

國立中山大學八十八學年度碩博士班招生考試試題

科目：企業管理 企管系甲

共 5 頁 第 1 頁

一、單選題（請將您認為最合適的答案，依照題號的順序填入答案紙上的「是非、選擇專用頁」中。每題答對得 2 分，答錯不倒扣。）

1. Due to the diverse and complex nature of management, successful managers should possess a variety of which of the following skills?
 - a. arts and crafts
 - b. conceptual, human, and technical
 - c. analytical, athletic, and musical
 - d. conceptual, abstract, and human
 - e. technical, analytical, and conceptual
2. Project managers manage _____ and give up their management responsibilities when the project is finished.
 - a. vertically
 - b. diagonally
 - c. horizontally
 - d. competitors
 - e. nonhuman resources
3. Managers may perform up to ten different roles as part of their everyday job. The roles are divided into three categories:
 - a. personal, private, and public.
 - b. interpersonal, informational, and decisional.
 - c. semiprivate, informational, and public.
 - d. interpersonal, informative, and interesting.
 - e. decisional, argumentative, and disruptive.
4. The revolution in management thinking is caused by the
 - a. modern behavioral scientists.
 - b. chaotic environment and a shift in the way people think about organizations.
 - c. government and the environmentalists.
 - d. women's movement and the glass ceiling.
 - e. global peace movement.
5. An example of a corporate culture can be seen in
 - a. an object, act, or event that conveys meaning to others.
 - b. manners, dress, stories, physical symbols, organizational ceremonies, and office layout.
 - c. an association made of organizations with similar interests for the purpose of influencing the environment.
 - d. roles assumed by people and or departments that link and coordinate the organization with key elements of the external environment.
 - e. an association of people gathered together to discuss areas of disagreement.
6. Power distance can be defined as
 - a. a preference for a tightly knit social framework.
 - b. a cultural preference for achievement.
 - c. the degree to which people accept inequality in power among institutions, organizations, and people.
 - d. the degree to which organizations exert power over people.
 - e. the degree to which people are comfortable standing next to other people.
7. Ethics can be more clearly understood when compared with behaviors governed by the laws and by
 - a. free speech.
 - b. free press.
 - c. free choice.
 - d. free food.
 - e. free thought.

國立中山大學八十八學年度碩博士班招生考試試題

科目：企業管理 企管系甲

共 5 頁 第 2 頁

- 5
8. Ethical dilemmas occur because
- all legal and moral obligations have been fulfilled.
 - right and wrong can be clearly identified, yet it isn't profitable either way.
 - each choice or behavior is undesirable due to the possibility of a harmful ethical consequence.
 - an attempt is made for two wrongs to make a right.
 - right and wrong are clearly identifiable; each choice or behavior is more desirable due to the lack of any possible harmful ethical consequence.
9. _____ is the process of initializing a business venture, organizing the necessary resources, and assuming the necessary risks and rewards.
- Intrapreneurship
 - Venture capital
 - Entrepreneurship
 - Franchising
 - Resource maturity
10. The belief by individuals that their future is within their control and that external forces will have little influence is referred to as a(n)
- tolerance for ambiguity.
 - internal locus of control.
 - awareness of passing time.
 - external locus of control.
 - personal conflict.
11. A _____ is a unique form of entrepreneurial company, which was previously associated with and owes its start-up to another organization.
- franchise
 - corporation
 - partnership
 - spin-off
 - proprietorship
- 15
12. There are different levels of the organization and therefore there should be different levels of the planning process. What level of the organization should be looking at the question, "How to compete?"
- Business level strategy
 - Corporate level strategy
 - Functional level strategy
 - Personal level strategy
 - Industrywide level strategy
- 20
13. The competitive model lists five competitive forces. Which of the following is not part of the model?
- potential new entrants
 - bargaining power of buyers
 - life cycle of your product
 - threat of substitute products
 - rivalry among competitors
- 25
14. _____ means that a decision has clear-cut objectives and that good information is available, but the future outcomes associated with each alternative are subject to chance.
- Sureness
 - Uncertainty
 - Risk
 - Certainty
 - Ambiguity
- 30
15. _____ means that people have limits, or boundaries, on how rational they can be.
- Bounded irrationality
 - Classical bureaucratic
 - Classical distinguished
 - Bounded rationality
 - Administrative bureaucracy
- 30

