

I.(45分) 閱讀測驗複選題 (根據下列文章，回答Q.1~Q.6(複選題),正確答案可能需複選亦可能單選；每題有五個選項，每個選項若選擇正確(應該選的有選、或者不應該選的沒選)可得1.5分，合計每題7.5分，6題共45分；例如：某題之正確答案為AC，若你的答案為BC，此題之C、D、E選項選擇正確，可得4.5分)

Based on the following article (Paragraph 1-6), answer Q.1-Q6.

(Paragraph 1)

Budgeting systems are ubiquitous. Long considered a necessary tool in managing a company, the budgeting process frequently consumes six months of management time in negotiations, planning, and target-setting. Such systems are intended to coordinate the activities of the units and motivate managers. They are used in simple organizations and in vast and complex enterprises.

(Paragraph 2)

And yet, the reality is that almost every company in the world uses a budget or target-setting system that rewards people for ignoring or destroying valuable information and punishes them for taking actions that benefit the company. These budget-based systems reward people for lying, and for lying about their lying, and punish them for telling the truth. These systems reward gaming while obfuscating the facts they are meant to summon: facts that are necessary to help managers make the necessary tradeoffs in allocating resources between projects, departments and initiatives.

(Paragraph 3)

Budget systems are based on the premise that managers should be rewarded for achieving their targets for the period and punished for missing them. What every manager knows, but most fail to pay attention to, is the effect that such systems have on incentives. Tell a manager that he or she will get a bonus when targets are realized and two things are sure to happen. First, managers will attempt to set targets that are easily reachable, and once the targets are set, they will do their best to see that the targets are met even if it damages the company to do so. Years ago I witnessed top management of a durable goods manufacturing company with target-based bonuses struggling to reach their bonus targets before the year-end close of the books. In September they announced to their board and customers that product prices would increase 10% effective as of 2 January of the next year. But the price increase was not in line with competition at the time, nor was it very likely that 2 January, of all possible dates, was the optimal time for the increase. But, announcing an effective date of 2 January, of course, would motivate the firm's customers to order product in advance of their normal order cycle to avoid the price increase. This would thereby aid management in reaching the bonus level for the year — but at the expense of next year's profits.

(Paragraph 4)

Moreover, when it became clear in November that the firm would not reach the bonus targets management announced the largest quarterly loss in the history of the company. This is consistent with the notion that managers, realizing they will not meet this year's targets, move revenues to next year and expenses from future years to the current year (write-offs), because it costs them nothing to do so in this year's bonus and it makes it easier to reach targets in future years.

(Paragraph 5)

I believe that almost no one in this system consciously believes he or she is lying or behaving without integrity. Indeed, in most corporate cultures much of this behavior has become expected of responsible managers and board members. It is also un-discussable. To stop the gaming of budgets and targets and restore integrity to the planning and management process we must begin not by telling managers to stop lying, nor by eliminating the use of budgets, but by eliminating the use of budgets and targets in compensation formulas and promotion systems.

(Paragraph 6)

Eliminating the use of targets or budgets in compensation systems solves the problem because if your bonus or promotion is a function of what you accomplish, not whether you meet or exceed a budget or target, you have no monetary incentive to hide information or lie in the budget/target-setting process. Budgets can be used for planning and coordinating as they were intended, and a major cause of the erosion of integrity in organizations is eliminated.

Q.1~Q.6 (複選題，正確答案可能需複選亦可能單選，每題7.5分)

Q.1 According to this article, the purposes of budgeting systems include:

- (A) to coordinate the activities of different units
- (B) to fix machinery problem
- (C) to reward managers who can provide an accurate forecast for the company's future prospect
- (D) to motivate managers for better effort
- (E) to punish employees for ignoring or destroying valuable information

Q.2 In Paragraph 1, "Budget systems are ubiquitous" means that

- (A) Budget systems consume a lot of management time in negotiations, planning, and target-setting.
- (B) Budget systems are widely used by many firms.
- (C) Budget systems have long been considered to be a very efficient tool in managing a firm
- (D) Budget systems are very expensive
- (E) Budget systems are required under Corporate Law

Q.3 According to this article, what went wrong with the budget system?

