

# 國立中山大學 103 學年度碩士暨碩士專班招生考試試題

科目名稱：經濟學乙【企管系甲班碩士班乙組】

題號：441001

※本科目依簡章規定「不可以」使用計算機

共 4 頁第 1 頁

壹、單選題〈每題 4 分，共計 40 分〉

1. Consider the market of rice noodles (米粉) in Taiwan. Around 40 years ago, Mr. Wang developed a new technology, which can reduce the cost to produce rice noodles. This method can also improve the taste of rice noodles. What would happen to the equilibrium price and quantity of rice noodles after he introduced this method to the industry around 40 years ago?
  - a. The equilibrium price would increase but the equilibrium quantity would be uncertain.
  - b. The equilibrium quantity would increase but the equilibrium price would be uncertain.
  - c. The equilibrium quantity and price would both increase.
  - d. The equilibrium quantity would increase but the equilibrium price would decrease.
2. Refer to problem 1. Yet, people recently find that this method causes some problems for human health. Consumers cannot distinguish toxic rice noodles from those produced by traditional but costly ways. Our government is trying to identify which restaurants and stores use product made by this method. If our government fails in doing this job, what will happen to the market of rice noodles in Taiwan?
  - a. The equilibrium price will be lower and the equilibrium quantity will be uncertain.
  - b. The equilibrium price will be lower, but consumers can find only toxic rice noodles.
  - c. The equilibrium price will be lower, and consumers can still find some rice noodles produced by traditional ways in the market.
3. Consider the diminishing marginal product, **Malthusian Law of Population**, and the food market 300 years ago. As the population grew, there were more labors in food production, but there were also more people in food consumption. How would the population growth affect the equilibrium quantity and price of food 300 years ago?
  - a. The equilibrium price would decrease, and the equilibrium quantity would increase.
  - b. The equilibrium price would increase, and the equilibrium quantity would increase.
  - c. The equilibrium quantity would increase, but the equilibrium price would be uncertain.
4. Two shops, C and F, sell ice cream in a small village. The taste of ice cream sold by C and F is almost the same. Suppose villagers live uniformly along a street (length: 6 km); villagers all want to pay NT75 to have a cup of ice cream. One year ago, **the shop C was located at one end of the street, and F was located at the other end**. They competed on price, and had the same marginal cost;  $MC_C = MC_F = NT25$ . What were the possible prices of a cup of ice cream for C and F in the Nash equilibrium?
  - a.  $(P_C^*, P_F^*) = (35, 30)$
  - b.  $(P_C^*, P_F^*) = (30, 30)$
  - c.  $(P_C^*, P_F^*) = (30, 25)$
  - d.  $(P_C^*, P_F^*) = (25, 25)$
5. Refer to problem 4. Recently, a veteran worker left the shop C; they had no choice but hired a novice. The shop C's marginal cost increases by 20%. What are the possible prices of a cup of ice cream for C and F in the Nash equilibrium now?
  - a.  $(P_C^*, P_F^*) = (34, 32)$
  - b.  $(P_C^*, P_F^*) = (35, 30)$
  - c.  $(P_C^*, P_F^*) = (30, 30)$
  - d.  $(P_C^*, P_F^*) = (30, 25)$

背面有題

國立中山大學 103 學年度碩士暨碩士專班招生考試試題

科目名稱：經濟學乙【企管系甲班碩士班乙組】

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共 4 頁第 2 頁

6. Refer to problem 5 ( $MC_C = NT30$ ;  $MC_F = NT25$ ). Suppose the owner of C is forced to move his store to the end where F is located at; **C and F are at the same location**. What is the equilibrium market price for a cup of ice cream in this market?
- $P^* = 25$
  - $P^* = 29$
  - $P^* = 32$
  - $P^* = 35$

7. A huge lake is surrounded by five families. No one owns the lake now. Each family can use \$35k either to construct a farm that pays \$7k per year, or build a ship and fish in the lake. The value of fishes they can catch every year depends on the number of ships operating on the lake, as shown in the following table. What is the **socially** optimal number of ships operating on the lake?

Number of ships	The value of fishes each ship can catch
1	10k
2	9k
3	8k
4	7k
5	6k

- 1
  - 2
  - 3
  - 4
8. Refer to problem 7. You have some money; you can buy the lake or deposit the money in a bank at 5 percent annual interest rate. If owning the lake, you can charge the family for the right of fishing. What is the maximum price you are willing to pay for the lake?
- \$90k
  - \$80k
  - \$70k
  - \$60k

9. Consider a game with a payoff matrix below: Peter and John are working together for moving heavy boxes. If both of them work hard, they can complete the job within one day. If only one works hard, the guy working hard will be hurt. What are the payoffs for the two guys in the **pure-strategy Nash equilibrium/equilibria** in this game?

		Peter	
		Work	Lazy
John	Work	(4,4)	(-2,2)
	Lazy	(2,-2)	(0,0)

- (4,4)
  - (0,0) and (4,4)
  - (0,0)
  - (-2,2) and (2,-2)
10. Refer to problem 9. If John moves first and Peter can see John's action, what is the payoff of the **sub-game perfect equilibrium in the extensive-form game**?
- (4,4)
  - (0,0) and (4,4)
  - (0,0)
  - (-2,2) and (2,-2)

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共 4 頁 第 3 頁

貳、計算題：只須寫答案，不必附計算過程〈每題 5 分，共計 50 分〉。

1. A consumer expenditure survey reports the following information on entertainment spending:

	2012		2013	
	Price	Quantity	Price	Quantity
Movies	\$7	5	\$8	7
Concerts	\$30	2	\$35	2
CDs	\$16	7	\$15	10

Using 2012 as the base year, by how much does a "cost of entertainment" index increase between 2012 and 2013?

2. The following table provides data for an economy in a certain year.

Consumption expenditure	1,000
Imports	600
Government purchases of goods and services	700
Construction of new homes and apartments	500
Sales of existing homes and apartments	600
Exports	500
Government payments to retirees	200
Household purchases of durable goods	300
Beginning-of-year inventory	500
End-of-year inventory	600
Business fixed investment	300

Given the data in the table, compute the value of GDP.

3. If planned aggregate spending in an economy can be written as  $PAE = 15,000 + 0.6Y - 20,000r$ , and potential output equals 36,000, what real interest rate must the Federal Reserve set to bring the economy to full employment?
4. An economy produces only 500,000 tables valued at \$100 each. Of these, 100,000 are sold to consumers, 200,000 are sold to businesses, 100,000 are sold to the government, and 50,000 are sold abroad. No tables are imported. The unsold tables at the end of the year are held in inventory by the table manufacturers. What is the value of GDP?
5. Based on the information in the table below, what is the unemployment rate?

Population 16 and older	1,000,000
Participation Rate	80%
Employed Workers	720,000

6. In a small town of 100 people, there are 10 children under 16, 10 retired people, 60 people with full-time jobs, 3 people with part-time jobs, 3 full-time students over 16, and 4 full-time homemakers. The remaining people did not have jobs, but wanted jobs. All but one of these had actively looked for a job in the previous four weeks. What is the unemployment rate in this town?
7. The CPI equals 1.00 in year one and 1.15 in year two. If the nominal wage is \$15 in year one and a contract calls for the wage to be indexed to the CPI, what will be the nominal wage in year two?
8. In Macroland there is \$12,000,000 in currency. The public holds half of the currency and banks hold the rest as reserves. If banks' desired reserve/deposit ratio is 12.5%, what is the money supply in Macroland?

# 國立中山大學 103 學年度碩士暨碩士專班招生考試試題

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9. Sydney purchases a newly-issued, two-year government bond with a principal amount of \$10,000 and a coupon rate of 6% paid annually. One year before the bonds matures (and after receiving the coupon payment for the first year), Sydney sells the bond in the bond market. What price (rounded to the nearest dollar) will Sydney receive for his bond if newly-issued one-year government bonds are paying a 5% coupon rate?
10. The economy of Alpha operates according to Okun's law. In Alpha, potential GDP equals \$500 billion, actual GDP equals \$480 billion, and the natural rate of unemployment is 5 percent. What is the actual rate of unemployment in Alpha?