國立中山大學八十八學年度碩博士班招生考試試題

科目：企業管理 企管系甲

共 5 頁 第 3 頁

- 5
16. Satisfying means that decision makers choose the _____ solution alternative that satisfies minimal decision criteria.
- a. first
 - b. second
 - c. third
 - d. alternative
 - e. last
17. Which of the following is not an advantage of participative decision making?
- a. More knowledge, facts, and alternatives can be evaluated.
 - b. Broader perspective for problem definition and analysis.
 - c. Member satisfaction and support for decision.
 - d. Clear focus for decision responsibility.
 - e. All of the above are advantages of participative decision making.
- 10
18. Despite the advantages of specialization, many organizations are moving away from the principle. Many companies are _____ jobs to provide greater challenges and are even assigning teams to tasks so that employees can rotate among several jobs performed by the team.
- a. reducing
 - b. enlarging
 - c. specializing
 - d. eliminating
 - e. transferring
- 15
19. _____ is the application of behavioral science knowledge to improve an organization's health and effectiveness through its ability to cope with environmental changes, improve internal relationships and increase problem-solving capacities.
- a. Motivation
 - b. Organizational development
 - c. Management psychology
 - d. Systems management
 - e. Time and motion studies
- 20
20. The hiring or promoting of applicants based on criteria that are not job relevant is referred to as _____
- a. affirmative action.
 - b. equal employment opportunity.
 - c. minority preference.
 - d. discrimination.
 - e. employment-at-will.
- 25
21. _____ refers to the relationship between one's score on a selection device and one's future job performance.
- a. Reliability
 - b. Validity
 - c. Application form
 - d. Assessment testing
 - e. Exit interview
- 30
22. Workforce diversity means the hiring and inclusion of people of _____ human qualities or who belong to various cultural groups.
- a. the same
 - b. similar
 - c. identical
 - d. different
 - e. analogous
23. The _____ style in Hersey and Blanchard's situational theory is for _____ subordinates.
- a. telling, high-readiness
 - b. telling, low-readiness
 - c. participating, high-readiness
 - d. participating, low-readiness
 - e. delegating, moderate-readiness
- 30

國立中山大學八十八學年度碩博士班招生考試試題

科目 企業管理 企管系甲

共 5 頁 第 1 頁

24. In the path-goal theory, leaders increase their motivation by either _____ or _____.
- decreasing the subordinates' path to rewards, decreasing rewards that subordinates value or desire
 - clarifying the subordinates' path to the rewards, increasing the rewards that subordinates value or desire
 - telling subordinates exactly what they are supposed to do, consulting with his or her subordinates about what to do
 - stressing higher quality performance, stressing improvement over current performance
 - clarifying the subordinate's path to rewards, consulting with his or her subordinates about what to do
25. When a union tries to improve wages and working conditions in order to be consistent with a comparable union whose members make more money, it is using the _____ method for reducing inequity.
- change outcomes
 - change inputs
 - distortion of perceptions of self
 - distortion of perceptions of others
 - none of the above
26. Informal communications coexists with formal but may skip hierarchical levels, cutting across _____ chains of command to connect virtually anyone in the organization.
- formal
 - informal
 - vertical
 - horizontal
 - lateral
27. A team that uses computer technology and groupware so that geographically distant members can collaborate on projects and reach common goals is known as a _____ team.
- problem-solving
 - virtual
 - technocratic
 - quality circle
 - groupware
28. What is the proper order of the stages of team development?
- storming, norming, forming, performing, adjourning
 - adjourning, storming, norming, forming, performing
 - performing, storming, norming, forming, adjourning
 - forming, storming, norming, performing, adjourning
 - forming, norming, storming, performing, adjourning
29. _____ control is the use of rules, policies, hierarchy of authority, written documentation, reward systems, and other formal mechanisms that influence employee behaviors and enhance performance.
- Bureaucratic
 - Decentralized
 - Peer group
 - Self
 - Individuality
30. The budget process is concerned with
- whether budgets meet their goals.
 - how budgets are actually formulated and implemented.
 - who gets the budget reports.
 - how much over- or under-budget the organization is.
 - what budget the organization is following.

