Section I  Reading Comprehension Questions (30 points)

Directions: Answer all of the following questions. Read each question carefully, choose the most suitable answer, and write them orderly on your answer sheet. Each question has exactly one correct answer.

Read the passage below and answer the 1-5 questions that follow:

David Jones immigrated to Atlanta from Brazil in the 1980s. He set up a coffee shop called Paradise in a small upper middle class neighborhood. It rapidly became popular because of the wonderful coffee it brewed. Soon the Paradise was selling the finest coffees from around the world, plus coffee-making necessities such as grinders and brewers. Within the years, David was operating a lucrative mail-order business in addition to his coffee shop.

People have commemorated the magic bean from the time of the first brewing experiments with wild coffee beans in ancient Arabia. The brewing methods and roasting procedures may have changed since then, but David love of coffee for its invigorating effects and satisfying flavor has continued to grow. David sweeps across the world for the perfect combination of climate, soil, elevation, and agricultural practices that come together to produce distinguished coffee beans. When searching for coffees, the only question for Paradise is this: Which coffees from a given location best represent the perfect intersection of climate and proficient horticulture? It is a search for unmistakable regional flavors. At Paradise, coffee is a fresh produce, not a commodity. When the inevitable happens and a given coffee estate or region has a substandard year, David simply doesn't offer that coffee. He makes this tough decision rather than offering a lower quality selection to his valued customers. David buys coffee solely on its perceptible performance in the cup.

Upon entering the shop, the first thing the customer sees is a countertop crowded with all of the machinery needed for making a perfect cup of coffee. Marble-topped tables are set in cozy nooks with overstuffed chairs. Bookshelves on one wall hold books about coffee for patrons to read while they sip. The smell is intoxicating to a
real coffee lover. Coffee drinkers can take home a pound when they leave, the store carries all types of coffee from $380 per pound Kopi Luwak from Sumatra to Brazilian Cerrado for $8 a pound.

Some of the blueprints Paradise planned on using to expand and maintain its dominant market position in the future, such as buying out competitors’ leases, acquiring independent coffee shops and converting them into Paradise stores, and clustering several locations in a small geographical area. For example, Paradise thought about the stimulation of its initial expansion into the downtown market with a buyout of a major potential competitor, then used its capital and influence to obtain prime locations, some of which operated at a financial loss. Critics claimed this was an unfair attempt to drive out meaningless competitors, who could not afford to pay inflated prices for premium real estate.

1. In the first paragraph, the word “lucrative” in “lucrative mail-order business” could be replaced by which of the following?
   (A) high quality
   (B) profitable
   (C) transcendent
   (D) authentic

2. Refer to Paradise. In terms of ownership, Jones’s coffee shop would be classified as a(n):
   (A) franchise
   (B) wholesaler
   (C) independent retail operation
   (D) agency

3. Refer to Paradise. The type of merchandise carried by Paradise is deep but with a narrow assortment. The store would most likely be classified as a:
   (A) mass merchandiser
   (B) specialty store
   (C) hypermarket
   (D) membership club

4. Refer to Paradise. The Paradise is competing directly with:
   (A) convenience stores
   (B) restaurants
   (C) supermarkets
   (D) all of these

5. Refer to Paradise. The smell of fresh coffee, the fact it is made where drinkers can watch the process, and he comfortable chairs all are used to create the store’s:
Read the passage below and answer the 6-10 questions that follow:

For many years, if car owners wanted to make sure that they would not be stranded if their car were to break down, they became members of the Canadian Automobile Association (CAA). The CAA is one of the largest consumer-based organizations in Canada. It helps provide freedom and peace of mind to over 5 million members through 9 automobile Clubs and 148 offices located across the country. The CAA provides access to an impressive and ever-expanding range of innovative and reliable services that allow you to travel with confidence – wherever life happens to take you – from your own backyard to just about anywhere your heart desires. The CAA Club offers exceptional Emergency Roadside Service, complete Automotive and Travel services, Member savings and comprehensive Insurance services.

A new company offering the same services as CAA has come to the market. The Better World Travelers Club (BWTC) is competing against CAA by offering the same roadside assistance as CAA and at the same time pitching a go-green philosophy. The company is diligently courting the environmentally-conscious traveler. The BWTC has agreed to donate one percent of club revenues to environmental organizations that seek to reduce the use of fossil fuel and fight global warming. In addition, its members receive discounts on travel to remote wilderness retreats, world-class eco-resorts, and green hotels.

However, the BWTC realizes that some of customers may not have heard about the Better World Travelers Club until your first time to our commercials recently. Launched from existing "green" travel agencies by entrepreneurs Mitch Rofsky and Todd Silberman in 2002, the BWTC offers towing, flat tire assistance, locksmith allowances, hotel discounts, trip routing, and almost all the rest. But unlike CAA, the BWTC goes out of its way to support sound environmental policies like mass transit funding and the Clean Air Act – and they put their money where their mouth is. One percent of all the club's revenues go towards environmental cleanup efforts nationwide. Last financial year, its travel agency alone donated $615,725 to environmental programs.

