

東吳大學 103 學年度碩士班研究生招生考試試題

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| 系級 | 企業管理學系碩士班 E 組 | 考試時間 | 100 分鐘 |
| 科目 | 管理專業英文 | 本科總分 | 100 分 |

An Entrance English Test for Graduate Management Studies (E-group)
Soochow University
 February 2014

General Directions: There are five parts in this test. Specific instructions are provided at the beginning of each part. Part 1 and Part 2 are multiple-choice questions with four choices marked A, B, C, and D. You should choose only **one** choice as your answer. Then, on your Answer Sheet, fill in the space that corresponds to the letter of the answer you have chosen by darkening the space. For example, if your answer is Choice B, you should mark it on your Answer Sheet like this: (A) (●) (C) (D).

DO NOT cross, tick, underline, or circle your choice on the Answer Sheet. The following are all wrong:

WRONG WRONG WRONG WRONG
~~(A)~~ √(B) (C) ×(D)

Part 1 (10%)

Read the following article titled “Making Money” (adopted from *Six-Way Paragraphs* by McGraw Hill), and answer questions 1-5 by marking one letter A, B, C or D as your choice on your Answer Sheet.

How easy has it been to produce counterfeit American currency? Much easier than you might expected. Whereas in earlier times a good counterfeit required craftsmen skilled in photographic and printing techniques, in the current computer age a scanner, together with good ink, high-quality paper, and a laser printer can produce very adequate copies. So common had counterfeiting become, particularly in overseas countries desirous of dollars, that there were estimates that \$2 billion in counterfeit money would be in circulation by the year 2000.

In the 1990s the U.S. Treasury Department began taking steps to safeguard American currency. Beginning with the \$100 bill—the denomination most often counterfeited—they both altered the appearance of the bill and added several elements to make counterfeit it more difficult. The most conspicuous change was the new portrait: not only was Ben Franklin’s image changed and made larger, it was set off-center on the bill and printed with ink that would blur if photocopied. A watermark was also added. This image, which can be seen when a bill is held up to the light, is stamped into the currency paper as it is made and cannot be reproduced by scanner or copier. Security threads, also built into the paper, were a final safeguard. Filaments of yarn a few thousandths of an inch wide, these threads have identifying figures printed on them. A different filament is put into each denomination of money and set in a slightly different location.

Will these improvements, also made on other bills, stop counterfeiting altogether? Most likely not. But they will make it easier for anyone checking to identify and root out counterfeits.

1. Another title for this passage might be _____.
- A Protecting American Currency
 - B The Desirable \$100 Bill
 - C Scanners and Watermarks
 - D Playing Tricks on the U.S. Treasury

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2. Security threads _____.
 - A are visible on the surface of each new bill
 - B have identifying numbers on them
 - C are made of colored silk
 - D were replaced in the new bills by watermarks
3. The U.S. Treasury must have decided that _____.
 - A only large bills were likely to be counterfeited
 - B they could get rid of counterfeiters once and for all
 - C a number of safeguards were needed to prevent counterfeiting
 - D counterfeiters were usually trained in engraving
4. Paragraph two is developed mostly through _____.
 - A telling an anecdote
 - B giving specific examples
 - C comparing and contrasting
 - D explaining the steps in a process
5. Conspicuous means _____.
 - A very noticeable
 - B quite dark
 - C fearful
 - D attractive

Part 2 (30%)

Complete the gaps in the text below with the correct choice, and mark one letter A, B, C or D as your choice on your Answer Sheet.

Richard Tait and Whit Alexander like to tell the story of how they came up with the marketing idea for their new board game. In the spring of 1997, they _____⁶ in a Starbucks coffee shop in Seattle when they looked around and _____⁷ lots of potential customers standing around. They _____⁸ the deadline for taking the game to the annual Toy Fair in New York. So, instead _____⁹ distributing their new game – _____¹⁰ they called Cranium — through the toy industry's traditional distributors, they made a _____¹¹ with Starbucks. Later they expanded to Amazon, _____¹² online retailer.

The idea for the game evolved when Mr Tait and his wife spent a rainy holiday weekend _____¹³ board games with another couple. It is strange to think that _____¹⁴ the weather _____¹⁵ sunny, they might never have thought of it.

Cranium _____¹⁶ by just \$100,000 of their personal savings and promoted _____¹⁷ by word of mouth. But it became a brilliant success later, and won the Toy Industry Association toy of the year award

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for 2001.