參、計算申論題：請寫出計算過程〈共計 10 分〉。

1. You have fish ponds for milkfish farming (虱目魚養殖). You can do this business by yourself, and the cost is NT500K. Although you work hard, you still have 1/4 chance to harvest your fish in bad conditions. In this case, you can earn only NT800K from selling your fish. Yet, if you get your fish in good conditions (in 3/4 chance), you will earn NT1,600K from selling your fish. You can hire a milkfish farming expert. If he works hard, you have 3/4 chance to earn NT2,400K from selling your fish, and 1/4 chance to earn NT800K from selling your fish. If he does not work hard, you have only 1/8 chance to earn NT2,400K from your fish, and 7/8 chance to earn NT800K from your fish. The cost of working hard for the expert is NT200K; if he does not choose working hard, there is no cost for him. Of course, you should pay him a salary; if the salary is too low, he will reject your offer. He can get NT600K from working for someone else. If you hire the expert, you do not know whether he works hard or not; you can only know that you earn NT2,400K or NT800K.
  - a. Now, you plan to hire the agent. In order to give him an incentive to work hard, you want to give him a bonus. His basic salary (底薪) is NT520K, and the bonus is 10% of the money you earn. For example, if you earn NT800K from your fish, he can get NT600K (basic salary + bonus). Will he choose working hard under this salary scheme? Why? (4 pts)
  - b. Please write down a salary scheme (薪資方案) better than the scheme above, under which you can earn more money and he will also choose working. (6 pts)

# 國立中山大學 103 學年度碩士暨碩士專班招生考試試題

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壹、單選題〈每題 4 分，共計 40 分〉

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  - a. The equilibrium price would increase but the equilibrium quantity would be uncertain.
  - b. The equilibrium quantity would increase but the equilibrium price would be uncertain.
  - c. The equilibrium quantity and price would both increase.
  - d. The equilibrium quantity would increase but the equilibrium price would decrease.
2. Refer to problem 1. Yet, people recently find that this method causes some problems for human health. Consumers cannot distinguish toxic rice noodles from those produced by traditional but costly ways. Our government is trying to identify which restaurants and stores use product made by this method. If our government fails in doing this job, what will happen to the market of rice noodles in Taiwan?
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  - a.  $(P_C^*, P_F^*) = (35, 30)$
  - b.  $(P_C^*, P_F^*) = (30, 30)$
  - c.  $(P_C^*, P_F^*) = (30, 25)$
  - d.  $(P_C^*, P_F^*) = (25, 25)$
5. Refer to problem 4. Recently, a veteran worker left the shop C; they had no choice but hired a novice. The shop C's marginal cost increases by 20%. What are the possible prices of a cup of ice cream for C and F in the Nash equilibrium now?
  - a.  $(P_C^*, P_F^*) = (34, 32)$
  - b.  $(P_C^*, P_F^*) = (35, 30)$
  - c.  $(P_C^*, P_F^*) = (30, 30)$
  - d.  $(P_C^*, P_F^*) = (30, 25)$

背面有題

國立中山大學 103 學年度碩士暨碩士專班招生考試試題

科目名稱：經濟學丙【企管系甲班碩士班丙組】

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6. Refer to problem 5 ( $MC_C = NT30$ ;  $MC_F = NT25$ ). Suppose the owner of C is forced to move his store to the end where F is located at; **C and F are at the same location**. What is the equilibrium market price for a cup of ice cream in this market?
- $P^* = 25$
  - $P^* = 29$
  - $P^* = 32$
  - $P^* = 35$

7. A huge lake is surrounded by five families. No one owns the lake now. Each family can use \$35k either to construct a farm that pays \$7k per year, or build a ship and fish in the lake. The value of fishes they can catch every year depends on the number of ships operating on the lake, as shown in the following table. What is the **socially** optimal number of ships operating on the lake?

Number of ships	The value of fishes each ship can catch
1	10k
2	9k
3	8k
4	7k
5	6k

- 1
  - 2
  - 3
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8. Refer to problem 7. You have some money; you can buy the lake or deposit the money in a bank at 5 percent annual interest rate. If owning the lake, you can charge the family for the right of fishing. What is the maximum price you are willing to pay for the lake?
- \$90k
  - \$80k
  - \$70k
  - \$60k

9. Consider a game with a payoff matrix below: Peter and John are working together for moving heavy boxes. If both of them work hard, they can complete the job within one day. If only one works hard, the guy working hard will be hurt. What are the payoffs for the two guys in the **pure-strategy Nash equilibrium/equilibria** in this game?

		Peter	
		Work	Lazy
John	Work	(4,4)	(-2,2)
	Lazy	(2,-2)	(0,0)

- (4,4)
  - (0,0) and (4,4)
  - (0,0)
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10. Refer to problem 9. If John moves first and Peter can see John's action, what is the payoff of the **sub-game perfect equilibrium in the extensive-form game**?
- (4,4)
  - (0,0) and (4,4)
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# 國立中山大學 103 學年度碩士暨碩士專班招生考試試題

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1. If planned aggregate spending in an economy can be written as  $PAE = 15,000 + 0.6Y - 20,000r$ , and potential output equals 36,000, what real interest rate must the Federal Reserve set to bring the economy to full employment?
2. Based on the information in the table below, what is the unemployment rate?

Population 16 and older	1,000,000
Participation Rate	80%
Employed Workers	720,000

3. In a small town of 100 people, there are 10 children under 16, 10 retired people, 60 people with full-time jobs, 3 people with part-time jobs, 3 full-time students over 16, and 4 full-time homemakers. The remaining people did not have jobs, but wanted jobs. All but one of these had actively looked for a job in the previous four weeks. What is the unemployment rate in this town?
4. Samantha is lending Jack \$1,000 for one year. The CPI is 1.60 at the time the loan is made, and they both expect it to be 1.68 in one year. If Samantha and Jack agree that Samantha should earn a 3% real return for the year, what should the nominal interest rate be on this loan?
5. Given the following data for the economy, compute the value of GDP.

Government purchases of goods and services	10
Consumption expenditure	70
Exports	5
Imports	12
Sales of existing homes and apartments	22
Construction of new homes and apartments	15
Government payments to retirees	17
Change in inventory	-7
Business fixed investment	9
6. Where  $Y$  is GDP,  $C$  is consumption,  $I$  is investment,  $G$  is government spending, and there is no international trade, what is the value of national saving?
7. An economy produces only 500,000 tables valued at \$100 each. Of these, 100,000 are sold to consumers, 200,000 are sold to businesses, 100,000 are sold to the government, and 50,000 are sold abroad. No tables are imported. The unsold tables at the end of the year are held in inventory by the table manufacturers. What is the value of GDP?
8. In Macroland there is \$12,000,000 in currency. The public holds half of the currency and banks hold the rest as reserves. If banks' desired reserve/deposit ratio is 12.5%, what is the money supply in Macroland?
9. If the frictional rate of unemployment equals 2 percent, the structural rate of unemployment equals 3 percent, and the cyclical rate of unemployment equals 1 percent, what is the natural rate of unemployment?
10. The economy of Omega operates according to Okun's law. In Omega, the actual and the natural rates of unemployment equal 5 percent, and real GDP equals \$10 trillion. What is potential GDP in Omega?

背面有題

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1. You have fish ponds for milkfish farming (虱目魚養殖). You can do this business by yourself, and the cost is NT500K. Although you work hard, you still have  $1/4$  chance to harvest your fish in bad conditions. In this case, you can earn only NT800K from selling your fish. Yet, if you get your fish in good conditions (in  $3/4$  chance), you will earn NT1,600K from selling your fish. You can hire a milkfish farming expert. If he works hard, you have  $3/4$  chance to earn NT2,400K from selling your fish, and  $1/4$  chance to earn NT800K from selling your fish. If he does not work hard, you have only  $1/8$  chance to earn NT2,400K from your fish, and  $7/8$  chance to earn NT800K from your fish. The cost of working hard for the expert is NT200K; if he does not choose working hard, there is no cost for him. Of course, you should pay him a salary; if the salary is too low, he will reject your offer. He can get NT600K from working for someone else. If you hire the expert, you do not know whether he works hard or not; you can only know that you earn NT2,400K or NT800K.
  - a. Now, you plan to hire the agent. In order to give him an incentive to work hard, you want to give him a bonus. His basic salary (底薪) is NT520K, and the bonus is 10% of the money you earn. For example, if you earn NT800K from your fish, he can get NT600K (basic salary + bonus). Will he choose working hard under this salary scheme? Why? (4 pts)
  - b. Please write down a salary scheme (薪資方案) better than the scheme above, under which you can earn more money and he will also choose working. (6 pts)



