

I. Reading Comprehension (3 % for each question)

The Competition Issue

As a kid, you tipped over the checkerboard when you were losing. Now you 'll fire a good friend to get ahead at work. You say you eat snails for breakfast. You think Tony Soprano has better management advice than Peter Drucker. You belong to a small and not always appealing minority: the ultracompetitive.

BusinessWeek's survey of 2500 U.S. managers and executives found that the most competitive are the highly paid, the young, and men. Among the highly paid, 30% (vs. 22% overall) would fire a friend. Nearly half of people under 35 like the idea of laying off the bottom tenth of performers in a company every year. Women? They 're just a tad cynical. Only 41% think talent is a key quality for winning in business; 72% name "self-confidence." (excerpted from *BusinessWeek*, Aug. 2006)

1. According to this article, what would you do in order to get ahead at work?
 - (A) Tipped over the checkerboard.
 - (B) Eat snails for breakfast.
 - (C) Admit Drucker still gave better management advice than Soprano.
 - (D) Shoot a good friend.

2. Which statement is NOT this article's assertion?
 - (A) Nearly half of people surveyed by *BusinessWeek* would fire the bottom tenth of performers.
 - (B) People would do everything to just get ahead at work.
 - (C) The ultracompetitive group is small and not always appealing.
 - (D) U.S. managers who are the most competitive are the young and highly paid males.

3. What is the number one key quality for winning in business?
 - (A) talent
 - (B) ultracompetitive
 - (C) being a male
 - (D) self-confidence

How I Compete?

(Ann Mulcahy. The CEO of Xerox Corp, tells her sales force of 8000 that they 'll win more selling what's great about Xerox than by dissing the competition.)

Competition gives you a focus. Lots of times you need a mission, a bull-eye that keeps you focused, and competition can do that. A passion for winning when it 's focused on a strong competitor provides a lot of incentive and passion and pride for people. But having said that, it can't just be about competition. There 's a whole stream of ways to be successful, and some of that is by focusing on competition and some of it is by taking advantage of opportunities that haven 't been exploited.

Generally speaking the toughest competitors are the ones that embed themselves in customer relationships. It's never just about what they sell. It's about the trust that they've established with the customer that says no matter how good what you have is, it 's very difficult to unseat that trust. That's really what we're trying to do.

We take apart every element of a competitive product to assess the strengths and weaknesses and how we can compete to win. We literally have teams of people who gather, collect, and prioritize competitive information and send out competitive alerts. And when it's important to, we create the workshops that are required to arm people with the knowledge of how you win against a particular competitive offering. You have to

invest in and develop the capability to systematically acquire competitive information very quickly and be able to react and respond to it.

4. What is the most important factor in selling?
 - (A) Good products
 - (B) Competitive information
 - (C) Trust established with customers.
 - (D) Prioritizing

5. According to Mulcahy, how will her sales force win more selling?
 - (A) Derogating your competitors.
 - (B) Telling your customer what great about your company.
 - (C) Focusing on competition only.
 - (D) Investing in training and development.

6. What does Xerox do to arm her sales against competitors?
 - (A) Buy them weapons.
 - (B) Invest in training and development programs.
 - (C) Take part in every element of a competitive product.
 - (D) Prioritize information for them.

(Steve Ballmer: Microsoft's CEO has been known to speak first and ask questions later.) I don't think of myself in the upper echelon of competitive people I've ever met. My wife finds that beyond humorous. But I've been in environments where people were quite competitive, whether going back to my high school, to college, to the people I worked with as a manager of the football team (at Harvard). I've been around quite competitive people in my life. But I'm certainly a competitor – there's absolutely no doubt, and I think I'm a very good competitor. I wouldn't want to compete with me. But there are other good competitors out there, too. At the end of the day, I care about our customers. I want them to use our products. I care about the value we add. The only way we get to play is if people choose our stuff.

Of course, competition is the thing that drives everybody to do their very best work, and it's the very best work of competitors that winds up bringing the very best value to customers. So I start with the fundamental premise that says competition is a great thing. At the end of the day it's a measure of the quality of your work. It's like getting a grade. People say they don't like grades, but at the same time people like to know where they stand. If you get picked over a competitor, you know where you stand. And if you don't, you also know where you stand.

7. According to the article, what did Steve Ballmer do at Harvard's football team?
 - (A) coach
 - (B) manager
 - (C) player
 - (D) competitor

8. According to Ballmer, what should be the end result of competition?
 - (A) employee's best work
 - (B) competitor's best work
 - (C) best value to customers
 - (D) quality of work

9. What is the metaphor that Ballmer used to describe competition?
 - (A) customer orientation
 - (B) getting a grade
 - (C) very best work
 - (D) football team

10. What does it mean when Ballmer said “I wouldn’t want to compete with me”?
- (A) He is too competitive to compete.
 - (B) His wife did not think that he is competitive.
 - (C) He has been in the environments where people were quite competitive.
 - (D) Don’t compete with yourself.

II. Translation: Please translate the following passage into Chinese. (10%)

日本很普遍的無人便利商店，即將出現在台北，有別於一般超商的規模，這種無人超商店面較小，但是每樣商品卻都比一般超商便宜，因此還沒有正式開幕，就已經吸引了許多想省錢的消費者。無人便利店不大，商品頂約四百種，不像一般便利商店有兩千多種，全台北只有兩家。消費方式簡單，現金刷卡都可以。這邊買東西有比較便宜嗎？有！因為不必花錢請店員跟你微笑服務，所以飲料全部九折。(Yahoo 奇摩新聞)

III. Please write a short essay (150-250 words) to state your philosophy of life. (10%)