Cranium _____¹⁸ more than 11m games. The company _____¹⁹ release total sales figures, but they report that, in the past two years, they have increased sales _____²⁰ about 30 per cent annually.

- | | | | | |
|----|--------------------|----------------|--------------------|-------------|
| 6 | A are sitting | B were sitting | C had sat | D sit |
| 7 | A saw | B were seeing | C have seen | D see |
| 8 | A have just missed | B just missed | C had just missed | D just miss |
| 9 | A at | B on | C in | D of |
| 10 | A who | B which | C whose name | D whom |
| 11 | A case | B count | C mess | D deal |
| 12 | A of | B an | C the | D a |
| 13 | A playing | B to play | C to playing | D played |
| 14 | A but | B yet | C or | D if |
| 15 | A would have been | B would be | C had been | D was |
| 16 | A was funded | B they funded | C being funded | D is funded |
| 17 | A starting | B beginning | C finally | D initially |
| 18 | A has now sold | B now sold | C has been selling | D sell |
| 19 | A should not | B might not | C will not | D never |
| 20 | A of | B by | C with | D at |

Part 3 (20 %)

Choose an appropriate response from the following list to complete each of the dialogues. Write your choice letter on your Answer Sheet (You do not have to write out the complete answer).

- a) I think so too.
- b) We lack enough qualified instructors.
- c) I don't think it's going to work very well.
- d) I'm afraid I can't make it then.
- e) That's all right – we're still on the first agenda point.
- f) I'll look into it right away.
- g) Congratulations!
- h) If you order now, that won't be a problem.
- i) I'd like to finish if I may.
- j) But our sale is decreasing by 15% each year in that country.

21 A: What's your opinion about the new appraisal system?

B: _____

22 A: How about Monday morning – would that be convenient for you?

B: _____

23 A: I think we should bring someone new onto the team.

B: _____

24 A: I've passed my law exam!

B: _____

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- 25 A: I'm sorry I'm late. The traffic was terrible this morning.
B: _____
- 26 A: Can I interrupt you a moment? I have a question about finance.
B: _____
- 27 A: I'd like to know why I haven't received the refund you promised me.
B: _____
- 28 A: We really need delivery by the 15th.
B: _____
- 29 A: There are many young people in that country using our products.
B: _____
- 30 A: What are the problems with our in-service training programme?
B: _____

Part 4 (30%)

Read the following article and decide the statements True or False.

The best ways to set up a business in China

(By Euan Mc Kirdy)

10 February 2014 from the BBC

<http://www.bbc.com/capital/story/20140210-how-to-set-up-shop-in-china>

The business world is looking east for new opportunities, even as China's stellar economic performance begins to slow. But setting up shop in China is not as simple as hanging your hat in Hangzhou, which can be reflected in the expensive mistakes from retail giants Kraft and supermarket Tesco. A complex market and myriad regulations continue to confuse even the most experienced China specialists. But there are ways to access the world's biggest consumer market—so long as you watch out for the pitfalls.

Foot in the door

When foreign managers want to start a Chinese business unit, their first port of call is often a Joint Venture (JV), a partnership with a Chinese company. This can offer the inside-track on the local market, an established office infrastructure plus on-the-ground knowledge of the labyrinthine governmental regulations and red tape that may be encountered. In short, the right JV takes away many of the headaches associated with arriving in the country 'blind.'

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For companies eager to establish a foothold in the country, there are a number of other ways to build market presence, including an offshore – or fly-in — strategy. In addition to, or sometimes as an alternative to JVs, companies can also set up representative offices, which are owned by the overseas company but not able to generate revenue in China.

Setting up a WOFE –a wholly owned foreign enterprise – is a mechanism that’s also gaining popularity and starting to become more feasible. But this structure, essentially going it alone, remains unproven for companies in the financial sector, said Andrea Muller, Chief Executive, Asia of Principal Global Investors. For the time-being, therefore, a WOFE is perceived as higher risk for foreign firms.

On the ground

However a company sets up in China, there is no substitute for having your own company’s people in the country. “It’s a mistake to focus on offshoring and not having people on the ground,” said Muller’s colleague Zeid Ayer, special assistant general manager at CCB Principal (the name of the JV between Principal and CCB) who is based in Beijing. “It’s key, especially in a country like China, to establish those relationships.”