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  - b. The equilibrium quantity would increase but the equilibrium price would be uncertain.
  - c. The equilibrium quantity and price would both increase.
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2. Refer to problem 1. Yet, people recently find that this method causes some problems for human health. Consumers cannot distinguish toxic rice noodles from those produced by traditional but costly ways. Our government is trying to identify which restaurants and stores use product made by this method. If our government fails in doing this job, what will happen to the market of rice noodles in Taiwan?
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  - a.  $(P_C^*, P_F^*) = (35, 30)$
  - b.  $(P_C^*, P_F^*) = (30, 30)$
  - c.  $(P_C^*, P_F^*) = (30, 25)$
  - d.  $(P_C^*, P_F^*) = (25, 25)$
5. Refer to problem 4. Recently, a veteran worker left the shop C; they had no choice but hired a novice. The shop C's marginal cost increases by 20%. What are the possible prices of a cup of ice cream for C and F in the Nash equilibrium now?
  - a.  $(P_C^*, P_F^*) = (34, 32)$
  - b.  $(P_C^*, P_F^*) = (35, 30)$
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背面有題

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6. Refer to problem 5 ( $MC_C = NT30$ ;  $MC_F = NT25$ ). Suppose the owner of C is forced to move his store to the end where F is located at; **C and F are at the same location**. What is the equilibrium market price for a cup of ice cream in this market?
- $P^* = 25$
  - $P^* = 29$
  - $P^* = 32$
  - $P^* = 35$

7. A huge lake is surrounded by five families. No one owns the lake now. Each family can use \$35k either to construct a farm that pays \$7k per year, or build a ship and fish in the lake. The value of fishes they can catch every year depends on the number of ships operating on the lake, as shown in the following table. What is the **socially** optimal number of ships operating on the lake?

Number of ships	The value of fishes each ship can catch
1	10k
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8. Refer to problem 7. You have some money; you can buy the lake or deposit the money in a bank at 5 percent annual interest rate. If owning the lake, you can charge the family for the right of fishing. What is the maximum price you are willing to pay for the lake?
- \$90k
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		Work	Lazy
John	Work	(4,4)	(-2,2)
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  - (0,0) and (4,4)
  - (0,0)
  - (-2,2) and (2,-2)
10. Refer to problem 9. If John moves first and Peter can see John's action, what is the **sub-game perfect equilibrium in the extensive-form game**?
- (4,4)
  - (0,0) and (4,4)
  - (0,0)
  - (-2,2) and (2,-2)

背面有題

# 國立中山大學 103 學年度碩士暨碩士專班招生考試試題

科目名稱：經濟學甲【企管系甲班碩士班甲組】

題號：441003

※本科目依簡章規定「不可以」使用計算機

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貳、計算題：只須寫答案，不必附計算過程〈每題 5 分，共計 50 分〉。

1. In a certain economy, the components of planned spending are given by:  
 $C = 500 + 0.8(Y - T) - 300r$ ,  $I^P = 200 - 400r$ ,  $G = 200$ ,  $NX = 10$ ,  $T = 150$ .  
 Given the information about the economy above, what is the planned aggregate expenditure (PAE)?
2. If planned aggregate spending in an economy can be written as  $PAE = 15,000 + 0.6Y - 20,000r$ , and potential output equals 36,000, what real interest rate must the Federal Reserve set to bring the economy to full employment?
3. Based on the information in the table below, how big is the labor force?

Population 16 and older	1,000,000
Participation Rate	80%
Employed Workers	720,000

4. A consumer expenditure survey reports the following information on entertainment spending:

	2012		2013	
	Price	Quantity	Price	Quantity
Movies	\$7	5	\$8	7
Concerts	\$30	2	\$35	2
CDs	\$16	7	\$15	10

Using 2012 as the base year, by how much does a "cost of entertainment" index increase between 2012 and 2013?

5. In a small town of 100 people, there are 10 children under 16, 10 retired people, 60 people with full-time jobs, 3 people with part-time jobs, 3 full-time students over 16, and 4 full-time homemakers. The remaining people did not have jobs, but wanted jobs. All but one of these had actively looked for a job in the previous four weeks. What is the unemployment rate in this town?
6. In Macroland there is \$12,000,000 in currency. The public holds half of the currency and banks hold the rest as reserves. If banks' desired reserve/deposit ratio is 12.5%, what is the money supply in Macroland?
7. The following table provides data for an economy in a certain year.

Consumption expenditure	1,000
Imports	600
Government purchases of goods and services	700
Construction of new homes and apartments	500
Sales of existing homes and apartments	600
Exports	500
Government payments to retirees	200
Household purchases of durable goods	300
Beginning-of-year inventory	500
End-of-year inventory	600
Business fixed investment	300

Given the data in the table, compute the value of GDP.

背面有題

# 國立中山大學 103 學年度碩士暨碩士專班招生考試試題

科目名稱：經濟學甲【企管系甲班碩士班甲組】

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8. Samantha is lending Jack \$1,000 for one year. The CPI is 1.60 at the time the loan is made, and they both expect it to be 1.68 in one year. If Samantha and Jack agree that Samantha should earn a 3% real return for the year, what should the nominal interest rate be on this loan?
9. Sydney purchases a newly-issued, two-year government bond with a principal amount of \$10,000 and a coupon rate of 6% paid annually. One year before the bonds matures (and after receiving the coupon payment for the first year), Sydney sells the bond in the bond market. What price (rounded to the nearest dollar) will Sydney receive for his bond if newly-issued one-year government bonds are paying a 5% coupon rate?
10. The economy of Alpha operates according to Okun's law. In Alpha, potential GDP equals \$500 billion, actual GDP equals \$480 billion, and the natural rate of unemployment is 5 percent. What is the actual rate of unemployment in Alpha?

參、計算申論題：請寫出計算過程〈共計 10 分〉。

1. You have fish ponds for milkfish farming (虱目魚養殖). You can do this business by yourself, and the cost is NT500K. Although you work hard, you still have 1/4 chance to harvest your fish in bad conditions. In this case, you can earn only NT800K from selling your fish. Yet, if you get your fish in good conditions (in 3/4 chance), you will earn NT1,600K from selling your fish. You can hire a milkfish farming expert. If he works hard, you have 3/4 chance to earn NT2,400K from selling your fish, and 1/4 chance to earn NT800K from selling your fish. If he does not work hard, you have only 1/8 chance to earn NT2,400K from your fish, and 7/8 chance to earn NT800K from your fish. The cost of working hard for the expert is NT200K; if he does not choose working hard, there is no cost for him. Of course, you should pay him a salary; if the salary is too low, he will reject your offer. He can get NT600K from working for someone else. If you hire the expert, you do not know whether he works hard or not; you can only know that you earn NT2,400K or NT800K.
  - a. Now, you plan to hire the agent. In order to give him an incentive to work hard, you want to give him a bonus. His basic salary (底薪) is NT520K, and the bonus is 10% of the money you earn. For example, if you earn NT800K from your fish, he can get NT600K (basic salary + bonus). Will he choose working hard under this salary scheme? Why? (4 pts)
  - b. Please write down a salary scheme (薪資方案) better than the scheme above, under which you can earn more money and he will also choose working. (6 pts)

# 國立中山大學 103 學年度碩士暨碩士專班招生考試試題

科目名稱：商用統計學丙【企管系甲班碩士班丙組選考】  
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題號：441004  
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選擇題(僅有單一正確答案，每題 4 分，共計 100 分)

註 1： $P[|Z|>1.282]=0.20$ ； $P[|Z|>1.645]=0.10$ ； $P[|Z|>1.96]=0.05$ ； $P[|Z|>2.576]=0.01$ ， $Z$  呈標準常態分配；

