

東吳大學 102 學年度碩士班研究生招生考試試題

第 1 頁，共 5 頁

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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 2013

General Directions: There are four parts in this test: **1) Sentence Completion, 2) Reading Comprehension, 3) Translation, and 4) Letter Writing.** Specific instructions are provided at the beginning of each part. The total score is 100. (Note: Some materials are from BULATS Standard Test Paper V. EN000A).

※請標明題號後作答於答案卷上，請勿於本試題上作答，否則不予計分。

Part 1: Sentence Completion (60%)

Directions: In this part, there are 30 multiple-choice questions with four choices marked A, B, C, and D. You should choose the **one** word or phrase that best completes the sentence.

Please organize your answers into the following table.

| | | | | | | | | | |
|-----|--|-----|--|-----|--|-----|--|-----|--|
| 1. | | 2. | | 3. | | 4. | | 5. | |
| 6. | | 7. | | 8. | | 9. | | 10. | |
| 11. | | 12. | | 13. | | 14. | | 15. | |
| 16. | | 17. | | 18. | | 19. | | 20. | |
| 21. | | 22. | | 23. | | 24. | | 25. | |
| 26. | | 27. | | 28. | | 29. | | 30. | |

- We've built two new _____ because we want to increase our stock of materials.
(A) outlets (B) warehouses (C) service centres (D) stores
- The reason for this meeting is to consider how to _____ the company from any hostile take over bid.
(A) increase (B) implement (C) develop (D) protect
- The _____ department carries out research in their laboratory.
(A) R&D (B) customer services (C) IT (D) personnel
- Our _____ are in central London but we manufacture our products all over the country.
(A) factories (B) headquarters (C) plants (D) mills
- The _____ department deals with payroll and all other money-related matters.
(A) legal (B) production (C) finance (D) customer
- Hard-working managers often prefer to do an MBA _____ distance learning.
(A) across (B) over (C) per (D) via
- The price quoted _____ room, breakfast and local taxes.
(A) includes (B) consists (C) involves (D) contains
- The CEO admitted that results had fallen _____ of his expectations.
(A) short (B) low (C) small (D) little
- The survey will be used as the _____ for deciding whether or not to re-brand.
(A) origin (B) root (C) foundation (D) basis
- Celco's dynamic director, Mike Symes, is leaving _____ only 18 months.
(A) during (B) after (C) since (D) already
- Investors remain _____ about the new company formed by the recent merger.
(A) decisively (B) deciding (C) undecided (D) decision

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第 2 頁，共 5 頁

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12. Thirty pounds _____ enough for such a poor family to spend for a month.
(A) was (B) might being (C) have been (D) were
13. Our new advertising _____ includes TV, billboards and mail shots.
(A) marketing (B) policy (C) campaign (D) sales
14. _____ our plans for exports, we also intend to build on domestic markets.
(A) Regarding (B) In spite of (C) although (D) In addition to
15. We have staff in our _____ answering the telephone and dealing with customer's questions twenty-four hours a day, seven days a week.
(A) office (B) call centre (C) subsidiary (D) distribution centre
16. I'd rather they _____ during this bad weather, but they insist that they must return home today.
(A) didn't travel (B) don't travel (C) shouldn't travel (D) not travel
17. _____ many times, this radio receiver is found very sensitive.
(A) Being tested (B) Having tested (C) Having been tested (D) Testing
18. Troubled Covar plc is _____ off hostile bids from more than one direction.
(A) struggling (B) resisting (C) fighting (D) attacking
19. Shares in Blue DX have _____ from favourable reviews of their new model.
(A) benefited (B) helped (C) supported (D) aided
20. Unfortunately, there is a serious _____ of interest with our normal agency.
(A) opposite (B) contrast (C) difference (D) conflict
21. To our surprise, our main competitor has _____ their whole production site up for sale this week.
(A) done (B) made (C) put (D) had
22. The best way to motivate staff is _____ them that their hard work is noticed and appreciated.
(A) demonstrating (B) showing (C) seeing (D) displaying
23. Outsourcing the assembly process has given us a _____ of approximately 20%.
(A) saving (B) gap (C) margin (D) refund
24. According to the fire chief, the fire _____ by a cigarette.
(A) must start (B) should be started
(C) should have been started (D) must have been started
25. After the hit of this economic downturn, staff _____ was very low following the changes made within the company.
(A) moral (B) morality (C) morale (D) mores
26. _____ of foreign goods is driving domestic companies out of business.
(A) Regulation (B) Dumping (C) Customs (D) Controlling
27. We're trying to _____ a team of people to work in the Shanghai office.
(A) assemble (B) make (C) check (D) view
28. We can _____ the candidates, then interview five of them.
(A) train (B) promote (C) advertise (D) shortlist
29. I had to take a _____ to assess my mental ability.
(A) probationary period (B) psychometric test (C) résumé (D) quiz
30. I filled out the _____ and gave it to the interviewer.
(A) curriculum vitae (B) covering letter (C) application form (D) order form