- (A) Firms reward managers' bonus only by whether managers achieving the targets or not, instead of based on their effort. This provides an incentive for managers to lie in the budgeting process.
- (B) Budget systems have been wrongfully conceived as a necessary management tool.
- (C) Budget systems consume too much management time and resources.
- (D) Managers may implement earnings manipulation to optimize their annual bonus.
- (E) Once a budget is set, managers may make harmful decision for their firms in order to achieve the budget targets.

Q.4 According to the example described in Paragraph 3, why the firm announced in May that the company would increase its product prices next January?

- (A) because the firm had difficulty meeting sales target, trying to encourage sales of the current year.
- (B) because price increase was the only way for the firm to meet sales target next year.
- (C) because January is usually the best timing to raise the price since it is near the end of budgeting process.
- (D) because the firm expected that the production cost would increase next year.
- (E) because the firm was trying to move next year's sales into current year in order to meet this year's sales target.

Q.5 According to Paragraph 4, which of the following is true regarding the manager's motivation and backgrounds behind the firm's November announcement about the largest quarterly loss in the history of the company?

- (A) the budget system left the manager no choice but to tell the truth.
- (B) the manager did not expect to receive this year's annual bonus regardless of the announcement
- (C) the manager had been promised that he (or she) would receive this year's annual bonus before the announcement
- (D) The firm had made enough earnings in the previous quarters so that the manager was comfortable about meeting this year's target, even with the announcement of big loss in the 3rd quarter.

(E) The manager tried to manipulate this year's earnings downward so it would be easier to achieve next year's target

Q.6 Which of the following were NOT suggested by the author to resolve the problem of budget systems?

- (A) Giving managers ethic courses to teach them to stop lying in the budgeting process
- (B) Giving up the budgeting routine
- (C) Not to use budget in compensation formula and promoting systems
- (D) Requiring auditors to audit budgets
- (E) Set up a longer budgeting cycle, for example, once every 5 years.

II.(55分) 閱讀測驗單選題 (根據下列文章，回答Q.7~Q.21(單選題)：，請從每題各選項選取你認為最適合之選項；Q.7~Q.16 每題4分；Q.17~Q.21 每題3分；兩篇合計55分)

Based on the following article (Paragraph 1~7), answer Q.7~Q.21

(Paragraph 1)

Apple Inc. dispatched its chief operating officer to a Chinese manufacturing partner last year to assess and advise the company after a rash of highly publicized suicides raised concerns about worker conditions at companies affiliated with the consumer-electronics giant.

(Paragraph 2)

In its annual survey report of suppliers, Apple said Tim Cook visited a Foxconn International Holdings Ltd. factory in Shenzhen, China, last June after nearly a dozen workers killed themselves, some by jumping from buildings. The suicides came as Apple launched its iPad tablet computer and raced to meet demand for the device.

(Paragraph 3)

The Cupertino, Calif., company said Mr. Cook and his team made recommendations, including better training of counselors, which were adopted by Foxconn, according to the report made public Monday. Mr. Cook and his team interviewed more than 1,000 workers and evaluated Foxconn's reaction to the events, which included establishing a 24-hour care center.

(Paragraph 4)

Apple's annual survey report of suppliers has grown in importance following increasing scrutiny from labor and environmental groups which challenge Apple's business practices. Like many modern electronics hardware makers, Apple depends heavily on manufacturing partners in Asia to build its products.

(Paragraph 5)

Apple has now audited 288 supplier facilities since 2007 and it is expanding its initiatives to make sure its partners don't employ underage workers, that they appropriately train employees and that they pay fair wages, according to the report. The company said the results of these audits led the company to terminate its relationship with three facilities because management didn't enact changes it expected. Apple said it discovered 91 underage workers in the facilities it visited and is working with suppliers to better detect falsified identification papers and improve management oversight. In one case, Apple said it terminated business with a facility because management had chosen to overlook the issue.

(Paragraph 6)

The company is taking actions to ensure that minerals such as tantalum, tin, tungsten and gold are not purchased from smelters that get their products from regions where armed conflict or human-rights abuses are known to be occurring, according to the report.

(Paragraph 7)

Apple has taken steps to strengthen the rights of manufacturing facility workers, who sometimes are recruited from their home countries and brought to work in factories in other countries. Many of these immigrants are charged exorbitant fees being brought to these factories, Apple said, driving them into debt. Apple has forced companies to reimburse \$3.4 million in fees to these foreign workers in 18 facilities over the past two years it has focused on this issue. In the case of Foxconn, Apple said Mr. Cook and his team's suggestions have been incorporated into the manufacturer's long-term plans as it expands operations to other Chinese provinces to allow workers to be closer to their families.