- ( ) 1. 擲兩個公正骰子的隨機試驗中，令隨機變數  $Y$  表兩個骰子出現點數差之絕對值，則  $P[Y=0]$ ? (1) 0/36 (2) 3/36 (3) 6/36 (4) 以上皆非。
- ( ) 2. 在  $F$ -分配下，令  $\alpha$  表示右尾機率， $\nu_1, \nu_2$  表示自由度，則  $F$  的右尾臨界值  $F_\alpha(\nu_1, \nu_2)=?$   
(1)  $F_{1-\alpha}(\nu_1, \nu_2)$  (2)  $1/F_\alpha(\nu_2, \nu_1)$  (3)  $1/F_{1-\alpha}(\nu_2, \nu_1)$  (4) 以上皆非。
- ( ) 3. 當  $t$ -分配之自由度趨近無窮大時會近似於何種機率分配? (1) 標準常態 (2) 卡方 (3) 均勻 (4) 以上皆非。
- ( ) 4. Excel 中的函數  $\text{Rand}()$  所產生的隨機亂數會符合下列何種機率分配? (1) 標準常態 (2) 隨機 (3) 二項 (4) 以上皆非。
- ( ) 5. 下列何種機率分配可描述有限母體? (1) 常態 (2) 超幾何 (3) 二項 (4) 以上皆非。
- ( ) 6. 統計量的機率分配稱為 (1) 抽樣分配 (2) 常態分配 (3) 累積分配 (4) 以上皆非。
- ( ) 7. 由常態分配  $N(\mu, \sigma^2)$  中抽取隨機樣本  $x_1, x_2, \dots, x_n$ ，樣本變異數為  $S^2 = \sum_{i=1}^n (x_i - \bar{x})^2 / (n-1)$ ，且  $E(S^2) = \sigma^2$ ，則  $S^2$  稱為  $\sigma^2$  的何種估計量? (1) 有效 (2) 無效 (3) 有偏 (4) 無偏。
- ( ) 8. 令隨機變數  $X$  呈標準常態分配，其累積分配為  $F(x) = P[X \leq x] = p$ ，則下列哪一個 Excel 函數可以輸入  $p$  以求得  $x$ ? (1)  $\text{normsinv}$  (2)  $\text{normsdist}$  (3)  $\text{normdist}$  (4) 以上皆非。
- ( ) 9. 假設母體呈均勻分配且其平均值為  $\mu$  變異數為  $\sigma^2$ ，今抽取  $n=50$  的隨機樣本並計算其樣本平均值，則  $\bar{X}_n$  的機率分配近似於 (1)  $N(0, 1)$  (2)  $N(\mu, \sigma^2/n)$  (3)  $N(\mu, \sigma^2)$  (4)  $N(\mu, \sigma^2/\sqrt{n})$ ，其中  $N$  表常態分配。
- ( ) 10. 上題中的結果是引用何種定理? (1) 抽樣 (2) 中央極限 (3) 標準化 (4) 顯著水準。
- ( ) 11. 假設全校男生身高為常態分配，今隨機抽取 50 個男同學，得到樣本平均值為 165 公分，標準差為 5 公分，已知全校男生身高平均值之 95% 信賴區間之下限 = 163.814，試求其上限 = ? (1) 166.186 (2) 165.000 (3) 163.814 (4) 以上皆非。
- ( ) 12. 所有統計線性模式(如變異數分析、迴歸分析等)之中誤差的假設條件均為? (1)  $\text{iid}N(0, \sigma_{ij}^2)$   
(2)  $\text{iid}N(0, \sigma^2)$  (3)  $\text{iid}N(0, \sigma_i^2)$  (4) 以上皆非，其中  $N$  表常態分配。
- ( ) 13. 欲檢定兩個以上獨立常態母體之平均值是否相等前應先檢定下列何者是否相等?  
(1) 變異數 (2) 中位數 (3) 百分位 (4) 全距。
- ( ) 14. 假設檢定中  $H_0$  vs  $H_1$ ，令  $A$  表接受區、 $R$  表棄卻區，則  $P[R|H_1]=?$  (1) 型一誤機率  $\alpha$  (2) 型二誤機率  $\beta$  (3) 檢定力 Power of test (4) 以上皆非。
- ( ) 15. 令顯著水準為  $\alpha$ ，則雙尾檢定中判定為顯著的標準為何(即 Reject  $H_0$ )?  
(1) 雙尾  $p\text{-value} > \alpha$  (2) 單尾  $p\text{-value} < \alpha/2$  (3) 單尾  $p\text{-value} > \alpha/2$  (4) 以上皆非。

# 國立中山大學 103 學年度碩士暨碩士專班招生考試試題

科目名稱：商用統計學丙【企管系甲班碩士班丙組選考】

題號：441004

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- ( )16. 雙因子重複試驗的變異數分析中，A 因子有 3 個水準，B 因子有 2 個水準，且有 4 個重複，則誤差自由度為多少？(1)6 (2)18 (3)23 (4)以上皆非。
- ( )17. 某公司欲檢定 A 產品在不同生產線的品質是否有差異，今分別從三條生產線各隨機抽取 10 件產並量測其強度，經計算後得到總平方和  $SST=300$ ，誤差平方和  $SSE=270$ ，則此樣本所求得變異數分析中的 F 值=? (1)15 (2)10 (3)1.5 (4)以上皆非。
- ( )18. 雙因子變異數分析中，若平均值的線形圖(折線圖)呈現交叉現象，則表示兩因子間具有 (1)主效果 (2)交互效果 (3)同質效果 (4)以上皆非。
- ( )19. 若欲以簡單迴歸模式  $Y=\alpha+\beta X+\varepsilon$  進行預測，則下列何者會有最小的預測區間？(1)  $X=\bar{x}$  (2) $X=0$  (3) $X=\infty$  (4)以上皆非。
- ( )20. 複迴歸分析中，下列何者表示自變數間具有多重共線性？(1) $VIF>10$  (2) $CI>30$  (3)特徵直接接近零 (4)以上皆是。
- ( )21. 民意調查中，欲檢定不同行政區間有效受訪樣本次數之分配比例是否符合母體人口數的分配比例，應採用下列何種檢定？(1)常態 (2)t (3)卡方 (4)以上皆非。
- ( )22. 某生選讀 18:30 的課常因交通問題而遲到，為解決此困擾他/她搜集了從辦公室出發到達教室所需總時間共一個月資料，得知其呈常態分配且平均值為 20 分鐘，標準差為 3 分鐘。請問他/她幾點出門可以將遲到機率降至 0.05 以下？(1)18:05 (2)18:10 (3)18:15 (4)以上皆非。

請依【個案分析】中之資訊回答 23-25 題

- ( )23. 個案分析報表中型 III 平方和屬於下列何種？(1)partial (2)sequential (3)random (4)以上皆非。
- ( )24. 個案分析中  $edu*asset$  交互作用的 p-value=? (1)0.003 (2)0.013 (3)0.295 (4)以上皆非。
- ( )25. 由個案分析報表可以得到四條直線迴歸方程式，其中  $profit=0.946+0.875*asset+e$  是屬於哪一學歷水準？(1)1 (2)2 (3)3 (4)4。

【個案分析】某創投產業調查研究中，假設創投公司獲利率(profit)會受到資本額(asset)與負責人大專學歷科別(edu)之影響，其中學歷科別包含四個水準：1-無大學學歷；2-理工；3-法商；4-理工+法商。經訪談並蒐集 12 家創投公司資料，並以  $profit = edu \ asset \ edu*asset$  進行共變異數分析得相關 SPSS 報表如下，令顯著水準  $\alpha=0.05$  請回答 23-25 題。

# 國立中山大學 103 學年度碩士暨碩士專班招生考試試題

科目名稱：商用統計學丙【企管系甲班碩士班丙組選考】

題號：441004

※本科目依簡章規定「不可以」使用計算機

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## 受試者間效應項的檢定

依變數: PROFIT

來源	型 III 平方和	自由度	平均平方和	F 檢定	顯著性
校正後的模式	4.518 <sup>a</sup>	7	.645	27.759	.003
截距	.421	1	.421	18.093	.013
EDU	7.563E-02	3	2.521E-02	1.084	.451
ASSET	5.633E-03	1	5.633E-03	.242	.648
EDU * ASSET	.122	3	4.074E-02	1.752	.295
誤差	9.300E-02	4	2.325E-02		
總和	134.303	12			
校正後的總數	4.611	11			

a. R 平方 = .980 (調過後的 R 平方 = .945)