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Part 2: Reading Comprehension (10%)

Questions 31 — 40

Read the following article about responding to crises, and answer questions 31 — 40 on the answer sheet.

Please organize your answers into the following table.

| | | | | | | | | | |
|-----|--|-----|--|-----|--|-----|--|-----|--|
| 31. | | 32. | | 33. | | 34. | | 35. | |
| 36. | | 37. | | 38. | | 39. | | 40. | |

Companies are never prepared for crises when they strike. Their onset cannot be predicted: and the means of dealing with them, in terms of time and magnitude, can be decided only by those in a position of responsibility. These persons must be prepared to identify and implement the appropriate countermeasures rapidly and rigorously. At present we know as much, more or less, about the inception and consequences of economic crises as we do about the origins and effects of earthquakes. Generally, even though there is ample early-warning including reports and prognoses from various institutes, preliminary indicators of recession, or even depression, are almost never taken seriously.

Furthermore, there is an all too widespread tendency to gloat over the damage suffered by others rather than considering that, sooner or later, the problems will have an impact closer to home. At this juncture, market slumps may be referred to as *dips* that will even out in a few weeks or months, at the latest.

At any rate, suddenly it's there on the doorstep: the crisis. The accompanying systems include disquiet within the company, far more attention than usual from the news media, a deluge of indiscretions, rumours bandied about in every direction, and a loss of confidence on the part of shareholders and bankers. The company's executives are compelled, with increasing frequency, to explain their actions while, at the same time, steadily losing their grip on the situation. At this point the first resignations come in from staff anxious to abandon ship before even more violent storms blow up. Polarization between management and works council becomes evident, and culminates in the stereotype question as to how the company can be got out of the exigency.

If management has not already come up with a package of countermeasures, the crisis swiftly becomes sharply critical throughout the firm — at the expense of staff motivation and productivity on the one hand, and public regard on the other. This is more or less the way recession develops as an emergency case, in a company and in the economy as a whole. Differences in how events unfold come only with the diagnosis and treatment of a crisis once it has arisen, and in preventative measures for the future. The nature of the reaction has very much to do with the personalities involved.

Proven means — like those extolled in textbooks at just such times — are, in my view, few and far between. They are usually confined to the sort of approaches that should be part of any competent executive's repertoire anyway. Whether a company communicates effectively with its personnel and public in the midst of a recession is more or less a matter of coincidence. In other words: are the right people in the right place at the right time?

東吳大學 102 學年度碩士班研究生招生考試試題

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The person responsible for a company's communications sits at the same table where policy is determined. He or she answers directly to the chief executive officer because communications are, or should be, an essential component of overall corporate policy. He or she advises senior management and is, on the basis of his or her experience, the key figure in deciding matters of internal or external communications. If this is actually the case, then the preconditions of communicating through a crisis have been established. Communications can then contribute to smoothing the way out of the emergency, while helping to make the company's restructuring measures intelligible both internally and externally.

