

國立清華大學 103 學年度碩士班考試入學試題

系所班組別：國際專業管理碩士班(IMBA)

考試科目（代碼）：英文(4902)

共 10 頁，第 1 頁

*請在【答案卷、卡】作答

General Directions:

Important. Please read

This is a test of your English reading and writing ability. There are three reading passages. For each passage, there are two types of questions. One type asks for your comprehension of the passages. Another type, marked by an asterisk (*), asks for your opinion.

For the questions with an asterisk (*), your answers will be judged based on your logic and quality of language use. You will *not* be judged whether your opinion is right or wrong. Thus, for the questions that have an asterisk (*), please feel free to express your thoughts. Longer answers will be better than short, unelaborated ones.

Reading Passage 1

(This article has been edited and shortened.)

Cookie Monster crumbles; Advertising to children

The Economist. (Nov 23, 2013): 61-62

Are children fair game for sophisticated and relentless marketing techniques?

Many countries think not.

WHILE her husband's health-care plans founder, Michelle Obama is pressing ahead with her own. Last month, she announced that Sesame Street's

國立清華大學 103 學年度碩士班考試入學試題

系所班組別：國際專業管理碩士班(IMBA)

考試科目（代碼）：英文(4902)

共 10 頁，第 2 頁 *請在【答案卷、卡】作答

puppets would promote fruit and vegetables rather than sugary and fatty fare.

Mrs Obama's fight against childhood obesity has several fronts (she calls it "Let's Move!") but marketing is an important one. In September she convened the first White House meeting on marketing food to children. Their preferences "are being shaped by the marketing campaigns you all create", she told the assembled executives. "And that's where the problem comes in."

To market anything that might appeal to young consumers is to risk a scolding.

Advertising entices children to drink and smoke, makes them fat and sexualizes them early, its critics allege. To tout even wholesome products to children, some claim, is to exploit their naivety and thus to deceive them.

Crusaders like Mrs Obama have helped embarrass companies. Coca-Cola said in May that it would not advertise to children younger than 12 anywhere in the world. Last year Disney promised not to promote junk food on television programs for children.

Such gestures make the best of an increasingly constraining climate. Some of the many restrictions on the marketing of tobacco and alcohol were imposed

國立清華大學 103 學年度碩士班考試入學試題

系所班組別：國際專業管理碩士班(IMBA)

考試科目（代碼）：英文(4902)

共 10 頁，第 3 頁

*請在【答案卷、卡】作答

with youngsters in mind. In America and the European Union big food manufacturers follow self-imposed codes of conduct on marketing to children. These are to be tightened. Some European countries impose stricter regimes. Britain bans advertising on television and radio of food high in fat, salt and sugar to children under 16. Sweden and Norway outlaw all television advertising to youngsters. Quebec prohibits advertising of any sort directed at children.

Pinning down how advertising might harm children is tricky. One line of inquiry studies its effects in the lab. Such experiments suggest that children eat more in response to food promotion. British children who saw footage of Gary Lineker, who helps advertise Walkers potato chips, doing his other job as a football commentator ate more potato chips than a control group. Other types of study try to capture marketing's effects on whole societies. An American one found that young people who saw one additional alcohol advert per month (beyond the average of 23) drank 1% more alcohol. Some research connects media consumption and weight. A 2005 study of teenagers in 34 countries found in 22 of them a correlation between their body mass index and the

國立清華大學 103 學年度碩士班考試入學試題

系所班組別：國際專業管理碩士班(IMBA)

考試科目（代碼）：英文(4902)

共 10 頁，第 4 頁

*請在【答案卷、卡】作答

amount of television they watched.

But such correlations do not prove that advertising causes obesity. Food and beverage producers have a point when they claim it is one factor among many.

Questions

(1) According to the passage, what do some people such as Michelle Obama want companies to do to help solve childhood obesity? (10 points)

*(2) Do you believe that advertising plays a part in childhood obesity? What are some other factors, in your opinion? (12 points)

*(3) In Taiwan, in your experience of watching TV, what do most advertisements that aim at children try to sell? Do they try to sell junk food too? What else do they want to sell? And do those advertisements cause any problem, in your opinion? (12 points)

Reading Passage 2

(This article has been edited and shortened.)

Desperately seeking space; Taiwan's economic isolation

The Economist 408.8844 (Jul 13, 2013): 37-38.

國立清華大學 103 學年度碩士班考試入學試題

系所班組別：國際專業管理碩士班(IMBA)

考試科目（代碼）：英文(4902)

共 10 頁，第 5 頁

*請在【答案卷、卡】作答

A free-trade deal is greeted by China with a surprising lack of fuss.

SINCE his election five years ago, Taiwan's president, Ma Ying-jeou, has argued to a suspicious public that his policies for close business ties across the Taiwan Strait will not bring the democratic island under China's sway. Instead, he says, they will help to end Taiwan's exclusion from a burgeoning global network of free-trade agreements.

China usually presses other countries not to forge formal ties with Taiwan, which it has continued to claim since the two parted ways in 1949. Free-trade agreements have proliferated across Asia, but countries fearful of offending China have kept Taiwan out of them, though its economy is built upon exports. The only solution, Mr. Ma contended, was to sign a trade agreement with China, which Taiwan did in 2010. This, he hoped, would encourage other countries to follow China's example.

