

東吳大學 100 學年度碩士班研究生招生考試試題

第 1 頁，共 7 頁

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

Entrance English Test for Graduate Management Studies (E-group)

Soochow University

March 2011

Directions: There are three parts in this test — Part 1: Sentence Completion, Part 2: Reading Comprehension, Part 3: Definition, and Part 4: Writing. Specific instructions are provided at the beginning of each part.

Part 1: Sentence Completion (Questions 1-45; 45 marks)

In this part, there are 45 multiple-choice questions with four choices A, B, C, and D. You should choose the **one** word or phrase that best completes the sentence. Then, on your Answer Sheet, fill in the space that corresponds to the letter of the answer you have chosen by darkening the space. Look at the following example: We _____ agreed to part the company after differences of opinion.

- a) due to b) have c) do d) wouldn't

The sentence should read, "We have agreed to part the company after differences of opinion." Therefore, you should choose answer B, and mark B on your Answer Sheet like this:

Sample Answer



Please note: **DO NOT** circle, tick or underline your choice on the Answer Sheet.

Questions 1-45:

- 1 After yesterday's fall, the markets _____ to previous levels.
A) are now returning B) now return C) now returned D) is now returning
- 2 Could we _____ another time to meet next week?
A) do B) convenient C) appoint D) fix
- 3 Our new advertising _____ includes TV, billboards and mail shots.
A) policy B) campaign C) marketing D) sales
- 4 I'm responsible _____ this factory.
A) of B) on C) for D) with
- 5 A lot of changes _____ place recently since he arrived.
A) take B) have taken C) took D) are taking
- 6 _____ is the money owed by one person or organisation to another.
A) Dividend B) Investment C) Debt D) Recession
- 7 On _____ of my company, I'd like to welcome you all.
A) behalf B) charge C) responsible D) part
- 8 In many countries you _____ get a visa. It's the law.
A) don't have to B) mustn't C) should D) have to
- 9 We _____ him an offer so let's see if he accepts.
A) took B) made C) did D) had

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- 10 OK, let's get _____ to business.
 A) through B) up C) down D) in
- 11 If you gave us a 5% discount, we _____ the size of our order.
 A) had increase B) would increase C) increased D) 'll increase
- 12 My job involves _____ the machinery.
 A) to maintaining B) maintain C) to maintain D) maintaining
- 13 They've arrested him on charges of bribery and _____.
 A) corruption B) dishonesty C) compensation D) commission
- 14 The meeting just ended and it _____ agreed to delay the final decision until next Friday.
 A) has been B) has C) had been D) is being
- 15 Results from last month _____ all our expectations.
 A) rivalled B) exceeded C) regained D) recovered
- 16 Sorry, I didn't quite _____ that. Could you repeat it?
 A) clarify B) mean C) speak D) catch
- 17 A _____ group is a good way to find out what customers think about your products.
 A) promotion B) research C) focus D) questionnaire
- 18 Talks _____ off today, with both sides still disagreeing.
 A) cut B) build C) broke D) ran
- 19 There are a few _____ benefits to my job such as a company car and membership of the local sports centre.
 A) fringe B) perk C) remuneration D) pay
- 20 I keep going _____ about this problem, but it's important.
 A) out B) up C) in D) on
- 21 Our website receives about 30,000 _____ per month.
 A) hits B) surfs C) browses D) clicks
- 22 If we'd prepared properly, we _____ the deal.
 A) hadn't lost B) didn't lose C) wouldn't have lost D) wouldn't lose
- 23 My boss is totally _____ when it comes to mistakes.
 A) intolerant B) intolerant C) imtolerant D) mistolerant
- 24 I hope there's a good return _____ my investment.
 A) for B) with C) on D) in
- 25 Let's get straight to the _____ and not waste any more time.
 A) point B) item C) debate D) purpose
- 26 _____ consumer confidence is down, high street stores still report good profits.
 A) Moreover B) In spite of C) However D) Although
- 27 Could you please tell me how many staff _____?
 A) do you employ B) you employ C) you do employ D) are you employ