31. What is the main idea of this article? The main idea is to _____.
 - (A) share experience of economic crises
 - (B) explain the importance of company's communication
 - (C) clarify the meaning of an economic crisis
 - (D) provide practical methods to cope with company's problems
32. In the first line, the word "onset" means _____.
 - (A) the beginning of an economic crisis
 - (B) the process of an economic turndown
 - (C) the full development of a company
 - (D) the result of an economic crisis
33. What is part of the writer's purpose in referring to earthquakes?
 - (A) to highlight the unavoidable nature of economic crises in most cases
 - (B) to indicate how wide the range of information is about economic crises
 - (C) to emphasis the dangers that the majority of economic crises bring
 - (D) to suggest signs of approaching economic crises are unfortunately ignored
34. The word '*dips*' is used and printed in italics in line 10 because _____.
 - (A) the writer is quoting business people whom he thinks are mistaken.
 - (B) business people use it in order to sound very technical.
 - (C) the writer regards it as a useful term for readers to remember.
 - (D) business people who use the word do not understand its meaning.
35. What feature of a crisis is mentioned in the third paragraph?
 - (A) demands for compensation from staff facing redundancy
 - (B) spreading of unreliable reports about the situation
 - (C) pressure on directors from journalists to admit mistakes
 - (D) cancelling of scheduled meetings with investors
36. In the third paragraph, the last phrase ("*as to how the company can be got out of the exigency*") means _____.
 - (A) how the company can be merged with another
 - (B) how a rival competitor can become cooperative
 - (C) how the company can overcome its difficulties
 - (D) how company communication can be out of place

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37. What point is made in the fourth paragraph?

- (A) Different characteristics of businesses make preparing for crises impossible.
- (B) Most businesses evaluate the effects of crises in similar ways.
- (C) The pattern of development into severe crises is quite predictable.
- (D) It is impossible to separate production and motivation levels during crisis.

38. According to the writer, a company's degree of success in responding to a crisis _____.

- (A) can be enhanced by the use of tried and tested methods
- (B) reflects its collective understanding of established knowledge
- (C) will benefit from being energetically conducted by the CEO
- (D) is dependent on the abilities of certain of its key personnel

39. In the fifth paragraph, the phrase "...few and far between" means _____.

- (A) rare
- (B) a few
- (C) too much
- (D) not certain

40. The final paragraph is concerned with asserting _____.

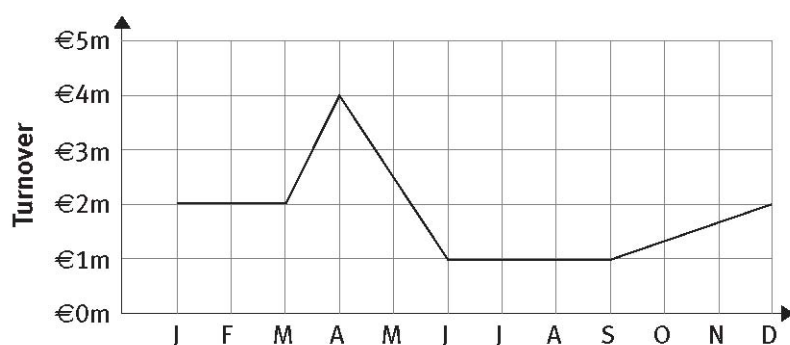
- (A) the importance of re-structuring systems of company communications
- (B) the need to address communication issues at the highest level
- (C) the skills required of a company's head of communications
- (D) the variety of management roles affected by communication issues

Part 3: Translate the following passage into Chinese. (10%)

The person responsible for a company's communications sits at the same table where policy is determined. He or she answers directly to the chief executive officer because communications are, or should be, an essential component of overall corporate policy. He or she advises senior management and is, on the basis of his or her experience, the key figure in deciding matters of internal or external communications.

Part 4: Letter Writing (20 %) (請考生用英文將作文寫在招生考試答案卷上)

Directions: You work in the finance department of a sports clothing chain. A colleague has asked you for information about the company's turnover during the previous year. Write a brief summary, and you should write at least 60 words. Use the graph to help you.



You do NOT need to write any addresses. Begin your letter as follows:

Dear Mark,

This is the end of the test.