## 參數估計值

依變數: PROFIT

參數	迴歸係數 B	標準誤	t	顯著性	95% 信賴區間	
					下限	上限
截距	.946	1.997	.474	.660	-4.597	6.489
[EDU=1.00]	2.897	2.981	.972	.386	-5.379	11.173
[EDU=2.00]	4.059	2.432	1.669	.170	-2.692	10.811
[EDU=3.00]	3.643	2.147	1.697	.165	-2.317	9.603
[EDU=4.00]	0 <sup>a</sup>					
ASSET	.875	.539	1.623	.180	-.622	2.372
[EDU=1.00] * ASSET	-1.304	.888	-1.468	.216	-3.769	1.162
[EDU=2.00] * ASSET	-1.454	.689	-2.111	.102	-3.366	.458
[EDU=3.00] * ASSET	-1.241	.585	-2.119	.101	-2.866	.385
[EDU=4.00] * ASSET	0 <sup>a</sup>					

a. 此參數因重疊而設定為零。

~ end ~

國立中山大學 103 學年度碩士暨碩士專班招生考試試題

科目名稱：微積分丙【企管系甲班碩士班丙組選考】

題號：441005

※本科目依簡章規定「不可以」使用計算機

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請按題號在答案紙上作答，並列出運算過程。(違者扣分)

1. Find the derivative of the following. (共 4 小題) (20%)

Suppose  $f(1) = 2, f'(1) = -1, g(1) = -2, g'(1) = 3$ , find  $h'(1)$

i. where  $h(x) = \frac{f(x)g(x)}{f(x) - g(x)}$       ii. where  $h(x) = \frac{xf(x)}{x + g(x)}$

iii. Find  $dy/dx$  at  $x=1, y=2$  where  $x^2y^3 + 6x^2 = y + 12$

iv. Find  $dy/dx$  where  $y = \ln \sqrt{x}$

2 Evaluate the following. (共 6 小題) (30%)

i. Find  $f(x)$ , where  $f'(x) = e^x - 2x, f(0) = 2$

ii.  $\int \frac{e^{2x}}{1+e^{2x}} dx$       iii.  $\int \frac{\ln x}{\sqrt{x}} dx$       vi.  $\int \frac{1-\sqrt{x}}{1+\sqrt{x}} dx$       v.  $\int_0^4 \frac{e^{\sqrt{x}}}{\sqrt{x}} dx$

vi.  $\iint_R f(x, y) dA$  given that  $f(x, y) = x^2 + y^2$  and  $R$  is the region bounded by the graphs of  $g(x) = x$

and  $h(x) = 3x$  for  $0 \leq x \leq 2$ .

3. Sketch the following functions. Indicate domain, intercepts, increasing and decreasing interval, concavity, local extrema, inflection points, and asymptotes. (共 2 小題) (20%)

i.  $f(x) = \frac{x}{x-1}$ ,      ii.  $g(t) = e^t - t$

4. Approximate  $e^{0.1}$  by a third degree Taylor polynomial about  $x = 0$ , and give the bound for the approximation error. (10%)

5. 某智慧型手機預測銷售數量為  $S(t) = .14t^2 + .68t + 3.1, (0 \leq t \leq 6)$ ,  $t$  的單位是年,  $t=0$  為 2008 年

i. 請問該智慧型手機開始導入市場時(2008)銷售數量為何?當時銷售成長速度為何?

ii. 請問在 2013 年年初銷售成長速度為何? (10%)

6. 某椅子製造公司每一週的營業額由製造與銷售椅子達成

$$R(x, y) = -2x^2 - 2.5y^2 - 2xy + 2000x + 1600y$$

$x$  代表完成的件數,  $y$  代表未完成生產但賣出的件數。每週的製造成本為

$C(x, y) = 1000x + 700y + 40000$ 。請問這家公司若要利潤最大化, 每週應該完成生產多少張椅子? (10%)



# 國立中山大學 103 學年度碩士暨碩士專班招生考試試題

科目名稱：管理學乙【企管系甲班碩士班乙組】  
※本科目依簡章規定「不可以」使用計算機

題號：441006  
共 7 頁第 1 頁

請勿於試題紙上作答

一、選擇題 (50%)。以下單選題，每題 2.5 分，請作答於答案卷內

1. The soccer league in England is notorious for the number of team managers fired over the course of a single season, which stands at no fewer than eight managers on average, owing to poor team form and consequently, poor results. It is evident from this information that the league endorses a(n) \_\_\_\_\_ view of management.  
A) omnipotent  
B) symbolic  
C) democratic  
D) laissez-faire
2. Which of the following changes has resulted in the shifting of organizational boundaries?  
A) increased competitiveness  
B) digitization  
C) increased emphasis on organizational ethics  
D) changing security threats
3. The total world population in 2010 is estimated at almost 7 billion individuals. The total world population is forecasted to hit 9 billion by 2050, at which point the United Nations predicts the total population will either stabilize or peak after growing for centuries at an ever-accelerating rate. The main reason for this major shift is \_\_\_\_\_.  
A) the alarming rate of depletion of natural resources necessary for sustaining the population  
B) the unprecedented rate at which world population is aging  
C) the decline in birthrates as nations advance economically  
D) the high level of mobility of the international workforce across national borders
4. Toby is hunting for a new apartment. He is specifically looking for one that is located in the heart of the city and should be available for \$600 per month. However, Toby is also willing to pay up to \$850 per month for a place that is situated slightly away from the city center. According to him, the second option "will also do." This is an example of \_\_\_\_\_.  
A) intuitive decision making  
B) rational decision making  
C) non-linear thinking  
D) bounded rationality
5. Defining the organizational mission forces managers to identify \_\_\_\_\_.  
A) what the competitor is doing  
B) what the organization is in business to do  
C) what the labor supply is like in the locations where the organization operates  
D) what pending legislation will affect the organization

背面有題

# 國立中山大學 103 學年度碩士暨碩士專班招生考試試題

科目名稱：管理學乙【企管系甲班碩士班乙組】

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- 6 Kraft combines elbow macaroni, cheese, and cardboard to make packages of Kraft Macaroni and Cheese. This most closely resembles a(n) \_\_\_\_\_ process.
- A) synthetic
  - B) analytical
  - C) assembly
  - D) combined
- 7 All of the following are characteristics of the introduction stage of the product life cycle except
- A) relatively few competitors.
  - B) the appearance on the market of refinements or extensions of the original product.
  - C) often, high price.
  - D) low consumer awareness and acceptance of the product.
- 8 John works for Texas Instruments. His tasks involve traveling to nearby colleges, interviewing students for hire after graduation, selecting certain ones to be invited for an office visit, and acquainting them with the facilities. He is in which phase of the HRM process?
- A) Orientation and employee relations
  - B) Developing and training human resources
  - C) Acquiring human resources
  - D) Human resources planning
- 9 Vince is saving to buy his first car. The Honda Civic coupe he wants is \$20,000 right now, but it will take at least a year for him to accumulate the down payment. He also knows that although money is a store of value, he will probably need more than \$20,000 to buy the car next year because of
- A) deflation
  - B) recession.
  - C) low interest rates.
  - D) inflation.
- 10 Information rules do all of the following except
- A) help both managers and consumers make decisions.
  - B) shorten the time spent analyzing choices.
  - C) remain valid forever once they are established.
  - D) emerge when research confirms the same results in repeated trials.
- 11 BURGER KING's developed a fat-fryer machine that reduced the amount of oil used to cook French fries by 30 percent over its current cookers. This is an example of an attempt to improve the organization's:
- A) Effectiveness.
  - B) Efficiency.
  - C) Planning.
  - D) Organizing

國立中山大學 103 學年度碩士暨碩士專班招生考試試題

科目名稱：管理學乙【企管系甲班碩士班乙組】

題號：441006

※本科目依簡章規定「不可以」使用計算機

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- 12 When a CEO draws a picture of the reporting relationships that will occur under a management reorganization, this is an example of:
- A) Planning.
  - B) Leading.
  - C) Organizing.
  - D) Demonstrating.
- 13 Iris, who runs her own small business, treats all her employees, customers, and suppliers fairly, regardless of their age, gender, or ethnicity. She is acting in the \_\_\_\_\_ role by doing this.
- A) Decision-maker
  - B) Liaison
  - C) Leader
  - D) Figurehead
- 14 A plant supervisor orders some raw materials whenever his raw materials inventory reaches a certain point. This is an example of which type of decision?
- A) Intuition
  - B) Satisficing
  - C) Nonprogrammed
  - D) Programmed
- 15 In general, the more complicated the technology, the \_\_\_\_\_ the need for a flexible organizational structure; and the \_\_\_\_\_ routine the technology, the \_\_\_\_\_ appropriate is the use of a formal organizational structure.
- A) greater; more; less
  - B) less; more; less
  - C) greater; more; more
  - D) greater; less; less
- 16 Managers should design flexible structures for their organization when:
- A) its environment is stable
  - B) its technology is simple
  - C) its workforce is highly skilled
  - D) its strategy is well understood
- 17 Subway Corporation made the basic decision that it would combine the jobs of "chef" and "food server" into a single job description. This was an example of:
- A) continuous-process technology.
  - B) a divisional structure.
  - C) a product structure.
  - D) job design.

