

國立臺灣海洋大學 108 學年度研究所碩士班招生考試試題

考試科目：英文

系所名稱：航運管理學系碩士班商業管理組

1. 答案以橫式由左至右書寫。2. 請依題號順序作答。

一、(25%) 請將以下英文翻譯成中文。

Customer-oriented frontline employees are widely regarded as valuable resources who promote competitive differentiation and enhanced performance outcomes. Evidence has suggested that engaged, customer-oriented employees exhibit higher job satisfaction, deliver greater service quality, and perform much better than those who are not customer oriented. Customer orientation refers to an employee work value that captures the degree to which employees enjoy meeting customer needs and are committed to customers' interesting and well-being. Recent research has paid little attention to the fact that individual frontline employees function in work groups. As such, coworkers' attitudes and behaviors toward customers may affect individual frontline employees' attitudes and performance. This research attempts to unravel the complexity associated with customer orientation processes and extend the literature by considering the group influences on individual frontline employees' customer orientation.

二、(25%) 請將以下中文翻譯成英文。

人們思考建構職涯的方式正在改變。在大多數情況下，二十多歲進入一個公司後待到退休已經沒有什麼意義。許多公司已經不再提供鼓勵員工長期效力的獎勵。調查顯示，申請工作時，更多千禧世代表示，學習和成長的機會和晉升的機會非常重要。Professor Finkelstein 說，他常被問到如何在職場上與千禧世代應對。他的回答是：領導者應該幫助員工完成自己認為不可能完成之事。這種領導者每天會花大量時間和團隊互動，讓團隊成員參與決策並鼓勵創意和創新。重要的是，他們支持職涯規劃，即使這樣的規劃會使員工離開公司也沒有問題。

三、Reading Comprehension

HUB ASPIRATIONS FOR E-COMMERCE

July 23, 2018 (Asia Cargo News)

In early June Hong Kong International Airport (HKIA) took a decisive step forward in its plan to assert itself as one of the world's leading hubs for e-commerce. The airport authority awarded the contract to develop and manage a premium logistics centre dedicated to e-commerce to a joint venture led by Cainiao, the logistics arm of the Alibaba Group. YTO Express and China National Aviation Corporation are also participants in the venture.

The group is tasked with designing, building, financing and managing the new facility that will be located in the airport's South Cargo Precinct. Cainiao intends to spend US\$1.5 billion on the centre, which will cover a floor area of 380,000 square metres on a 5.3-hectare plot. Scheduled to come on stream in 2023, it will be able to handle tens of millions of packages a year and boost the airport's throughput by some 1.7 million tons of cargo per annum, according to Cainiao.

HKIA, the world's busiest cargo airport for the past eight years, has identified e-commerce as one of three strategic pillars for growth, next to transshipments and high-value cargo. The addition of a third runway in 2024 and more road feeder traffic through the opening of the Hong Kong-Zhuhai-Macau bridge later this year are other key planks for the airport authority's growth plans.

HKIA was the world's first airport to break through the 5-million-tonne barrier, thanks to a 9.4% rise in throughput last year. In the first five months of this year tonnage rose 5.1%.

HKIA's profile in Cainiao's international network rose in May with the launch of an air freight route between Hong Kong and Belgium. Earlier this year the logistics operator launched an air freight link between Hangzhou and Moscow.

The company's declared objective is to establish single-day delivery across China and 72-hour delivery around the world. To this end, it plans to set up global five hubs, which it recently revealed on its Alizila website. They are Hangzhou, Dubai, Kuala Lumpur, Liege and Moscow.

Only a few days after the announcement in Hong Kong, Cainiao signed an MoU with Emirates SkyCargo to develop the Middle Eastern carrier's Dubai base as a hub.

Around the globe the rapid growth of e-commerce is forcing carriers, handlers and airport authorities to take a second look at their existing cargo infrastructure. Not only does the surge in volume threaten to overwhelm many facilities, but many of the existing cargo terminals are not geared to handle this type of traffic.