二. 申論題 (每題 20 分; 每題以 250 字作答; 請先整理思緒, 再從容作答; 凡字跡潦草, 字數過多或過少皆扣分; 評分標準為結構嚴謹, 論及周延, 見解創新, 及文字流暢)

1. 如果當代企業管理強調資金、利潤、本地市場、職權領導、個人績效、垂直的組織結構、穩健的組織文化等; 那麼相對於上述重點, 你認為新世紀的管理典範為何?

2. 何謂規模經濟? 何謂經驗曲線? 這兩個概念如何應用在產業競爭策略分析, 試各舉兩例說明之。(12分)
在目前變化多端的环境中, 應用這兩個概念要注意什麼陷阱?(8分)

國立中山大學八十八學年度碩博士班招生考試試題

科目：企管系 經濟學(甲)

共4頁 第1頁

壹、單一選擇題(請就下列問題，在答案卷上註明題號，並選取「唯一」
正確答案填入作答，每題4分，共四十分)

1. Suppose the technology for producing personal computers improves and, at the same time, individuals discover new uses for personal computers so that there is greater utilization of personal computers. Which of the following will happen to equilibrium price and equilibrium quantity?
 - (a) price up; quantity cannot be determined;
 - (b) price down; quantity cannot be determined;
 - (c) quantity up; price cannot be determined;
 - (d) quantity down; price cannot be determined.
2. Suppose the production of paper towels exhibits an external cost, such as water pollution. Which of the following will be true of the paper-towel market equilibrium outcome?
 - (a) Equilibrium quantity will be greater than the economically-efficient level;
 - (b) Equilibrium quantity will be less than the economically-efficient level;
 - (c) Equilibrium price will be less than it would be at the efficient level;
 - (d) Resources are "under allocated" toward the production of paper towels.
3. Under which of the following circumstances will a private contribution be made?
 - (a) When the marginal utility of the contribution is maximized;
 - (b) When the marginal utility of a dollar spent on the contribution is greater than the cost of the dollar itself;
 - (c) When the marginal utility of the contribution is greater to the recipients than it is to the dollar;
 - (d) When the recipients make a sacrifice at least equal to the cost of the contribution.

國立中山大學八十八學年度碩博士班招生考試試題

科目：企管系 經濟學 (甲)

共 4 頁 第 2 頁

4. When comparing the value of a college education to starting work right out of high school:

- (a) one must calculate the present value of the anticipated earnings from having a college degree;
- (b) the value of the benefits received in the future is greater than the value of those same benefits received today;
- (c) individuals will be more likely to choose not to attend college if the supply of those who work right out of high school is quite large;
- (d) attending college must be considered a consumption good, with immediate benefits, rather than an investment good.

5. If a negative externality is associated with the production of a good in a competitive market:

- (a) Marginal private cost $>$ marginal social cost;
- (b) more than the optimal amount of the good is being produced;
- (c) price $<$ marginal private cost;
- (d) price $>$ marginal social cost.

6. Which of the following helps to overcome the problem of voters being uninformed about political issues?

- (a) Voter "apathy";
- (b) Once a candidate adopts a label, the candidate has a strong incentive to vote as the label suggests;
- (c) Voters being unable to take a free ride on the knowledge of newspaper editors;
- (d) The fact that voters cannot tell what the stance of a candidate will be on a range of issues, if the candidate adopts a label.

7. Assume that there is a decrease in the amount of capital. This will have the effect of:

- (a) shifting the Long-Run AS curve to the left;
- (b) increasing the level of full employment output;
- (c) shift the PPF(Production Possibility Frontier) out;
- (d) all of the above.

8. It is difficult to distinguish between demand-pull and cost-push inflation because:

- (a) an increase in aggregate demand eventually causes the Short-Run AS curve to shift left;
- (b) increase real GNP leads to increasing production costs;
- (c) workers demand higher wages when output is above the natural level of output;
- (d) all of above.

9. Assume that you are the President's chief economic adviser and a Monetarist. It has been determined that the economy may be headed into an inflationary situation. Which of the following policies would you recommend?

- (a) decrease the money supply;
- (b) pursue a contractionary fiscal policy;
- (c) keep the money supply growing at a stable rate and avoid active countercyclical fiscal policy;
- (d) use a combination of accommodating countercyclical fiscal and monetary policies.

10. Under a flexible exchange rate system, an increase in money demand causes the exchange rate--measured in units of foreign currency per dollar--to:

- (a) fall, net exports rise, and AD shifts right;
- (b) rise, net exports fall, and AD shifts right;
- (c) rise, net exports rise, and AD shifts right;
- (d) fall, net exports fall, and AD shifts left.