# 國立中山大學 103 學年度碩士暨碩士專班招生考試試題

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- 18 The idea behind the concept of "job enrichment" is that \_\_\_\_\_ a worker's responsibility will \_\_\_\_\_ the worker's involvement in his or her job and \_\_\_\_\_ the worker's interest in the quality of the goods the worker produces.
- A) increasing; decrease; decrease  
B) decreasing; increase; increase  
C) increasing; increase; decrease  
D) increasing; increase; increase
- 19 In general, the greater the uncertainty in the organization's environment, the \_\_\_\_\_ complex the organization's strategy; and the less skilled its workforce, the \_\_\_\_\_ likely that the organization will use a flexible organizational structure.
- A) less; less  
B) more; more  
C) less; more  
D) more; less
- 20 When an issue is controversial and when different managers might be expected to champion different courses of action, the preferred technique is:
- A) production blocking  
B) brainstorming  
C) team learning  
D) nominal group

## 二、問答 (25%)

雖然世界各國普遍樂觀看待 2014 年景氣，對企業而言，選擇正確的策略加以實踐才是致勝關鍵。

1. 請問何謂先進策略 (first-mover)? (5%)
2. 先進策略有何優勢? (8%)並舉一企業實例 (2%)
3. 先進策略有何劣勢? (8%)並舉一企業實例 (2%)

## 三、個案分析 (25%)

請在讀完以下個案後，回答下列問題：

1. 請從鄧飛克對於遲到罰款的觀點，說明他再從母國到亞洲管理跨國企業時，所採取的是 Ethnocentric、Polycentric，還是 Geocentric 的觀點，並說明這三種觀點的意義。(8%)
2. 請評析鄧飛克要求人資部門改善遲到罰款規定的作法，是否合宜。(10%)
3. 如果你是人資部門主管麗達，你會如何處理鄧飛克的要求。(7%)

背面有題

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## 一個德國上司對遲到扣工資的反應

資料來源：<http://noah4672.wordpress.com/2012/08/09/%E8%BD%89%E8%B2%BC-%E4%B8%80%E5%80%8B%E5%BE%B7%E5%9C%8B%E4%B8%8A%E5%8F%B8%E5%B0%8D%E9%81%B2%E5%88%B0%E6%89%A3%E5%B7%A5%E8%B3%87%E7%9A%84%E5%8F%8D%E6%87%89-%E9%80%99%E4%BB%BD%E5%9A%B4%E8%AC%B9/>

老外上司叫 Dunffiker。於是，他給自己取了一個很雅致的中文名字——鄧飛克。聽說是有五十多了，謝了頂，戴一付眼鏡。不像是做現場管理的出身，倒像是位教授。

有一段，我的中國上司離職了，大中華區派了他來負責我們分部的管理。我很高興，因為，當初是他招我進公司的，面談後給了我極好評價。後來得知，他對我的好感竟來自於我曾經的軍人經歷和數學專業學歷。人力資源總監說，他認為軍人有最好的紀律意識，而學數學的邏輯能力一定不會差。顯然，這是一個典型的德國人。他要的是嚴格和嚴謹。

來分部好幾天，天天見到他和藹友好的微笑。“早上好，女士！”“Every thing is ok,boy?” 經常聽見他和員工打著招呼，禮貌周到，很紳士。

那天，做好了分部的工資冊，送去他辦公室簽字。敲門進去，告訴他簽名的地方。見他忙，請他簽完字打電話通知自己再來取，就逕自出了門。

外企的工作是繁多的，不知忙了多久，電話響了，

鄧飛克先生告訴我，他看不太明白工資表，讓我去一趟他的辦公室。

進門走過去站在他身邊，鄧飛克指著一欄問，“請你告訴我，我們支付員工的工資為什麼有扣款一項？”

原本以為自己粗心算錯了某個資料被鄧飛克發現了，心裡有些敲小鼓，一聽這話即刻輕鬆。

“先生，是這樣，根據分部規定，員工上班遲到是要被罰款的。分遲到多長時間罰款的數額不同，遲到時間越長罰的金額越多，遲到超過半小時就按缺勤半天計算”。

談起規章，豈有難倒我的？對答如流。

意外地，我發現鄧飛克先生常有的微笑不見了，哦，unhappy?可是，我執行的是規定，正常極了，不是麼？

“麗達，我讀過公司的員工手冊，並沒有發現關於遲到罰款的條款，我們與員工的合約裡也沒有這樣的條款。”

“鄧飛克先生。這是分部自己制訂的考勤管理制度。當然，我們是從上海分部那兒拷貝來的，稍加了修改。”

鄧飛克先生的臉色嚴肅極了，甚至有了一絲憤怒。”

“不！”他提高了嗓門兒。“難道，總部授權給分部自己做規章制度了嗎？我在公司十幾年了，包括德國，沒有一家分部得到過這樣的授權！”

一時間，我的頭有些暈。做個這樣的規定還要總部授權？這樣的制度難道不是為了有效的公司管理？什麼時候聽說訂個制度還要報告德國總部？大中華區的各分部有各種各樣的規章制度，有幾條是上了員工手冊的？

“先生，聽我解釋”“不，我不聽。我們分部超越了許可權，沒有權利發佈任何規定，除了總部的規定以外！”

背面有題

# 國立中山大學 103 學年度碩士暨碩士專班招生考試試題

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“好吧。那您認為應該怎麼辦？發佈這個制度也是前任總經理批准的。”

“立即廢止。請你回去清理一下是否還有其他規章制度，凡是不在員工手冊之內的，列出清單，我簽字通知全分部立即停止這種違規行為，取消執行！薪水標準是我們公司與員工簽訂的契約，怎麼可以隨便扣錢？！你違法了知道嗎？！”

好吧，鄧飛克先生，這是你們德國人的公司，您認為怎樣就怎樣好了。書呆子老外！我心裡嘀咕著，有些生氣。

這樣上綱上線啊，居然還違法了！這是在中國，不是你們的德國！小題大作，不可理喻！拿起工資冊，我掉頭而去。

回去正改著工資表，電話又響了。

“麗達！”“什麼事，鄧飛克先生？”“你說的員工遲到是不能允許的，我們要制止這種事情的發生！”

呵，這老外，你不是不讓罰款嗎？那麼，他遲到既成事實，我怎麼制止？用什麼制止？怎樣讓他不再遲到？

似笑非笑地回答他，“哦，這的確是個問題，鄧飛克先生。您認為應該怎樣讓員工不遲到呢？”

我甚至有一些幸災樂禍的感覺。行，我們就討論吧，繞去吧，中國員工就是愛遲到，您愛咋的咋的吧，反正我不敢違法，不能連累您，連累您熱愛的德國公司

“麗達，讓我想想。我會給你一個 solution”，"Ok!waiting for your solution."（好嘞，等著你的解決辦法）

放下電話，和助理笑了半天。不轉彎的老外，您慢慢想著先，我們去餐廳用餐了。

一個下午沒有聽見來自鄧飛克的聲音。竊笑不已，不知他的腦子想破了沒有。微微有一絲同情了。

一個德國上司對遲到扣工資的反應 這份嚴謹令人汗顏

快下班了，郵箱裡有一封來自他的郵件。打開，見到如下內容：

以下是引用片段：

嗨，麗達！

經過思考。我給你一個關於員工遲到解決辦法的建議如下：

一，員工初次遲到，由他的部門主管和他談話，瞭解遲到原因，如果是可以理解的客觀原因而非員工主觀願意，那麼，請他計算出從他的家到公司至少需要的路程時間，包括那些可能導致他發生遲到的情形在內。確保不再發生遲到。

二，員工再次遲到，由分管部門的分部副總與他談話，再聽其陳述理由。若屬藉口，應嚴肅指出已經不存在可遲到的因素。若屬意外，可給予善意提醒。

三，員工第三次遲到。由你與他談話，指出他的行為已經違約，給予口頭警告。

四，員工第四次遲到。由分部總經理與他談話，給予最後一次改正機會，並通知他沒有機會再一次遲到。

五，員工第五次遲到。表示已經無可救藥，直接到你部門，解除雇用合約。”