In the US much of the existing warehousing capacity is not suited to meet e-commerce demand, according to real estate firm CBRE. Moreover, much of the

existing cargo infrastructure is outdated, with only 11% of the current capacity built during the last 10 years.

In some markets the dominant carriers have taken the initiative. Air Canada Cargo is in the process of overhauling its Toronto hub, with a high emphasis of improved connectivity and better capabilities to handle high-yield and express traffic. The carrier aims to double its capacity, which it intends to achieve through a new handling system, the facility itself and the use of technology to facilitate and speed up processes and flows.

At its Heathrow hub IAG Cargo is building a US\$71 million premium facility steered by an advanced warehouse management system to cater to express and pharmaceutical and other high-yield traffic.

Air France-KLM-Martinair is spending US\$46.6 million on a new express sorting system that can process over 2,000 items an hour. It is designed to handle mail, express and pharmaceutical shipments. The airline has been developing a same-day product on intra-European routes for which it is going to use the baggage system at Amsterdam Schiphol.

Alex Allen, managing director of the WCA e-commerce Network, stressed the need for the operators in the supply chain to work together. Airlines should work more closely with their handlers to clear and move e-commerce traffic at destination to cut out processes and external interfaces and reduce excess transit distances, he remarked.

Amsterdam Schiphol has worked together with Dutch customs to facilitate e-commerce flows. Two years ago, the agency introduced a simplified e-commerce declaration form to help shippers move items purchased on e-commerce platforms. On the other side of the Atlantic, the Columbus Regional Airport Authority obtained approval earlier this year for an expedited customs clearance facility at Rickenbacker, the city's designated cargo airport.

The move, together with lack of congestion and fast processing times, has attracted forwarders and carriers looking to avoid the bottlenecks at major gateways, which have been struggling with volumes at peak times.

Amazon is spending about US\$1.5 billion on the expansion of its US hub in Cincinnati, which reflects a preference for smaller, less congested airports for dedicated freighter networks. On the other hand, e-commerce has set in motion a trend to move distribution facilities closer to the large population centres, which tilts the playing field in favour of the large hubs.

Moreover, connectivity is a massive factor for e-commerce flows. And for the passenger airlines, it means they can bring their narrowbody fleets into play. These factors point to continued development of e-commerce capabilities at major

international hubs.

Questions (each correctly answer will receive 10%) – Single Choice test

1. () What are the three major sources for the growth of the air cargo throughput in the Hong Kong International Airport (HKIA)?
① Dangerous cargo, high-value cargo, and high-value cargo.
② High-value cargo, high-value cargo, and express cargo.
③ Dangerous cargo, high-value cargo, and transshipment cargo.
④ E-commerce cargo, high-value cargo, and transshipment cargo.
2. () How can the airlines industry reduce the excess transit time and transit distance for the air cargo?
① Making all of operators in the air cargo supply chain to work together to cut out processes and external interfaces.
② Simply to work together with customs to speed up the e-commerce flows.
③ To ask the airlines slow down the cruising speed of their cargo airplanes.
3. () Which of the following statement is false?
① The logistics arm of the Alibaba Group is Cainia.
② Cainiao's international network will include five hubs located in Hangzhou, Dubai, Kuala Lumpur, Liege and Moscow.
③ The new express sorting system of the Air France-KLM-Martinair airlines can handle more than 2,000 items hourly.
④ Air Canada Cargo intends to double its capacity in its Toronto hub through a new management strategy which can facilitate and speed up processes and flows.
4. () Which of the following is true?
① The logistics hub for Amazon in the USA is Columbus,
② the Air France-KLM-Martinair airlines has been developing a same-day product on intra-European routes.
③ The passenger airlines cannot bring their narrowbody fleets to increase their connectivity and hence their e-commerce flows.
④ Most of the extant warehousing capacity in the USA is updated and can meet e-commerce demand.

Question: (each satisfied answer will receive 10%) – Short Answer test

1. After reading the above news report, please write a short paragraph to discuss the potential impacts of e-commerce on the air cargo industry.