貳、計算與問答題(請註明題號，詳細計算過程或推論結果，共 60 分)

一、假設有某一個產業，共有兩家廠商，其邊際成本均為 0，產業所面對的反需求函數為：

$$P(Y) = 100 - Y; \text{ 其中, } Y = y_1 + y_2 \text{ 是兩家廠商生產之總和。}$$

試問：

- (一) 整個產業在競爭均衡下的產出為何？(5 分)
- (二) 如果每家廠商的行為是 Cournot Competitor，在給定第二家廠商的產量下，第一家廠商的最適產量為何？(5 分)
- (三) 計算兩家廠商的 Cournot Equilibrium 的產量。(5 分)
- (四) 計算兩家廠商的 Cartel Equilibrium 的產量。(5 分)

二、請從 Coase 的 Transaction Cost 與 Alchian-Demestz 的 Team Production 論點，分別說明企業組織之存在與其本質。(10 分)

三、請解釋 Robert Lucas 之 Rational Expectation 假說，並以一特定之模型解說「Policy Irrelevance」之結論。(10 分)

四、(一)首先，假設租稅為所得之函數， $T = t(Y)$ ，且為累進稅， $t'(Y) > 0$ 。請利用 IS-LM 模型找出平衡預算(也就是 $dT = dG$ 時)乘數之值。(10 分)

(二)其次，假設消費與投資均為可支配所得及利率之函數， $C = C(Y^d, r)$ ， $I = I(Y^d, r)$ ，且假定 $1 > C_Y + I_Y > 0$ ； $C_r > 0$ ； $I_r > 0$ ，視租稅為外生變數($T = T_0$)時，請利用 IS-LM 模型，找出平衡預算乘數之值。

(10 分)

國立中山大學八十八學年度碩博士班招生考試試題
科目：企管系碩士班甲班 經濟學(乙)

共 / 頁 第 /

1. 八十八年四月十二日經濟日報報導：

本週公債殖利率上升因素：(1)14日將標售300億元國庫券；(2)20日將標售360億元88乙1期公債；(3)央行副總裁徐義雄表示，市場資金還是寬鬆，若短率過度快速下降，央行將進場沖銷；(4)所得稅陸續繳庫；(5)貨物稅繳庫；(6)股市持續向上盤升。

請依據前述報導，回答下列兩個問題。

- (1) 何謂殖利率？(4分)
 - (2) 解釋前述報導中的第1,3,4,6點因素，為什麼他們會造成殖利率上升？(每點4分)
2. 知名經濟學者 Paul Krugman 以正確預測出亞洲經濟衰退而聞名於世。幾年前，亞洲經濟成長快速，大家都看好亞洲經濟時，他就認為亞洲的經濟成長無法持續。他的主要論點是什麼？究竟亞洲過去經濟成長的主要因素是什麼？(20分)
3. 政府開放外勞政策是否會影響法定最低工資？如何影響？為什麼？(10分)
4. 電腦軟體廠商經常推出所謂「專業版」、「普及版」或「教育版」的不同版本之軟體，這是不是表示廠商在採行差別定價(price discrimination)策略？為什麼？(10分)
5. Suppose that the price of X is twice as high as the price of Y. You are a utility maximizer who allocates your budget between each good. What must be true about the relationship between the marginal utility levels of the last unit consumed of each good? (10分)
6. You are currently going to a graduate school. Consider yourself to be a "firm" utilizing inputs to produce an output. Thus output can be defined as the knowledge gained by going to school or by the diploma. Inputs include the faculty, classrooms, paper, books as well as yourself. Describe a situation when diminishing marginal returns applies. (15分)
7. "External costs are bad, and government intervention to reduce them is justified. External benefits, however, are good, and there is no reason for government intervention in this case." Evaluate these statements. (15分)

1. 八十八年四月十二日經濟日報報導：

本週公債殖利率上升因素：(1)14日將標售300億元國庫券；(2)20日將標售360億元88乙1期公債；(3)央行副總裁徐義雄表示，市場資金還是寬鬆，若短率過度快速下降，央行將進場沖銷；(4)所得稅陸續繳庫；(5)貨物稅繳庫；(6)股市持續向上盤升。