背面有題

# 國立中山大學 103 學年度碩士暨碩士專班招生考試試題

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祝好。

鄧飛克

哦，我的天！我親愛的德國上司，您讓我快要昏厥了！您願意饒了我們嗎？哦，親愛的員工同志們，請你們萬不可再次遲到，否則，多少個談話等著你，你不懼怕麼？估計你們的上司比你們還要害怕呢！

正哭笑不得間，鄧飛克先生來了第二封郵件。內容如下：

以下是引用片段：

親愛的麗達：

你作為人事經理，應該瞭解公司承諾給員工的工資是受法律保護的。你沒有權力扣罰員工受法律保護的勞動報酬。並且，你也不能違規代表公司錯誤行使你的權力，你的錯誤行為給公司帶來了損害，造成公司在法律上的違法風險。！

此外，你應該理解員工遲到有兩種可能。一是由於客觀原因導致他們意外遲到，這是可以諒解的，不應該扣罰他們的工資，我們不是不講理的公司，公司的價值觀是尊重員工的。這，你是知道的。二是，遲到是員工的刻意行為。這意味著員工沒有履行他們的職責，違背了合約承諾。這是必須向他指出來的，並且記錄在案，給予警告。

你應該明白的是，公司與員工的合約是嚴肅的並且受法律保護的。雙方的承諾通過約定的條款得以確定。員工同意這樣的工作時間，就是一個承諾，不應該遲到，這是不可以討論和允許的。如果員工遲到就扣罰工資，意味著他可以用錢買回他的工作時間，而這工作時間是他同意由公司支配並支付給他報酬的。那麼，是否合約規定的雙方承諾都可以用錢做交易呢？約定的事情就不可以改變，這是原則！如果你不能正確地理解並按照公司希望的方式工作，那麼，你就是失職。

最良好的祝願。

鄧飛克

# 國立中山大學 103 學年度碩士暨碩士專班招生考試試題

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請勿於試題紙上作答

一、選擇題 (50%)。以下單選題，每題 2.5 分，請作答於答案卷內

1. Daniel is the CEO of CookRite, a company manufacturing kitchen appliances. The company has been in business for the past ten years and sales were steadily increasing until six months ago, when there was a significant decrease. Though Daniel held a number of meetings with the top management of the company, he did not make any changes in the management techniques and did not blame managers for the drop in sales. Which of the following, if true, would indicate that Daniel was correct in his approach?
  - A) Sources reveal that CookRite's competitors saw a similar drop in sales over the same time period.
  - B) The price of technology used in CookRite products fell during this period, as a result of innovations.
  - C) Demand for kitchen appliances has increased significantly over the past year.
  - D) The symbolic view of management, which Daniel holds, is the preferred method in that industry.
  
2. Which of the following is true concerning the three managerial skills?
  - A) Conceptual skills are most important for lower-level managers
  - B) Human skills remain equally important to all levels of management.
  - C) Technical skills tend to be most important for middle-level managers.
  - D) Technical skills increase and conceptual skills decrease in importance as a manager climbs the organizational chart.
  
3. Christopher, who is based in the U.S. has been offered a chance to work in Thailand. He finds that in this society people are expected to look after others in their family (or organization) and protect them when they are in trouble. This society tends to support \_\_\_\_\_.
  - A) individualism
  - B) monotheism
  - C) collectivism
  - D) Parochialism
  
4. The board of directors of Acme Generating Corporation is meeting to consider the construction of a new electricity generation facility somewhere along the Muspetan River basin. The city of Muspetan has a high Air Pollution Index and the increasing amount of garbage is adding to the city's woes. Director Appleton would like the facility to be a coal-burning plant located in a remote area because the cost involved is moderate. Director Witworth wants a nuclear plant because this will not add to the city's already serious pollution problem, while taking care of its electricity requirements. Director Jossleman wants a plant that uses combustible fuels collected from the city's garbage. He wants the plant to be located near the downtown government area so that the steam could be used for heating the government buildings after it has passed through the generating turbines. Director Witworth is following which of the social responsibility views?
  - A) classical view
  - B) market view
  - C) activist view
  - D) socioeconomic view

背面有題



# 國立中山大學 103 學年度碩士暨碩士專班招生考試試題

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- 5 Larry is an HR manager with Merlin Infosystems. He is in charge of recruitment for entry-level positions in the company. He is of the view that job interviews should provide a realistic job preview. Which of the following is Larry likely to do during job interviews?
- A) intimidating the employee about possible overtime
  - B) promise a vibrant, fun work culture at the office
  - C) explain all the positive points, including the flexible nature of work
  - D) over-embellish the growth opportunities for employees
- 6 Suppose a manager cheats on an expense account. Into which of the following areas of managerial ethics does this behavior fall?
- A) employee behavior toward the organization
  - B) organizational behavior toward the employee
  - C) other economic agents' behavior toward the organization
  - D) organizational behavior toward other economic agents
- 7 Howard Industries is having a CPA firm review its financial records to confirm their conformance with generally accepted accounting principles. Howard Industries is in the process of a(n) \_\_\_\_\_.
- A) preliminary examination
  - B) audit
  - C) company-wide analysis
  - D) portfolio analysis
- 8 Which of the following is NOT considered a part of total quality management?
- A) Directing for quality
  - B) Planning for quality
  - C) Advertising for quality
  - D) Organizing for quality
- 9 A stock's market value is \_\_\_\_\_.
- A) the price of the stock plus the previous year's dividend
  - B) the face value of a share of stock, set by the issuing company's board of directors
  - C) the average price of one share of stock over the past year
  - D) the current price of a share of stock in the stock market
- 10 According to research, which statement is true regarding females as leaders?
- A) Females have a tendency of being less democratic than males.
  - B) Females tend to be more autocratic than males.
  - C) Females tend to be more charismatic than males.
  - D) Females are not necessarily more nurturing than males.
- 11 McDonald's decided to add breakfast to its hours of operation in order to increase the number of customers. This was an attempt to improve the organization's:
- A) Effectiveness.
  - B) Planning.
  - C) Leading strategy.
  - D) Efficiency.

背面有題

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- 12 When a CEO draws a picture of the reporting relationships that will occur under a management reorganization, this is an example of:
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  - B) Leading.
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- 13 Samantha, who runs her own small business, treats all her employees, customers, and suppliers fairly, regardless of their age, gender, or ethnicity. She is acting in the \_\_\_\_\_ role by doing this.
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  - C) its workforce is highly skilled
  - D) its strategy is well understood
- 17 Subway Corporation made the basic decision that it would combine the jobs of "chef" and "food server" into a single job description. This was an example of:
- A) continuous-process technology.
  - B) a divisional structure.
  - C) a product structure.
  - D) job design.
- 18 The idea behind the concept of "job enrichment" is that \_\_\_\_\_ a worker's responsibility will \_\_\_\_\_ the worker's involvement in his or her job and \_\_\_\_\_ the worker's interest in the quality of the goods the worker produces.
- A) increasing; decrease; decrease
  - B) decreasing; increase; increase
  - C) increasing; increase; decrease
  - D) increasing; increase; increase

背面有題

# 國立中山大學 103 學年度碩士暨碩士專班招生考試試題

科目名稱：管理學甲【企管系甲班碩士班甲組】

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- 19 In general, the greater the uncertainty in the organization's environment, the \_\_\_\_\_ complex the organization's strategy; and the less skilled its workforce, the \_\_\_\_\_ likely that the organization will use a flexible organizational structure.
- A) less; less
  - B) more; more
  - C) less; more
  - D) more; less
- 20 When an issue is controversial and when different managers might be expected to champion different courses of action, the preferred technique is:
- A) production blocking
  - B) brainstorming
  - C) team learning
  - D) nominal group

## 二、問答 (25%)

雖然世界各國普遍樂觀看待 2014 年景氣，對企業而言，選擇正確的策略加以實踐才是致勝關鍵。

1. 請問何謂先進策略 (first-mover)? (5%)
2. 先進策略有何優勢? (8%)並舉一企業實例 (2%)
3. 先進策略有何劣勢? (8%)並舉一企業實例 (2%)

