

**Spring Semester Entry 2026 [The First Intake]
Business School (International Management Course) Entrance Examination**

**Written Examination (Essay in English),
Intent of the question, Grading Criteria, and Sample Answers**

【Intent of the “Question 1”】

This question evaluates the candidate's understanding of different growth strategies and the trade-offs between company-owned expansion versus franchising. It assesses whether applicants can analyze how operational models must evolve as companies scale. The question also tests the ability to connect tactical business model choices to broader strategic objectives.

Allocation of Points: 15 Points

【Sample Answers】

1. Comprehension points should include: (3 points)
 - Growth Context: Jollibee Foods, a Philippine-based restaurant conglomerate, is transitioning to a franchising strategy in North America.
 - Strategic Shift: The move to franchising represents a departure from the company's traditional company-owned expansion model.
 - Operational Scale: At 10,000 locations, Jollibee is reaching a critical mass where the capital and management requirements of wholly-owned expansion become prohibitively expensive.
2. Explanation points should include (6 points)
 - Capital Efficiency and Velocity: Franchising dramatically reduces the capital intensity of expansion by transferring real estate, construction, and equipment costs to franchisees.
 - Local Market Intelligence and Adaptation: North American consumers have different taste preferences, dining behaviors, and competitive alternatives than Asian markets where Jollibee dominates. Franchisees bring invaluable local knowledge.
 - Risk Distribution and Market Testing: By franchising, Jollibee transfers operating risk (labor issues, local regulation compliance, real estate downturns, store-level profitability) to franchisees while maintaining brand and menu standards.
 - Organizational Focus and Core Competency: Managing 10,000 company-owned restaurants across dozens of countries would require massive management layers that divert resources from Jollibee's core competencies.

3. Effective use of Examples or Experience (2 points)

- The Jollibee franchising shift exemplifies a classic strategic inflection point that many successful retail focused businesses face. Candidates may reflect on similar enterprises they have worked in or been a customer of – including at the international locations of a well-established overseas brand

4. Clarity & Organization may include: (4 points)

- The answer is clear and supported by facts or evidence mentioned in the article.
- The structure flows logically, making the response easy to follow.

【Intent of the “Question 2”】

Question 2 is designed to assess the applicant’s ability to analyze a real-world business issue from a given article, summarize its key ideas and impacts, propose feasible solution to the business challenge, and demonstrate clear written communication skills.

Allocation of Points: 15 Points

【Sample Answers】

1. Key Points Summary should include: (4 points)

- Clearly explains Huang’s position: US restrictions on Nvidia sales to China harm US interests more than China.
- Notes China’s importance as half the world’s AI developer base; exclusion hinders US AI competitiveness.
- Provides evidence: Nvidia’s market share dropped from 95% to zero; Chinese domestic chipmakers gained market share.
- References Huang’s warning about losing access to leading global talent and the long-term consequences for America’s position in AI.

2. Two Impacts of the restrictions may include: (4 points)

- Details impact on Nvidia: major revenue loss, diminished access to talent, risk of losing technological leadership.
- Describes effect on US policymakers: intended goal (national security/curbing China’s AI progress) vs. risk of empowering China’s domestic tech sector.
- Explains benefit to Chinese technology sector: opportunity for rapid growth, local innovation surge, potential market dominance.
- Addresses broader global AI innovation concerns: threat of fragmented regional ecosystems, reduced collaboration, slower progress.

3. Practical Solution may include: (3 points)

- Recommends market diversification (India, Southeast Asia, Middle East) to offset losses and maintain innovation.
- Suggests Nvidia engage in policy advocacy: balance national security concerns with business needs through selective licensing, R&D centers, or joint ventures.

4. Clarity & Organization may include: (4 points)

- The answer is clear and supported by facts or evidence mentioned in the article.
- The structure flows logically, making it easy to follow the analysis from issue summary to impacts and solution.