, and due to his outstanding performance, he was recommended by the State Education Commission of PRC (the predecessor of the Ministry of Education) to study ancient Chinese in Beijing for one year. Now, the most enjoyable thing for him is to be able to make a career out of his interest.

Do you still think learning a foreign language is hard? Well, it doesn't have to be. Follow Hari's way, and you can also succeed!



Hari深受學生愛戴  
A handmade gift by Hari's students

《澳大人》編輯部祝  
各位爸爸們父親節快樂！  
My UM's editorial team wishes all fathers  
A Happy Father's Day!

# 頌親恩 FAMILY LOVE



## ◆ 甜蜜的負擔

Sweet Burden  
Adelina Carreiro, HSEO

等待，可以是漫長的一種煎熬，同樣可以是到達幸福彼岸的一段過程。  
Waiting can be long and hard; it can also be the road to happiness.



## ◆ 小腳印，大腳印

Small Footprint, Big Step  
何慧芝 (Sheryl Ho), ELC

寶貝，你知道嗎？你生命中的第一個小腳印，是見證媽媽成長的大腳印。  
Sweetie, mommy wants to tell you, the first footprint you made is a big step in my life.



## ◆ 微微泛黃的相片

Yellowing Photo  
李偉成 (Vincent Lei), ICTO

父親母親和我，五十年前微微泛黃的相片記錄了兒時的回憶。  
This picture of me and my parents takes me back to fifty years ago.

Forever love, everlasting, endless,  
And true. It is blood that forms your beautiful  
Memories - Warmest caresses, happy  
moments... You own it!

Insert your key, open it, this is your only home and  
shelter -

Large or small; poor or rich,  
You still have it - The Key to Love

Pinky

## ◆ The Key to Love

何萃萁 (Pinky Ho), FED

歡迎師生員工踴躍投稿（相片、詩詞、書法、畫作、漫畫甚至是藝術作品皆可），發揮澳大人「敢想敢作」精神。每月主題請留意電子公告欄。

Share your creative works with us (photos, poems, calligraphy works, paintings, cartoons, and other forms of artworks are all welcome). Please refer to our e-bulletin for each month's topic.



## ◆ 溫暖的扶手

Warm Armrest  
劉嘉麗 (Lilian Lao), FBA

從容自在的窩在血脈相連的至親懷內，在這個只屬於兩個人的世界裡，教人忘記甚麼叫做冰冷。  
The chair is cold and too high for me, but the "armrest" is so warm and comfortable.



## ◆ 家

FAMILY (Father And Mother, I Love You)  
羅智珊 (Suzana Lin Rodrigues), FES

時間流逝，年歲漸長，回憶卻常在心間，因你們永恆的愛。  
Time flies by,  
Our body gets old,  
But memories are forever young,  
Our love and bonding are for eternity,  
Here on Earth as in Heaven.



## ◆ 團圓

Reunion  
吳燕 (Emily Wu), FSH

以前，一年一家人也不會拍一張全家福。現在開始，我們要把相聚的美好定格下來，當異地的我們彼此掛念時，可以看看相片，以解相思之情！

From now on, I will take photos at every family reunion so I can see your beautiful faces when I am away from home.

## ★ 校園一角 Corner of the Campus

### 科科拿A有妙法

每逢期末考試的非常時期，不少同學如臨大敵，紛紛患上拖延症，又大嘆睡眠不足、注意力不集中。主意多多的學生會於是舉辦活力飲料免費派發活動，幫助同學們備戰，補充體力和腦力。戰士們醒腦又「給力」，要跑贏報告「死線」、科科拿A自然無難度。

### Drink Your Way to Straight A's

Procrastination, lack of sleep, difficulty concentrating, nervousness... Many students display these symptoms with the approach of report deadlines and end-of-term examinations. Wishing to help, the Students' Union earlier set up a booth on campus to distribute free energy drinks so students can recharge their bodies and minds. Of course "drink one's way to straight A's" is just a good wish, but who cares? The small yet caring gesture itself is invigorating enough.



## ★ 熱點 Highlights

### 大學重視學生品德教育

今年上半年，大學以「德才兼備·全人發展」為主題舉行一系列學生發展和品德教育活動，包括制定及發佈《學生學術誠信處理規條》，舉辦學生組織財務指引講解會、學生領袖與大學領導對談、澳門學生事務高級研修班、學生事務規劃工作坊、與高校學生座談會、與中學校長座談會，讓學生與大學領導、校友、社會人士共同討論公正、誠信、責任、價值觀等議題，從而提升學生的品德涵養。

### UM Attaches Importance to Moral Education

During the first half of this year UM held a series of student development activities with the theme being "Whole Person Development in Character and Expertise", including the formulation and release of *Rules on Handling Student Academic Dishonesty* and various seminars and workshops on moral education. These activities received enthusiastic responses from students, UM's top management, alumni, and members of the public.



## 新校園工作小組忙於做準備 New Campus Workgroups

遷校是一項複雜且龐大的工程，為了部署遷入新校園前的設置準備、遷校、遷入期間的調試及遷入後的跟進工作，大學動員澳大人，成立不同性質的工作小組，集合眾人的力量有序完成遷校的艱巨任務。

Relocation to the new campus is a huge, complex project. To make sure everything goes smoothly, UM has set up various workgroups to handle tasks before, during and after the relocation.