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- 28 I thought it was rather _____ of them not to say they weren't coming.
 A) inconsideration B) considerate C) inconsiderate D) consideration
- 29 They've _____ a hostile takeover bid.
 A) targeted B) taken C) launched D) set up
- 30 Pen and paper is a thing of the _____.
 A) times B) minute C) date D) past
- 31 Could you just _____ into my office later for a quick chat about something?
 A) hop B) pop C) walk D) jump
- 32 I'm afraid the talk wasn't really my kind of _____.
 A) event B) do C) thing D) type
- 33 Some _____ on the course complained about lunch.
 A) parts B) participants C) participate D) participation
- 34 They've decided to _____ in outside help on this project.
 A) take B) give C) come D) bring
- 35 _____ that you can't deliver any sooner, we may ask for a discount.
 A) Given B) As C) Seen D) So
- 36 We run a _____ of cars that services local business.
 A) garage B) collection C) fleet D) herd
- 37 I see what you mean but here's how it looks from my _____.
 A) angle B) view C) situation D) sight
- 38 The bottom _____ is that we can't afford these proposals.
 A) line B) floor C) edge D) side
- 39 They arrested him on the _____ of fraud and insider trading.
 A) reason B) grounds C) law D) aim
- 40 _____ free to interrupt if you have any questions.
 A) Be B) Please C) Think D) Feel
- 41 The consultancy industry's _____ players collectively earned £4.6 billion last year.
 A) front B) ahead C) leading D) first
- 42 Would anyone like to get the ball _____ with their thoughts on this?
 A) turning B) kicking C) throwing D) rolling
- 43 It's a really user-_____ website with lots of handy features.
 A) happy B) friendly C) free D) designed
- 44 At the moment we're still _____ payment on their last invoice so don't deliver anything to them.
 A) following B) reminding C) withholding D) chasing
- 45 I have so many emails waiting to be answered. I just can't keep _____ of them all!
 A) view B) eye C) track D) way

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Part 2: Reading Comprehension (Questions 46 — 60, 30 marks)

Directions: Read the following article and decide if the 15 statements agree with the view of the writer of the article. On your Answer Sheet, choose

- A** — if the statement is true or agrees with the information provided by the reporter
- B** — if the statement is false or contradicts the information provided by the reporter
- C** — if there is no information on this statement although the information is related to the topic
- D** — if the statement or topic is completely unrelated to this report.

For example, if you have read an article about how to improve one's English speaking ability, you read these two statements:

Question One: *The country has suffered several invasions during its history.*

Question Two: *One should try to speak English as much as possible so as to improve one's spoken English.*

Then, for Question One, you should choose **Choice D** on your Answer Sheet because this statement is completely unrelated to the topic of this article, which is about improving one's English speaking ability. But for Question Two, you should choose **A** on your Answer Sheet because it is true according to the article.

The Big Three Management Styles

by Paul B. Thornton

Management literature describes numerous management styles, including assertive, autocratic, coaching, country club, directing, delegating, laissez-faire, participatory, supportive, task-oriented and team-based. Are there really that many styles? I believe there are three basic styles - directing, discussing and delegating, the 3-Ds of Management Style.

DIRECTING STYLE

Managers using this style tell people what to do, how to do it and when to have it completed. They assign roles and responsibilities, set standards and define expectations.

Communicating - The manager speaks, employees listen and react. Managers provide detailed instructions so employees know exactly what to do. The ability to communicate in a clear, concise and complete fashion is critical. The only feedback managers ask for is, 'Do you understand what needs to be done?'

Goal-Setting - 'Your goal is to sell 15 cars per month.' The manager establishes short-term goals. When goals are specific and time bounded, employees are clear on what is expected of them. Goals and deadlines often motivate people.

Decision-Making - 'I want you to stop what you are currently doing and help Sue set up the room for the seminar.' The manager makes most if not all decisions. When problems arise the manager evaluates options, makes decisions and directs employees as to what actions to take.

Monitoring Performance and Providing Feedback - Managers establish specific control points to monitor performance. 'Get back to me at 11:00 a.m. to brief me on what you have accomplished.' Managers provide frequent feedback including specific instructions on how to improve performance.

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DISCUSSING STYLE

Managers using this style take time to discuss relevant business issues. What happens in a good discussion? People present ideas, ask questions, listen, provide feedback, challenge certain assumptions and coach as needed. It's important to make sure ideas are fully discussed and debated. Managers often perform the role of facilitator, making sure the discussion stays on track and everyone has a chance to contribute.

