

國立清華大學 107 學年度碩士班考試入學試題

系所班組別：科技管理研究所 (0547)

考試科目 (代碼)：英文 (4703)

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**There are total 20 multiple-choice questions, carrying 5 points each.
Please choose the one best answer to each question.**

Passage 1

Japanese firms have achieved the highest levels of manufacturing efficiency in the world automobile industry. Some observers of Japan have assumed that Japanese firms use the same manufacturing equipment and techniques as United States firms but have benefited from the unique characteristics of Japanese employees and the Japanese culture. However, if this were true, then one would expect Japanese auto plants in the United States to perform no better than factories run by United States companies. This is not the case, Japanese-run automobile plants located in the United States and staffed by local workers have demonstrated higher levels of productivity when compared with factories owned by United States companies.

Other observers link high Japanese productivity to higher levels of capital investment per worker. But a historical perspective leads to a different conclusion. When the two top Japanese automobile makers matched and then doubled United States productivity levels in the mid-sixties, capital investment per employee was comparable to that of United States firms. Furthermore, by the late seventies, the amount of fixed assets required to produce one vehicle was roughly equivalent in Japan and in the United States. Since capital investment was not higher in Japan, it had to be other factors that led to higher productivity.

A more fruitful explanation may lie with Japanese production techniques. Japanese automobile producers did not simply implement conventional processes more effectively: they made critical changes in United States procedures. For instance, the mass-production philosophy of United States automakers encouraged the production of huge lots of cars in order to utilize fully expensive, component-specific equipment and to occupy fully workers who have been trained to execute one operation efficiently. Japanese automakers chose to make small-lot production feasible

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by introducing several departures from United States practices, including the use of flexible equipment that could be altered easily to do several different 30 production tasks and the training of workers in multiple jobs. Automakers could schedule the production of different components or models on single machines, thereby eliminating the need to store the buffer stocks of extra components that result when specialized equipment and workers are kept constantly active. 35

01. The primary purpose of the passage is to
 - A. present the major steps of a process
 - B. clarify an ambiguity
 - C. chronicle a dispute
 - D. correct misconceptions
 - E. defend an accepted approach

02. The author suggests that if the observers of Japan mentioned in line 2 were correct, which of the following would be the case?
 - A. The equipment used in Japanese automobile plants would be different from the equipment used in United States plants.
 - B. Japanese workers would be trained to do several different production jobs.
 - C. Culture would not have an influence on the productivity levels of workers.
 - D. The workers in Japanese-run plants would have higher productivity levels regardless of where they were located.
 - E. The production levels of Japanese-run plants located in the United States would be equal to those of plants run by United States companies.

03. Which of the following statements concerning the productivity levels of automakers can be inferred from the passage?
 - A. Prior to the 1960's, the productivity levels of the top Japanese automakers were exceeded by those of United States automakers.
 - B. The culture of a country has a large effect on the productivity levels of its automakers.

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- C. During the late 1970's and early 1980's, productivity levels were comparable in Japan and the United States.
- D. The greater the number of cars that are produced in a single lot, the higher a plant's productivity level.
- E. The amount of capital investment made by automobile manufacturers in their factories determines the level of productivity.
04. According to the passage, which of the following statements is true of Japanese automobile workers?
- A. Their productivity levels did not equal those of United States automobile workers until the late seventies.
- B. Their high efficiency levels are a direct result of cultural influences.
- C. They operate component-specific machinery.
- D. They are trained to do more than one job.
- E. They produce larger lots of cars than do workers in United States factories.
05. Which of the following best describes the organization of the first paragraph?
- A. A thesis is presented and supporting examples are provided.
- B. Opposing views are presented, classified, and then reconciled.
- C. A fact is stated, and an explanation is advanced and then refuted.
- D. A theory is proposed, considered, and then amended.
- E. An opinion is presented, qualified, and then reaffirmed.
06. It can be inferred from the passage that one problem associated with the production of huge lots of cars is which of the following?
- A. The need to manufacture flexible machinery and equipment.
- B. The need to store extra components not required for immediate use.
- C. The need for expensive training programs for workers, which emphasize the development of facility in several production jobs.
- D. The need to alter conventional mass production processes.
- E. The need to increase the investment per vehicle in order to achieve high productivity levels.

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07. Which of the following statements is supported by information stated in the passage?
- A. Japanese and United States automakers differ in their approach to production processes.
 - B. Japanese automakers have perfected the use of single-function equipment.
 - C. Japanese automakers invest more capital per employee than do United States automakers.
 - D. United States owned factories abroad have higher production levels than do Japanese owned plants in the United States.
 - E. Japanese automakers have benefited from the cultural heritage of their workers.