請依據前述報導，回答下列兩個問題。

(1) 何謂殖利率？(4分)

(2) 解釋前述報導中的第1,3,4,6點因素，為什麼他們會造成殖利率上升？(每點4分)

2. 知名經濟學者 Paul Krugman 以正確預測出亞洲經濟衰退而聞名於世。幾年前，亞洲經濟成長快速，大家都看好亞洲經濟時，他就認為亞洲的經濟成長無法持續。他的主要論點是什麼？究竟亞洲過去經濟成長的主要因素是什麼？(20分)
3. 政府開放外勞政策是否會影響法定最低工資？如何影響？為什麼？(10分)
4. 電腦軟體廠商經常推出所謂「專業版」、「普及版」或「教育版」的不同版本之軟體，這是不是表示廠商在採行差別定價(price discrimination)策略？為什麼？(10分)
5. Suppose that the price of X is twice as high as the price of Y. You are a utility maximizer who allocates your budget between each good. What must be true about the relationship between the marginal utility levels of the last unit consumed of each good? (10分)
6. You are currently going to a graduate school. Consider yourself to be a "firm" utilizing inputs to produce an output. Thus output can be defined as the knowledge gained by going to school or by the diploma. Inputs include the faculty, classrooms, paper, books as well as yourself. Describe a situation when diminishing marginal returns applies. (15分)
7. "External costs are bad, and government intervention to reduce them is justified. External benefits, however, are good, and there is no reason for government intervention in this case." Evaluate these statements. (15分)

國立中山大學八十八學年度碩博士班招生考試試題

科目： 管理學(乙) 企業管理學系碩士班甲班 共 6 頁 第 1 頁

單選題 (請將您認為最合適的答案，依照題號的順序填入答案紙上的「是非、選擇專用頁」中。每題答對得 2 分，答錯不倒扣。)

1. _____ created the world's largest and richest trading market when it took effect on January 1, 1994.

- A. The European Union
- B. The new Eastern Union
- C. NAFTA
- D. CanAmeriMex Alliance

2. Total quality management (TQM) involves all of the following except:

- A. Intense focus on the customer
- B. Concern for cost-benefit analysis
- C. Concern for continual improvement
- D. Empowerment of employees

3. _____ argue(s) that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual.

- A. Expectancy theory
- B. Motivation-hygiene theory
- C. Theory X and Theory Y
- D. Equity theory

4. Management by objectives was originally proposed by:

- A. Abraham Maslow
- B. Frederick Herzberg
- C. Victor Vroom
- D. Peter Drucker

5. Bounded rationality refers to:

- A. The state of the environment that confines decision boundaries
- B. Rationality that has boundaries for individuals
- C. Decision making as a segmented process in which each segment has boundary
- D. Individuals who behave rationally within the limits of a simplified model that captures the complexity of the problems.

6. John is not sure whether there is one type of leadership best in all situations. He thinks that group performance is a function of the leader's style and relevant situational factors. John believes in what leadership approach?

- A. Behavioral
- B. Trait
- C. Contingency
- D. Grid

國立中山大學八十八學年度碩博士班招生考試試題

科目：管理學(乙)

共6頁 第2頁

7. The most important aspect of power is that it is a function of:

- A. Discretion
- B. Dependence
- C. Persuasion
- D. Potential

8. Identify the base of power in the following situation: You like a person and enjoy doing things for him or her.

- A. Coercive power
- B. Reward power
- C. Legitimate power
- D. Referent power

9. The office supply firm that has three separate departments—one to service retail clients, one wholesale clients, and one government clients—is practicing _____ departmentalization.

- A. Functional
- B. Customer
- C. Product
- D. Geographic

10. Mary argues that she can supervise forty employees effectively. Mary believes she can have a large:

- A. Span of control
- B. Chain of command
- C. Unity of command
- D. Division of labor

11. Sandra's boss has asked her to redesign her job as if she were starting over from scratch. Her boss is using:

- A. Total quality management
- B. Flexible manufacturing systems
- C. Reengineering
- D. Planned obsolescence

12. Expanding jobs vertically refers to:

- A. Job rotation
- B. Job enlargement
- C. Job enrichment
- D. Job flexibility

13. Intrinsic rewards include all of the following except:

- A. Interesting work
- B. Meaningful work
- C. Stock options
- D. Participation in decision making