Communicating - Two-way communication is the norm. 'Let's go around the table and give everyone a chance to discuss their ideas.' Managers spend as much time asking questions and listening as they do talking and sharing their ideas. The right question focuses the discussion and draws out people's ideas.

Goal-Setting - 'Ingrid, what do you think our sales target should be for the fourth quarter?' After adequate discussion, goals are then established. Utilising a participatory style generally helps to increase employees' commitment to achieve their goals.

Decision-Making - 'We have a problem with the amount of inventory we're currently carrying. What action do you think we should take?' Decisions are made collaboratively. Both manager and employee play an active role in defining problems, evaluating options, and making decisions.

Monitoring Performance and Providing Feedback - The manager and employee monitor performance and discuss what actions need to be taken. This works best when both parties are open and make adjustments as needed.

DELEGATING STYLE

Managers using this style usually explain or get agreement on what has to be accomplished and when it must be completed. The how-to-do-It part of the equation is left up to the employee. Responsibility and authority are given to employees to get the job done.

Communicating - Regarding what has to be accomplished, communications may be one-way: 'I want you to deliver a minute presentation on our new compensation program at Tuesday's meeting.' In other situations it may be two-way: 'Let's discuss what needs to be accomplished in the marketing brochure you're designing.' Additional communication takes place to review what has been accomplished and obstacles preventing progress.

Goal-Setting - As stated above, specific goals may be established by the manager or may evolve after a discussion between manager and employee. Failures in delegation can often be traced back to a lack of understanding of the desired output or deliverable. 'I thought you only wanted! recommendations, not an implementation plan.'

Decision-Making - 'Barbara, that's your decision to make.' Decisions as to how the task will be accomplished are left to the employee. Employees have the power to take appropriate actions to achieve the desired goals. Managers must avoid 'reverse delegation' when employees try to give back decisions that they should be making.

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Monitoring Performance and Providing Feedback - 'I want a weekly update on plan accomplishments.' Managers decide how much monitoring is necessary. The amount of monitoring depends on the priority of the task and the person doing it. Providing feedback is the responsibility of the employee. Keeping the manager informed, especially when the plan is off track, is critical.

From The CEO Refresher (www.refresher.com!/bigthree.html)

Questions 46-60

Question 46: According to the writer of this article, the 3-Ds of Management Style refer to the three basic styles, i.e. directing, discussing and delegating.

Question 47: Managers using Discussing Style tell people what to do, how to do it and when to have it completed.

Question 48: Managers using Directing Style take time to discuss relevant business issues.

Question 49: US billionaires Bill Gates and Warren Buffett and the Chinese businessman Chen Guangbiao announced that they would give all their money away when they died.

Question 50: By Delegating Style, responsibility and authority are given to employees to get the job done.

Question 51: By Directing Style, managers often perform the role of facilitator, making sure the discussion stays on track and everyone has a chance to contribute.

Question 52: Many managers in Mainland China refer to use directing and delegating styles.

Question 53: Regarding decision-making by Discussing Style, both manager and employee play an active role in defining problems, evaluating options, and making decisions.

Question 54: All children should be encouraged to realize their full potential.

Question 55: According to Directing Style, when goals are specific and time bounded, employees are clear on what is expected of them.

Question 56: Based on Delegating Style, adopting a participation approach generally helps to increase employees' commitment to achieve their goals.

Question 57: Management styles in Japanese companies are considerably different from those in the US.

Question 58: According to Delegating Style, failures in delegation can often be traced back to a lack of understanding of the desired output or deliverable.

Question 59: Some works of art require export licences before they are sent abroad.

Question 60: Providing feedback is the responsibility of the employee.

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Part 3: Definition (5 marks)

There are five terms commonly used in business management. Provide a brief and clear definition of these five terms. **DO NOT** use an example as your definition. Write your definitions in English on the Answer Page clearly according to the order on your test paper.

- 1) a consumer
- 2) communication
- 3) management by objectives
- 4) a management buyout
- 5) a restructuring

Part 4: Writing Task (20 marks)

Directions: Write about the following topic:

Most high level jobs are done by men. Should the government encourage a certain percentage of these jobs to be reserved for women?

What is your opinion?

Give reasons for your answer and include any relevant examples from your own knowledge or experience.

Write at least 200 words.

(Please note: Your writing should be written on the Answer Page for Writing.)

This is the end of the test.

Thank you.