Passage 2

Excess inventory, a massive problem for many businesses, has several
causes, some of which are unavoidable. Overstocks may accumulate through
production overruns or errors. Certain styles and colors prove unpopular.
With some products—computers and software, toys, and books—last year’s
models are difficult to move even at huge discounts. Occasionally the
competition introduces a better product. But in many cases the public’s
buying tastes simply change, leaving a manufacturer or distributor with
thousands (or millions) of items that the fickle public no longer wants.

One common way to dispose of this merchandise is to sell it to a
liquidator, who buys as cheaply as possible and then resells the merchandise
through catalogs, discount stores, and other outlets. However, liquidators
may pay less for the merchandise than it cost to make it. Another way to
dispose of excess inventory is to dump it. The corporation takes a straight
cost write-off on its taxes and hauls the merchandise to a landfill. Although it
is hard to believe, there is a sort of convoluted logic to this approach. It is
perfectly legal, requires little time or preparation on the company’s part, and
solves the problem quickly. The drawback is the remote possibility of getting
caught by the news media. Dumping perfectly useful products can turn into a
public relations nightmare. Children living in poverty are freezing and XYZ
Company has just sent 500 new snowsuits to the local dump. Parents of

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young children are barely getting by and QPS Company dumps 1,000 cases of disposable diapers because they have slight imperfections.

The managers of these companies are not deliberately wasteful; they are simply unaware of all their alternatives. In 1976 the Internal Revenue Service provided a tangible incentive for businesses to contribute their 25 products to charity. The new tax law allowed corporations to deduct the cost of the product donated plus half the difference between cost and fair market selling price, with the proviso that deductions cannot exceed twice cost. Thus, the federal government sanctions—indeed, encourages—an above-cost federal tax deduction for companies that donate inventory to charity. 30

08. The author mentions each of the following as a cause of excess inventory EXCEPT
- A. production of too much merchandise.
 - B. inaccurate forecasting of buyers' preferences.
 - C. unrealistic pricing policies.
 - D. products rapid obsolescence.
 - E. availability of a better product.
09. The passage suggests that which of the following is a kind of product that a liquidator who sells to discount stores would be unlikely to wish to acquire?
- A. Furniture.
 - B. Computers.
 - C. Kitchen equipment.
 - D. Baby-care products.
 - E. Children's clothing.
10. The passage provides information that supports which of the following statements?
- A. Excess inventory results most often from insufficient market analysis by the manufacturer.
 - B. Products with slight manufacturing defects may contribute to excess inventory.

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- C. Few manufacturers have taken advantage of the changes in the federal tax laws.
 - D. Manufacturers who dump their excess inventory are often caught and exposed by the news media.
 - E. Most products available in discount stores have come from manufacturers' excess inventory stock.
11. The author cites the examples in lines 19-22 most probably in order to illustrate
- A. the fiscal irresponsibility of dumping as a policy for dealing with excess inventory.
 - B. the waste-management problems that dumping new products creates
 - C. the advantages to the manufacturer of dumping as a policy.
 - D. alternatives to dumping explored by different companies
 - E. how the news media could portray dumping to the detriment of the manufacturer's reputation.
12. By asserting that manufacturers "are simply unaware" (line 24), the author suggests which of the following?
- A. Manufacturers might donate excess inventory to charity rather than dump it if they knew about the provision in the federal tax code.
 - B. The federal government has failed to provide sufficient encouragement to manufacturers to make use of advantageous tax policies.
 - C. Manufacturers who choose to dump excess inventory are not aware of the possible effects on their reputation of media coverage of such dumping.
 - D. The manufacturers of products disposed of by dumping are unaware of the needs of those people who would find the products useful.
 - E. The manufacturers who dump their excess inventory are not familiar with the employment of liquidators to dispose of overstock.

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13. The information in the passage suggests that which of the following, if true, would make donating excess inventory to charity less attractive to manufacturers than dumping?
- A. The costs of getting the inventory to the charitable destination are greater than the above-cost tax deduction.
 - B. The news media give manufacturers charitable contributions the same amount of coverage that they give dumping.
 - C. No straight-cost tax benefit can be claimed for items that are dumped.
 - D. The fair-market value of an item in excess inventory is 1.5 times its cost.
 - E. Items end up as excess inventory because of a change in the public's preferences.
14. Information in the passage suggests that one reason manufacturers might take advantage of the tax provision mentioned in the last paragraph is that
- A. there are many kinds of products that cannot be legally dumped in a landfill.
 - B. liquidators often refuse to handle products with slight imperfections.
 - C. the law allows a deduction in excess of the cost of manufacturing the product.
 - D. media coverage of contributions of excess inventory products to charity is widespread and favorable.
 - E. no tax deduction is available for products dumped or sold to a liquidator.