## 三、個案分析 (25%)

請在讀完以下個案後，回答下列問題：

1. 請從鄧飛克對於遲到罰款的觀點，說明他再從母國到亞洲管理跨國企業時，所採取的是 Ethnocentric、Polycentric，還是 Geocentric 的觀點，並說明這三種觀點的意義。(8%)
2. 請評析鄧飛克要求人資部門改善遲到罰款規定的作法，是否合宜。(10%)
3. 如果你是人資部門主管麗達，你會如何處理鄧飛克的要求。(7%)

### 一個德國上司對遲到扣工資的反應

資料來源：<http://noah4672.wordpress.com/2012/08/09/%E8%BD%89%E8%B2%BC-%E4%B8%80%E5%80%8B%E5%BE%B7%E5%9C%8B%E4%B8%8A%E5%8F%B8%E5%B0%8D%E9%81%B2%E5%88%B0%E6%89%A3%E5%B7%A5%E8%B3%87%E7%9A%84%E5%8F%8D%E6%87%89-%E9%80%99%E4%BB%BD%E5%9A%B4%E8%AC%B9/>

老外上司叫 Dunffiker。於是，他給自己取了一個很雅致的中文名字——鄧飛克。聽說是有五十多了，謝了頂，戴一付眼鏡。不像是做現場管理的出身，倒像是位教授。

有一段，我的中國上司離職了，大中華區派了他來負責我們分部的管理。我很高興，因為，當初是他招我進公司的，面談後給了我極好評價。後來得知，他對我的好感竟來自於我曾經的軍

背面有題

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人經歷和數學專業學歷。人力資源總監說，他認為軍人有最好的紀律意識，而學數學的邏輯能力一定不會差。顯然，這是一個典型的德國人。他要的是嚴格和嚴謹。

來分部好幾天，天天見到他和藹友好的微笑。“早上好，女士！”“Every thing is ok,boy?” 經常聽見他和員工打著招呼，禮貌周到，很紳士。

那天，做好了分部的工資冊，送去他辦公室簽字。敲門進去，告訴他簽名的地方。見他忙，請他簽完字打電話通知自己再來取，就逕自出了門。

外企的工作是繁多的，不知忙了多久，電話響了，

鄧飛克先生告訴我，他看不太明白工資表，讓我去一趟他的辦公室。

進門走過去站在他身邊，鄧飛克指著一欄問，“請你告訴我，我們支付員工的工資為什麼有扣款一項？”

原本以為自己粗心算錯了某個資料被鄧飛克發現了，心裡有些敲小鼓，一聽這話即刻輕鬆。

“先生，是這樣，根據分部規定，員工上班遲到是要被罰款的。分遲到多長時間罰款的數額不同，遲到時間越長罰的金額越多，遲到超過半小時就按缺勤半天計算”。

談起規章，豈有難倒我的？對答如流。

意外地，我發現鄧飛克先生常有的微笑不見了，哦，unhappy?可是，我執行的是規定，正常極了，不是麼？

“麗達，我讀過公司的員工手冊，並沒有發現關於遲到罰款的條款，我們與員工的合約裡也沒有這樣的條款。”!

“鄧飛克先生。這是分部自己制訂的考勤管理制度。當然，我們是從上海分部那兒拷貝來的，稍加了修改。”

鄧飛克先生的臉色嚴肅極了，甚至有了一絲憤怒。”

“不！”他提高了嗓門兒。“難道，總部授權給分部自己做規章制度了嗎？我在公司十幾年了，包括德國，沒有一家分部得到過這樣的授權！”

一時間，我的頭有些暈。做個這樣的規定還要總部授權？這樣的制度難道不是為了有效的公司管理？什麼時候聽說訂個制度還要報告德國總部？大中華區的各分部有各種各樣的規章制度，有幾條是上了員工手冊的？

“先生，聽我解釋”“不，我不聽。我們分部超越了許可權，沒有權利發佈任何規定，除了總部的規定以外！”

“好吧。那您認為應該怎麼辦？發佈這個制度也是前任總經理批准的。”

“立即廢止。請你回去清理一下是否還有其他規章制度，凡是不在員工手冊之內的，列出清單，我簽字通知全分部立即停止這種違規行為，取消執行！薪水標準是我們公司與員工簽訂的契約，怎麼可以隨便扣錢？！你違法了知道嗎？！”

好吧，鄧飛克先生，這是你們德國人的公司，您認為怎樣就怎樣好了。書呆子老外！我心裡嘀咕著，有些生氣。

這樣上網線上線啊，居然還違法了！這是在中國，不是你們的德國！小題大作，不可理喻！拿起工資冊，我掉頭而去。

回去正改著工資表，電話又響了。

背面有題

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“麗達！”“什麼事，鄧飛克先生？”“你說的員工遲到是不能允許的，我們要制止這種事情的發生！”

呵，這老外，你不是不讓罰款嗎？那麼，他遲到既成事實，我怎麼制止？用什麼制止？怎樣讓他不再遲到？

似笑非笑地回答他，“哦，這的確是個問題，鄧飛克先生。您認為應該怎樣讓員工不遲到呢？”

我甚至有一些幸災樂禍的感覺。行，我們就討論吧，繞去吧，中國員工就是愛遲到，您愛咋的咋的吧，反正我不敢違法，不能連累您，連累您熱愛的德國公司

“麗達，讓我想想。我會給你一個 solution”，"Ok!waiting for your solution."（好嘞，等著你的解決辦法）

放下電話，和助理笑了半天。不轉彎的老外，您慢慢想著先，我們去餐廳用餐了。

一個下午沒有聽見來自鄧飛克的聲音。竊笑不已，不知他的腦子想破了沒有。微微有一絲同情了。

一個德國上司對遲到扣工資的反應 這份嚴謹令人汗顏

快下班了，郵箱裡有一封來自他的郵件。打開，見到如下內容：

以下是引用片段：

嗨，麗達！

經過思考。我給你一個關於員工遲到解決辦法的建議如下：

一，員工初次遲到，由他的部門主管和他談話，瞭解遲到原因，如果是可以理解的客觀原因而非員工主觀願意，那麼，請他計算出從他的家到公司至少需要的路程時間，包括那些可能導致他發生遲到的情形在內。確保不再發生遲到。

二，員工再次遲到，由分管部門的分部副總與他談話，再聽其陳述理由。若屬藉口，應嚴肅指出已經不存在可遲到的因素。若屬意外，可給予善意提醒。

三，員工第三次遲到。由你與他談話，指出他的行為已經違約，給予口頭警告。

四，員工第四次遲到。由分部總經理與他談話，給予最後一次改正機會，並通知他沒有機會再一次遲到。

五，員工第五次遲到。表示已經無可救藥，直接到你部門，解除雇用合約。”

祝好。

鄧飛克

哦，我的天！我親愛的德國上司，您讓我快要昏厥了！您願意饒了我們嗎？哦，親愛的員工同志們，請你們萬不可再次遲到，否則，多少個談話等著你，你不懼怕麼？估計你們的上司比你們還要害怕呢！

正哭笑不得間，鄧飛克先生來了第二封郵件。內容如下：

以下是引用片段：

親愛的麗達：

你作為人事經理，應該瞭解公司承諾給員工的工資是受法律保護的。你沒有權力扣

背面有題

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罰員工受法律保護的勞動報酬。並且，你也不能違規代表公司錯誤行使你的權力，你的錯誤行為給公司帶來了損害，造成公司在法律上的違法風險。！

此外，你應該理解員工遲到有兩種可能。一是由於客觀原因導致他們意外遲到，這是可以諒解的，不應該扣罰他們的工資，我們不是不講理的公司，公司的價值觀是尊重員工的。這，你是知道的。二是，遲到是員工的刻意行為。這意味著員工沒有履行他們的職責，違背了合約承諾。這是必須向他指出來的，並且記錄在案，給予警告。

你應該明白的是，公司與員工的合約是嚴肅的並且受法律保護的。雙方的承諾通過約定的條款得以確定。員工同意這樣的工作時間，就是一個承諾，不應該遲到，這是不可以討論和允許的。如果員工遲到就扣罰工資，意味著他可以用錢買回他的工作時間，而這工作時間是他同意由公司支配並支付給他報酬的。那麼，是否合約規定的雙方承諾都可以用錢做交易呢？約定的事情就不可以改變，這是原則！如果你不能正確地理解並按照公司希望的方式工作，那麼，你就是失職。

最良好的祝願。

鄧飛克