Though he has faced much criticism for it at home, Mr. Ma's strategy may be working. On July 10th Taiwan signed a trade pact with New Zealand, its first with a country that recognizes China. Given that China did not frustrate the

國立清華大學 103 學年度碩士班考試入學試題

系所班組別：國際專業管理碩士班(IMBA)

考試科目（代碼）：英文(4902)

共 10 頁，第 6 頁

*請在【答案卷、卡】作答

deal, and that New Zealand is a developed Western democracy, it is a notable diplomatic coup. New Zealand, for its part, often gets in early with such pacts.

It also sees Taiwan's market, its tenth-largest, as important, notably for milk and butter.

China offers business deals to Taiwan in the expectation that the island will become enmeshed in its enormous economy, leading eventually to reunification. By not objecting to the New Zealand agreement, it now hopes to foster goodwill among Taiwanese sick of their country's diplomatic isolation.

And Chinese policymakers would much rather see support for Mr. Ma's China-friendly Nationalist Party (KMT) than for the pro-independence opposition, the Democratic Progressive Party (DPP). China also seems to have been reassured that New Zealand has already struck trade agreements with Hong Kong and China. This probably made it easier to reassure Chinese hardliners that the deal was with the remaining part of China rather than between two independent states.

In Taiwan officials hope that the New Zealand deal and a similar one due with

國立清華大學 103 學年度碩士班考試入學試題

系所班組別：國際專業管理碩士班(IMBA)

考試科目（代碼）：英文(4902)

共 10 頁，第 7 頁

*請在【答案卷、卡】作答

Singapore will persuade others, such as India, to do the same. Some policymakers even hope that Taiwan may one day join regional trade blocks, such as the growing Trans-Pacific Partnership.

Still, Mr. Ma, whose popularity is falling, may struggle to convince all his compatriots that more open trade is good for Taiwan. The DPP and others are furious with the way he rammed through a services deal in June that deepens Taiwan's trade pact with China. And many fear that the deregulation and liberalization such free-trade pacts can bring will destroy small Taiwanese businesses. Mr. Ma has much to do to prove that ending isolation can also bring prosperity.

Questions

(1) Summarize the passage in your own words. Try to write no more than 100-150 words. (10 points)

*(2) Back in 2010, what were your opinions towards President Ma's push of the trade agreement with China? Now in 2013, do you believe the policy has been beneficial to Taiwan? Try to support your opinions with some evidence. (12 points)

*(3) In Taiwan, politics go hand in hand with the economy. For the type of business that you are interested in doing, do you think it matters whether the KMT, with its policy towards closer relationship with China, or the DPP,

國立清華大學 103 學年度碩士班考試入學試題

系所班組別：國際專業管理碩士班(IMBA)

考試科目（代碼）：英文(4902)

共 10 頁，第 8 頁

*請在【答案卷、卡】作答

with its pro-independence policy, would be the government? Explain. (12 points)

Reading Passage 3

(This article has been edited and shortened.)

Corporate culture

Anonymous. *The Economist* 410.8869 (Jan 11, 2014): 72-73.

"Culture" is the word of the day in the business world. Why do the wolves of Wall Street howl? Because Wall Street has a wolverine culture. Why do mergers fail? Because the cultures of the companies doing the merging often clash. Why do some companies succeed and others fail? Because they have either supportive or toxic cultures.

But what does "corporate culture" actually mean? For some people it means the image that a company projects to the world. For others it means a company's most cherished habits--the HP Way or the Walmart Way. For others still it means its canteen culture, "the way we do things around here", which is often the opposite of the formal rules. Goldman Sachs's formal culture

國立清華大學 103 學年度碩士班考試入學試題

系所班組別：國際專業管理碩士班(IMBA)

考試科目（代碼）：英文(4902)

共 10 頁，第 9 頁

*請在【答案卷、卡】作答

proclaims that customers come first. Its canteen culture, at least according to one former banker at the firm, proclaims that customers are "Muppets". "CEOs can talk and blab all day about culture," Jack Welch once said, "but the employees know who the jerks are."

The term is so vague that culture-based explanations are often meaningless. Are bankers greedy because banks have a toxic culture or do banks have a toxic culture because bankers are greedy? Do companies fail because they have a toxic culture or do they have a toxic culture because they are going down the pan? Some successful companies, such as Apple, elicit cult-like loyalty from their employees. Others, including Ryanair, are as unpopular with their employees as they are with their customers. Perhaps there are as many successful cultures as there are successful companies.

John Childress, a management consultant, has written a sensible guide to the subject. He produces some nice examples of culture-driven disasters: Carly Fiorina failed as CEO of Hewlett-Packard because she tried to impose a sales-driven culture on an engineering-dominated organization. He notes that

it is pointless to focus on producing the right culture if you do not back it up with robust business capabilities: Zappos can turn around an order in eight minutes thanks to heavy investment in technology. He also points out that the most common mistake bosses make when they try to change cultures is to think in grandiose terms, whereas it is often the little things that matter most.

Questions

- (1) According to the passage, what is “corporate culture”, and how can we best understand a company’s real culture? (10 points)
- (2) According to the passage, how can corporate culture induce success and failure? Use examples given in the text to back up your answer. (10 points)
- *(3) Suppose you are a CEO of a company, what corporate culture would be promote in your company and why? Also, how would you promote such corporate culture in your company? (To answer this question, you would first need to specify the type of business your company does.) (12 points)