國立中山大學八十八學年度碩博士班招生考試試題

科目：管理學(乙)

共 6 頁 第 3 頁

14. All of the following are characteristics of an organization's culture except:

- A. Innovation and risk taking
- B. Attention to detail
- C. Aggressiveness
- D. Differentiation

15. Which of the following is a way in which culture is transmitted to employees?

- A. Stories
- B. Rituals
- C. Material symbols
- D. All of the above

16. The correct order of the steps in the change process is:

- A. Change, unfreeze, refreeze
- B. Unfreeze, refreeze, change
- C. Unfreeze, change, refreeze
- D. Refreeze, change, unfreeze

17. Which of the following is not a recent trend in organization structure?

- A. Structures are becoming flatter
- B. Structures are more decentralized
- C. Structures are more mechanistic
- D. Structures are more organic

18. If a group can produce more working together than they can by each person working alone, the group is said to have _____.

- A. negative entropy
- B. differentiation
- C. synergy
- D. horizontal integration

19. A manager using the satisficing model of decision making is most likely to

- A. compile an extensive amount of information about the subject
- B. stop the decision process upon finding a solution that is good enough
- C. test many possible solutions until the best or optimum solution is found
- D. assign a subordinate to decide, as this level of decision is generally regarded as being of minimal importance.

20. Which of the following is NOT one of Michael E. Porter's five competitive forces presented in his model?

- A. the amount of rivalry from competitors
- B. the internal strengths of the organization
- C. the bargaining power of suppliers
- D. the threat of substitute products or services in the market

國立中山大學八十八學年度碩博士班招生考試試題

科目：管理學(乙)

共 6 頁 第 4 頁

21. There are a number of ways in which an organization can improve its lateral relations and thereby its horizontal coordination. Which of the following is NOT a means of improving lateral relations?

- A. Liaison roles
- B. Task forces
- C. Managerial integrators
- D. More centralization

22. The functional structure form of organization design has a number of advantages. Which of the following is NOT one of them?

- A. Efficient use of resources
- B. Strong orientation to customer requirements
- C. Possible economies of scale in operations
- D. Potential technical advantage over competitors

23. It would be most correct to say that organizational development (OD) relies on the use of

- A. interactions
- B. intermissions
- C. interventions
- D. inventories

24. Which of the following is NOT considered to be part of the controlling function of management?

- A. Set goals
- B. Develop appropriate standards
- C. Compare performance against standards
- D. Take steps to ensure that corrective actions are taken when necessary

25. A/an _____ is responsibility center whose budgetary performance is measured by the difference between revenues and costs

- A. Standard cost center
- B. Discretionary expense center
- C. Profit center
- D. Investment center

26. From a systems perspective, operations management is most concerned with the _____ of the organization

- A. inputs
- B. processing
- C. outputs
- D. structure

27. The stakeholders of a company would best be defined as

- A. The owners of the company
- B. The environment of the company
- C. Those individuals or groups that can be directly affected by the company's actions
- D. The inner environment

國立中山大學八十八學年度碩博士班招生考試試題

科目：管理學(乙)

共 6 頁 第 5 頁

28. Max Weber's ideal bureaucracy was characterized by all BUT which one of the following.

- A. Specialization of labor
- B. Impersonality
- C. Formal rules and procedures
- D. Class consciousness and nepotism

29. In the communication process, encoding is necessary in order

- A. to use mechanical or electronic assistance in transmission
- B. to convert our intended message into symbols—the only way it can be transmitted.
- C. for us to confirm our thoughts before transmission of the message to the receiver
- D. to facilitate feedback through the same network

30. The organizational level at which strategies are determined for strategic business units (SBUs) is the

- A. Business level
- B. Operational level
- C. Corporate level
- D. Functional level