This support of good causes is not unusual for Rofsky, who was former president of Working Assets Capital Management, a mutual fund best known for its social responsibility, and before that a consumer advocate in Washington, DC. Silberman brings long-time experience with travel agencies to the table, as founder and former
head of Lifeco Services, once the third largest travel company in the nation.

6. Refer to Better World Travelers Club. In deciding to target the environmentally conscious traveler, the BWTC hoped that this group met the criterion of ______. In other words, it had to be sure that this group would react to its marketing mix differently from other groups.
   (A) reliability
   (B) accessibility
   (C) identifiability and measurability
   (D) responsiveness

7. Refer to Better World Travelers Club. The BWTC's appeal to those who want to help preserve the environment indicates that company was using a ______ base.
   (A) benefit segmentation
   (B) demographic
   (C) socioeconomic
   (D) geographic

8. Refer to Better World Travelers Club. Because the BWTC has chosen to concentrate its effects on environmentally conscious travelers, it can be said to:
   (A) have found a market niche
   (B) be targeting everyone who drives
   (C) be targeting everyone who owns a car
   (D) have adopted a market aggregation strategy

9. Refer to Better World Travelers Club. The BWTC's donation to organizations that seek to reduce the use of fossil fuel is a strategy for:
   (A) product differentiation
   (B) reengineering
   (C) repositioning
   (D) multi-segmentation

10. Refer to Better World Travelers Club. What base has the BWTC selected for its positioning strategy?
    (A) price and quality
    (B) product class
    (C) attribute
    (D) product life cycle
Section II  Translation Question (20 points)

Directions: Read the following English sentences carefully and translate them into Chinese. Avoid unnecessary duplication in your answers.

Question: Human nature seems to endow people with the capability to size up everybody in the world but themselves. Some people are awarded with natural self-awareness. However, becoming self-awareness does not come easily for most people. It is a process that requires intentionality. In addition, when it comes to relationships, self-image drives in a corresponding way. The generic term is named as the relational lid. Your image of yourself restricts your competence to build constructive relationships. A pessimistic self-image will even keep a person from being successful. People who often experience relational difficulties are tempted to look at everyone but themselves to clarify the predicament. But we must always begin by examining ourselves and being willing to revolutionize whatever deficiencies we have. We need to be aware of that no substantial accomplishments can be achieved by individual endeavor. However, I also believe that every stupendous accomplishment begins with the vision of one individual. That person not only possesses the vision but also takes responsibility for carrying it to others. Thus, if you want to make a difference in this world, you must take conscientiousness for yourself.

Section III Short Essay Question (20 points)

Directions: Read the topic carefully and write an essay in English on the Title specified. You will probably find it best to spend time considering the topic and organizing your thoughts before you begin writing. Support your views with specific reasons and examples from your own experience, observations, or reading. Do not write on a topic other than the one specified.

Questions: Please write an English essay in 200 words with the title of “My opinion of “Servant Leadership” and its implication to the principalship.”
Section IV Discussion (30 points)

Directions: Based on the short essay provided below, answer the question in Chinese accordingly. Read the essay with awareness and keep away from imitation in your answers.

Questions: 請以中文描述下列文章大意 (10 分)，並以中文陳述如何應用文中的概念於學校經營管理上 (20 分)。

An “execution premium” is the extraordinary value that gets created by an organization when it clarifies its strategy and then demonstrates an ability to follow through and execute that strategy in the marketplace. The execution premium may be manifested in several different ways—as an increase in the company’s share price, in greater revenues, in broader brand recognition, as enhanced customer loyalty or in terms of greater employee commitment. To link strategy formulation systematically and consistently with operational execution, six stages are required:

1. Develop your strategy—be able to state exactly what business you are in and what your ideal strategy is with clarity.
2. Plan your strategy—use tools to develop a framework of measures and initiatives that will guide actions and allocate resources.
3. Align your organization—with your preferred strategy.
4. Plan your operations—in such a way that there is alignment between your day-to-day operations and your long-term strategy.
5. Monitor and learn—so you can determine whether your strategy is being implemented and take corrective actions if required.
6. Test and adapt—keep on challenging your strategic assumptions and change as needed.

By integrating these six stages into a closed loop system, you stand a greater chance of achieving an execution premium.

“Strategy development and the links between strategy and operations remain ad hoc, varied and fragmented. Given the myriad strategy and operational tools now available, we believe that companies can benefit from taking a systems approach to link strategy with operations. Having a comprehensive and integrated management system can help companies overcome the difficulties and frustration that most of them experience when attempting to implement their strategies—particularly new, transformational strategies.”

---Robert Kaplan & David Norton