Some of the most strikingly unfamiliar territory for overseas business people in China involves meeting new partners. Chinese business culture is social: foreign partners are often expected to eat heartily and drink heavily as part of the business arrangement. And endless rounds of baijiu alcohol can seem like a daunting endurance test for those unfamiliar with Chinese social business conventions.

Strict hierarchies can also lead to misunderstandings – there is often little of the directness foreigners might be accustomed to and a lack of deference towards a potential partner may swiftly end any talks, for example due to a lack of understanding of the concepts of guanxi or face.

Proceed with caution

Given the country’s track record with issues like corruption – it scores a lowly 40 out of 100 on Transparency International’s Corruption Index . By sharp contrast Japan, the nation China leapt over to become the world’s second largest economy scores 74 and the US gets a mark of 73. International firms are warned to tread particularly carefully around supply chain-related issues and hiring under-qualified staff.

As foreign direct investment has increased exponentially, so has the need for well-trained, internationally-minded managers. Training and keeping these employees is crucial for business growth but job-hopping and impromptu demands for higher wages are on the rise.

“The business opportunities in China are enormous but experience shows us that [multinationals] need to

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keep their eyes wide open,” said Violet Ho, senior managing director at Kroll, a global risk consultancy.

It’s critical for companies to establish a strong anti-corruption process starting with due diligence on third-party partners such as distributors, deal-brokers or suppliers, where there is a “clearly understood potential for fraud”, Ho said. That includes advertising agencies, travel agents or even event organisers — all suppliers that would typically be considered low risk in other countries for instances fraud or money laundering in most developed markets.

Good taste

Sensitivity to different consumer tastes is also crucial to survival, said Richard Barton, managing partner, Newgate Communications in Hong Kong. Barton said companies that try to shoehorn existing marketing strategies in to the Chinese market often find nothing but failure.

“This has especially been true of the food and beverage sector, where tastes aren't just different nationally, but regionally and locally, too,” he said.

Food manufacturer, Kraft failed to penetrate the Chinese cookie market, until it altered the size, shape and flavour of its Oreo cookies and made them less sweet. Other companies have spent significant sums developing locally relevant flavours: Frito-Lay, now sells crisps in ‘Fermented Beancurd’, ‘Numb and Spicy Hot Pot,’ ‘Cheese Lobster’ and ‘Hot & Sour Fish Soup flavours.’

While challenging, taking the time to get it right can be extremely lucrative. As the world’s second-largest economy China continues to develop and the rewards for securing an established presence as the country’s market – and spending power – are huge. Retail sales amounted to 16.88 trillion yuan, (around \$2.77 trillion) according to China’s National Bureau of Statistics.

“The benefit [for us] of actually getting it right is the payoff in the future, to be part of the growing market, to be part of a growing middle class there,” said Principal Global Investors’ Muller.

True or False (Note: Write your answer on the Answer Sheet)

- 31 According to this article, it is not easy to do business in China, even the most experienced China specialists would find it difficult.
- 32 A Joint Venture (JV), a partnership with a Chinese company, is usually considered as the first step for foreign managers to start a business in China.
- 33 A WOFE –a wholly owned foreign enterprise – is also a popular way to start a business in China.
- 34 A WOFE is not considered as higher risk for foreign firms.
- 35 It is not important for a foreign company to send its own people to China regarding management.
- 36 According to this article, good social relationships are important for setting up a business in China.

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- 37 One is expected to attend many banquets and drink much wine as part of the Chinese social business conventions.
- 38 It is not difficult to hire qualified managers for international firms in China nowadays.
- 39 According to Violet Ho, senior managing director at Kroll, there are less business opportunities in China now.
- 40 According to Barton, those companies that try to use their existing marketing strategies in to the Chinese market often find their business successful.
- 41 The original flavour of Oreo cookies are too sweet for Chinese consumers.
- 42 Many food manufacturers did not open the Chinese market successfully until they changed the size, shape and flavour in order to adapt to the local tastes.
- 43 While challenging, taking the time to get it right for the local tastes can make a large profit in China for foreign food manufacturers.
- 44 According to China's National Bureau of Statistics, its retail sales amounted to US\$16.88 trillion.
- 45 This article is downloaded from the website of the BBC.

Part 5 (10%) (請將作文直接寫在招生考試答案卷上面)

On your Answer Sheet, write a brief comment (in English) about the previous article in Part 4: *The best ways to set up a business in China*. Do you agree with the writer's view?

You should write at least 200 words.

This is the end of the test.