二、簡答題

【本大題共 40 分。答案應盡量簡潔扼要，切中要點；分數的高低完全取決於答案的品質，與字數的多寡無關。】

1. 現今全世界有超過 200 所大學的管理學院開設『企業精神』方面的課程；國立中山大學企管系的碩士班也開設了一門『倫理、領導與決策』的必修課，這顯示了當今全球企業管理的潮流之所趨。您認為企業精神、企業倫理、企業家的領導風範和決策行為可以教得出來嗎？請解釋您的答案。如果您有一天在大學裡執起教鞭，您要怎麼來教這種課？【10 分】
2. 台積電的董事長張忠謀先生曾經說過：「我從事經營管理三十多年，興趣包括政治、文化、經濟等等，這些都是經營管理之學。在我求學階段中，大部分的課程都是理工科目，但是我印象最深刻的教授卻是大一在哈佛大學的人文學(Humanity)教授。我修這門課非常辛苦，要念荷馬的『伊里亞德』史詩，還要念羅馬詩、密爾頓的『失樂園』等書。這位教授的樣貌到現在還深深在我眼前，很瀟灑、很天馬行空，他對西洋文化的變遷俯拾皆是，毫不費力。這個人文學的教授就是活學的人，而經營管理也是一門活學....。」張忠謀先生的觀點似乎顛覆了整個的管理學。其實，全球知名的管理大師彼得杜拉克也曾經說過：「傳統管理學的教科書應該丟到垃圾桶裡去啦！」這到底是怎麼一回事呢？請說說看您的觀點。【15 分】
3. 有人說：「考績制度的重點在於培育塑造，而不是僅僅看過去表現而已。但是，很多企業的考績制度並不成功，主要的原因是只知道考績，卻遺忘了塑造。」秉諸這個觀點，請說說看企業應當如何激勵(Motivate)員工。【15 分】

國立中山大學八十八學年度碩博士班招生考試試題

科目：管理學(丙) 企業管理學系碩士班甲班 共6頁 第 | 頁

單選題 (請將您認為最合適的答案，依照題號的順序填入答案紙上的「是非、選擇專用頁」中。每題答對得2分，答錯不倒扣。)

1. _____ created the world's largest and richest trading market when it took effect on January 1, 1994.
 - A. The European Union
 - B. The new Eastern Union
 - C. NAFTA
 - D. CanAmeriMex Alliance

2. In equity theory, individual's behavior is influenced by their perception of the:
 - A. cost-benefit equation
 - B. efficiency-effectiveness formula
 - C. attitude-behavior balance
 - D. input-outcome ratio

3. _____ argue(s) that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual.
 - A. Expectancy theory
 - B. Motivation-hygiene theory
 - C. Theory X and Theory Y
 - D. Equity theory

4. Management by objectives was originally proposed by:
 - A. Abraham Maslow
 - B. Frederick Herzberg
 - C. Victor Vroom
 - D. Peter Drucker

5. Which of the following is true about leadership?
 - A. Leader and manager are similar terms
 - B. Leadership is the ability to influence a group to achieve goals
 - C. Leadership refers to the incremental influence a person has beyond his or her informal authority
 - D. Leadership has to be granted by the organization

6. John is not sure whether there is one type of leadership best in all situations. He thinks that group performance is a function of the leader's style and relevant situational factors. John believes in what leadership approach?
 - A. Behavioral
 - B. Trait
 - C. Contingency
 - D. Grid

國立中山大學八十八學年度碩博士班招生考試試題

科目：管理學(丙)

共6頁 第2頁

- 5
7. The most important aspect of power is that it is a function of:
- A. Discretion
 - B. Dependence
 - C. Persuasion
 - D. Potential
8. _____ is the unbroken line of authority that extends from the top of the organization to the lowest echelon and clarifies who reports to whom.
- A. Unity of command
 - B. Span of control
 - C. Chain of command
 - D. Centralized management
- 10
9. The office supply firm that has three separate departments—one to service retail clients, one wholesale clients, and one government clients—is practicing _____ departmentalization.
- A. Functional
 - B. Customer
 - C. Product
 - D. Geographic
- 15
10. Mary argues that she can supervise forty employees effectively. Mary believes she can have a large:
- A. Span of control
 - B. Chain of command
 - C. Unity of command
 - D. Division of labor
- 20
11. Contingent employees include all of the following except:
- A. Administrative staff
 - B. Temporaries
 - C. Contract workers
 - D. Consultants
12. Expanding jobs vertically refers to:
- A. Job rotation
 - B. Job enlargement
 - C. Job enrichment
 - D. Job flexibility
- 25
13. Intrinsic rewards include all of the following except:
- A. Interesting work
 - B. Meaningful work
 - C. Stock options
 - D. Participation in decision making
- 30

國立中山大學八十八學年度碩博士班招生考試試題

科目：管理學(丙)