Passage 3

While there is no blueprint for transforming a largely government
controlled economy into a free one, the experience of the United Kingdom
since 1979 clearly shows one approach that works: privatization, in which
state-owned industries are sold to private companies. By 1979, the total
borrowings and losses of state owned industries were running at about £3
billion a year. By selling many of these industries, the government has
decreased these borrowings and losses, gained over £34 billion from the
sales, and now receives tax revenues from the newly privatized companies.
Along with a dramatically improved overall economy, the government has

line

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been able to repay 12.5 percent of the net national debt over a two-year 10
period.

In fact, privatization has not only rescued individual industries and a
whole economy headed for disaster, but has also raised the level of
performance in every area. At British Airways and British Gas, for example,
productivity per employee has risen by 20 percent. At associated British 15
Ports, labor disruptions common in the 1970's and early 1980's have now
virtually disappeared. At British Telecom, there is no longer a waiting
list—as there always was before privatization—to have a telephone installed.

Part of this improved productivity has come about because the
employees of privatized industries were given the opportunity to buy shares 20
in their own companies. They responded enthusiastically to the offer of
shares; at British Aerospace, 89 percent of the eligible workforce bought
shares; at Associated British Ports, 90 percent; and at British Telecom, 92
percent. When people have a personal stake in something, they think about
it, care about it, work to make it prosper. At the National Freight 25
Consortium, the new employee owners grew so concerned about their
company's profits that during wage negotiations they actually pressed their
union to lower its wage demands.

Some economists have suggested that giving away free shares would
provide a needed acceleration of the privatization process. Yet they miss 30
Thomas Paine's point that "what we obtain too cheap we esteem too lightly."
In order for the far ranging benefits of individual ownership to be achieved
by owners, companies, and countries, employees and other individuals must
make their own decisions to buy, and they must commit some of their own
resources to the choice. 35

15. According to the passage, all of the following were benefits of privatizing state-owned industries in the United Kingdom EXCEPT:
- A. Privatized industries paid taxes to the government.
 - B. The government gained revenue from selling state-owned industries.
 - C. The government repaid some of its national debt.
 - D. Profits from industries that were still state-owned increased.
 - E. Total borrowings and losses of state owned industries decreased.

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16. According to the passage, which of the following resulted in increased productivity in companies that have been privatized?
- A. A large number of employees chose to purchase shares in their companies.
 - B. Free shares were widely distributed to individual shareholders.
 - C. The government ceased to regulate major industries.
 - D. Unions conducted wage negotiations for employees.
 - E. Employee-owners agreed to have their wages lowered.
17. It can be inferred from the passage that the author considers labor disruptions to be
- A. an inevitable problem in a weak national economy.
 - B. a positive sign of employee concern about a company.
 - C. a predictor of employee reactions to a company's offer to sell shares to them.
 - D. a phenomenon found more often in state-owned industries than in private companies.
 - E. a deterrent to high performance levels in an industry.
18. The passage supports which of the following statements about employees buying shares in their own companies?
- A. At three different companies, approximately nine out of ten of the workers were eligible to buy shares in their companies.
 - B. Approximately 90% of the eligible workers at three different companies chose to buy shares in their companies.
 - C. The opportunity to buy shares was discouraged by at least some labor unions.
 - D. Companies that demonstrated the highest productivity were the first to allow their employees the opportunity to buy shares.
 - E. Eligibility to buy shares was contingent on employees' agreeing to increased workloads.

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19. Which of the following statements is most consistent with the principle described in line 24-25?
- A. A democratic government that decides it is inappropriate to own a particular industry has in no way abdicated its responsibilities as guardian of the public interest.
 - B. The ideal way for a government to protect employee interests is to force companies to maintain their share of a competitive market without government subsidies.
 - C. The failure to harness the power of self-interest is an important reason that state owned industries perform poorly.
 - D. Governments that want to implement privatization programs must try to eliminate all resistance to the free-market system.
 - E. The individual shareholder will reap only a minute share of the gains from whatever sacrifices he or she makes to achieve these gains.
20. Which of the following can be inferred from the passage about the privatization process in the United Kingdom?
- A. It depends to a potentially dangerous degree on individual ownership of shares.
 - B. It conforms in its most general outlines to Thomas Paine's prescription for business ownership.
 - C. It was originally conceived to include some giving away of free shares.
 - D. It has been successful, even though privatization has failed in other countries.
 - E. It is taking place more slowly than some economists suggest is necessary.