### 工作小組分工明確

新校園方案通過後，大學一方面要集中力量與政府及承建商協作，提供對新校園設計和建設方面的意見，一方面成立工作小組，為明年遷入新校園作好規劃和預備。各個小組分工明確，涉及的範疇有：風險管理及緊急應變，遷校財政預算（遷校及新校園營運預算）、人員編制及培訓，新校園管理計劃，校內人口、商業區及商店，室內裝修（家具及設備），遷校及空間分配，交通服務及員工住宿管理，醫療服務及制度，新校園命名計劃，體育設施，住宿式書院行政支援，以及後續裝修及弱電設施安裝協調。

### 協調工作難度大

新校園計劃項目眾多，參與工作的同事亦任務繁重，工作小組成員在過去一年多以來面對不少困難，例如室內（家具及設備）裝修工作小組需要為點算大學現有財產的數量、為新校園的辦公室及宿舍家具配置制定標準及指引，以及採購及配置新家具及設備。小組更要在短短九個月內完成逾十萬件家具及設備的安裝和分派工作，其協調工作之艱巨不難想像。

### 重新整合工作小組

距離新校園落成僅有半年時間，大學在今年六月重新整合和調配工作小組，由13個整合為七個，包括風險管理工作小組、遷校工作小組（下設空間分配工作小組和新校園接收工作小組）、後續項目管理工作小組、新校園家具及小型設施配置工作小組、商業區及商店工作小組、新校園試運行工作小組，以及交通服務工作小組。

### 為遷校做充分準備

為確保新校園在交付大學使用後能夠順暢運作，重組後的後續項目管理工作小組承擔著重要的任務。在新校園交付大學後，工作小組需要啟動裝修公共學習空間、實驗室、無線Wifi網絡、空調系統、電話服務等協調工作，現階段小組成員已密鑼緊鼓投入各項採購準備工作中。此外，為確保商業服務及食品經營網點能在2013年投入服務，商業區及商店工作小組在較早前已經開始商店的招標工作。

另外，大學也特別於大豐樓二樓設立一個指揮中心，內裡沒有窗戶，其中一面牆貼滿標示新校園各項工程進度的圖紙，施工進度一目了然。工作小組不定期在指揮中心開會，除報告有關工作的進展外，若某小組遇有棘手難題，也會即場進行腦力激盪，迅速合力解決問題。

### Clear Division of Work

After the new campus project was approved, UM actively cooperated with the government and contractor and provided feedback on design and construction, and in the meantime set up various workgroups to make preparations for relocation. There is a clear division of work between different workgroups: including risk management and emergency response, budgeting for relocation and new campus operation, staffing and training, new campus management plan, on-campus population, commercial district and shops, interior decoration (furniture and equipment), relocation and space allocation, transportation and staff accommodation, medical service and system, new campus naming, sports facilities, administrative support for residential colleges, and coordination of follow-up decoration and low voltage facilities installation.

### Coordination Very Challenging

The new campus workgroups have been very busy and encountered many difficulties over the past year. For instance, the workgroup on interior decoration needed to make an inventory of the university's existing properties, prepare furnishing guidelines for new campus offices and dormitories, and buy new furniture and equipment for the new campus, in addition to completing the installation and allocation of over 100,000 pieces of furniture and equipment within just nine months. Imagine the difficulty in coordination!

### Reorganizing Workgroups

There are only six months to go before the new campus is finally built. This June UM reorganized the thirteen workgroups into seven, namely Workgroup on Risk Management, Workgroup on Relocation (with Workgroup on Space Allocation and Workgroup on New Campus Taking-over under it), Workgroup on

Post-delivery Projects Management, Workgroup on Furniture and Miscellaneous Facilities, Workgroup on Commercial District & Outlets, Workgroup on Trial Use and Workgroup on Transportation.

### Make Full Preparation for Relocation

The Workgroup on Post-delivery Projects Management plays an important role in making sure that the new campus operates smoothly after its delivery to UM. It needs to carry out a series of coordination work for the public learning space, laboratories, wireless Wifi network, air-conditioning system, telephone service, and so on, immediately after the delivery. Preparatory work is already underway. To ensure that commercial services and food outlets can begin operation in 2013 as scheduled, the Workgroup on Commercial District & Outlets earlier issued an invitation to tender for shops in the commercial district.

UM has set up a window-less War Room on the second floor of Tai Fung Building, with one wall full of construction progress charts. The workgroups meet in the War Room from time to time to report work progress or brainstorm solutions when anyone encounters some tricky problems.

## 新校園建築物簡介(十六) Buildings on the New Campus (16)

### 文學院、社會科學學院、工商管理學院 Faculty of Arts, Faculty of Social Sciences, and Faculty of Business Administration



左下為工商管理學院，右上為文學院與社會科學學院  
Lower left: Faculty of Business Administration; upper right: Faculty of Arts and Faculty of Social Sciences

三個學院位於新校園同一個島上，建築樓群彼此相鄰，各樓高約三至五層，具獨立學院辦公室、課室區、研究中心及實驗室區，以及各種附屬用房，可共享室外空間和設施，為師生創造舒適、寧靜的學習和教學的環境。

The three faculties will be located on the same island, and the three complexes will be adjacent to one another. The faculties will have between three and five storeys. There will be faculty offices, classrooms, research centres, laboratories and various kinds of auxiliary rooms. The three faculties will share outdoor spaces and facilities to create a comfortable and quiet learning and teaching environment.

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My UM aims to cover stories about ordinary UM members we work or study with. If you happen to know such stories, please feel free to share with us.

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### 新校園這一刻 NEW CAMPUS SNAPSHOT



隧道預計於八月封頂  
The tunnel is expected to be topped out in August