Q.7~Q.16 (單選題，每題4分)

Q.7 Why did Apple send its chief operating officer to visit Foxconn's factory in Shenzhen?

- (A) Foxconn's factory failed to produce and deliver iPad tablet computers in time to meet urgent demand for the device.
- (B) Apple were concerned about worker conditions at Foxconn.
- (C) Apple was considering making a large order for iPad tablet computer to Foxconn.
- (D) Apple was considering purchasing Foxconn's operation in China.

Q.8 According to this article, as of last June, how many workers commit suicides at Foxconn's factory in Shenzhen, China?

- (A) 5
- (B) 6
- (C) 12
- (D) 288

Q.9 According to this article, which of the following was recommended by Mr. Cook for Foxconn's operation in China?

- (A) increase wage for Foxconn's factory workers
- (B) re-allocate workers to plant closer to their home as Foxconn expands operation to other Chinese provinces
- (C) provide better training for workers' human right awareness
- (D) re-schedule production schedule to meet the urgent demand for iPad.

Q.10 According to this article, what did Apple do to its suppliers who overlook recommendation suggested in Apple's supplier audits?

- (A) increases order quantity
- (B) reduces order quantity
- (C) levies monetary fine
- (D) discontinues business relationship with them

Q.11 According to this article, which of the following is more likely to be the reason that a country cannot be the suppliers of minerals for Apple's product?

- (A) there are many underage workers in the country
- (B) the country also supplies minerals to Apple's major competitors
- (C) the mineral price is too high in this country

(D) shipping cost is too high from this country

Q.12 How many workers have been found too young to legally work at its suppliers' factory, according to Apple's supplier audits since 2007?

- (A) 1
- (B) 3
- (C) 91
- (D) 288

Q.13 How many suppliers did Apple discontinue business relationship with, due to the results of recent supplier audits about human right issues?

- (A) 1
- (B) 3
- (C) 4
- (D) 91

Q.14 How many suppliers did Apple terminate business relationship with, because of failure to respond to problem of falsified Identification papers?

- (A) 1
- (B) 3
- (C) 18
- (D) 91

Q.15 According to this article, why would some workers submit falsified identification papers?

- (A) to get around illegal immigration problem
- (B) to look better educated
- (C) to hide their true nationality
- (D) to hide their true age

Q.16 How many facilities during the past two years were found by Apple to charge foreign workers for high travelling fee?

- (A) 1
- (B) 3
- (C) 18
- (D) 91

Q.17~Q.21 (單選題，每題3分)

Q.17 The word "scrutiny" in Paragraph 4 is closest in meaning to

- (A) inspection
- (B) discussion
- (C) debate
- (D) demand

Q.18 The word "assess" in Paragraph 1 is closest in meaning to

- (A) suit
- (B) evaluate
- (C) encourage
- (D) inspect

Q.19 According to this article, which of the following can best translate the phrase "raced to meet demand for the device" in Paragraph 2?

- (A) 爲了iPad桌上型電腦之市場需求緊急召開會議
- (B) 爲了iPad觸控電腦之市場需求緊急召開會議
- (C) 加快工廠生產速度以滿足iPad桌上型電腦之市場需求
- (D) 加快工廠生產速度以滿足iPad觸控電腦之市場需求

Q.20 According to this article, which of the following can best translate the phrase "Apple's annual report has grown in importance" in Paragraph 4?

- (A) Apple 公司之年度供應商審查報告變的非常重要
- (B) Apple 公司之年度供應商家數之成長非常重要
- (C) Apple 公司之年度財務報告變的非常重要
- (D) Apple 公司之年度財報報告數字之成長非常重要

Q.21 The sentence "it is expanding its initiatives to make sure.....according to the report" in Paragraph 5 is closest in meaning to

- (A) Apple is actively involved in workers condition of its partner suppliers.
- (B) Apple is investing more money to improve workers condition of its partner suppliers
- (C) Apple is sending its officers to inspect workers condition of its partner suppliers.
- (D) Apple is expanding the factory size of its partner suppliers.