共 6 頁 第 3 頁

14. The process by which employees adapt to an organization's culture is called:

- A. Indoctrination
- B. Orientation
- C. Socialization
- D. Confirmation

15. Which of the following is a way in which culture is transmitted to employees?

- A. Stories
- B. Rituals
- C. Material symbols
- D. All of the above

16. The correct order of the steps in the change process is:

- A. Change, unfreeze, refreeze
- B. Unfreeze, refreeze, change
- C. Unfreeze, change, refreeze
- D. Refreeze, change, unfreeze

17. The primary focus of scientific management was:

- A. the overall organization and how to structure it for more efficiency.
- B. Managers and the practices they used to activate the organization effectively.
- C. the interrelatedness of the different parts of the organization to each other.
- D. the work performed in each job and how to determine the best way to do it.

18. If a group can produce more working together than they can by each person working alone, the group is said to have _____.

- A. negative entropy
- B. differentiation
- C. synergy
- D. horizontal integration

19. A manager using the satisficing model of decision making is most likely to

- A. compile an extensive amount of information about the subject
- B. stop the decision process upon finding a solution that is good enough
- C. test many possible solutions until the best or optimum solution is found
- D. assign a subordinate to decide, as this level of decision is generally regarded as being of minimal importance.

20. The BCG matrix is a portfolio approach to business-mix analysis that looks at two variables about the performance of a firm's several business: the growth rate of the market and the _____.

- A. resource required
- B. relative market share
- C. break-even point
- D. return on assets

國立中山大學八十八學年度碩博士班招生考試試題

科目：管理學(丙)

共 6 頁 第 4 頁

21. There are a number of ways in which an organization can improve its lateral relations and thereby its horizontal coordination. Which of the following is NOT a means of improving lateral relations?

- A. Liaison roles
- B. Task forces
- C. Managerial integrators
- D. More centralization

22. The functional structure form of organization design has a number of advantages. Which of the following is NOT one of them?

- A. Efficient use of resources
- B. Strong orientation to customer requirements
- C. Possible economies of scale in operations
- D. Potential technical advantage over competitors

23. Which of the following communication networks is considered to be the most centralized?

- A. wheel
- B. circle
- C. chain
- D. all-channel

24. Which of the following is NOT considered to be part of the controlling function of management?

- A. Set goals
- B. Develop appropriate standards
- C. Compare performance against standards
- D. Take steps to ensure that corrective actions are taken when necessary

25. A/an _____ is responsibility center whose budgetary performance is measured by the difference between revenues and costs

- A. Standard cost center
- B. Discretionary expense center
- C. Profit center
- D. Investment center

26. Geert Hofstede was able to conduct for IBM one of the largest international studies ever made on the effects of societal culture on individuals. His approach involved the analysis of societies along four cultural dimensions: power distance, uncertainty avoidance, individualism-collectivism, and

- A. educational impact
- B. masculinity-femininity
- C. value premise
- D. internalism-externalism

國立中山大學八十八學年度碩博士班招生考試試題

科目：管理學(丙)

共 6 頁 第 5 頁

27. The stakeholders of a company would best be defined as
- A. The owners of the company
 - B. The environment of the company
 - C. Those individuals or groups that can be directly affected by the company's actions
 - D. The inner environment
28. Max Weber's ideal bureaucracy was characterized by all BUT which one of the following.
- A. Specialization of labor
 - B. Impersonality
 - C. Formal rules and procedures
 - D. Class consciousness and nepotism
29. In the communication process, encoding is necessary in order
- A. to use mechanical or electronic assistance in transmission
 - B. to convert our intended message into symbols—the only way it can be transmitted.
 - C. for us to confirm our thoughts before transmission of the message to the receiver
 - D. to facilitate feedback through the same network
30. The organizational level at which strategies are determined for strategic business units (SBUs) is the
- A. Business level
 - B. Operational level
 - C. Corporate level
 - D. Functional level

二、簡答題

【本大題共 40 分。答案應盡量簡潔扼要，切中要點；分數的高低完全取決於答案的品質，與字數的多寡無關。】

1. 現今全世界有超過 200 所大學的管理學院開設『企業精神』方面的課程；國立中山大學企管系的碩士班也開設了一門『倫理、領導與決策』的必修課，這顯示了當今全球企業管理的潮流之所趨。您認為企業精神、企業倫理、企業家的領導風範和決策行為可以教得出來嗎？請解釋您的答案。如果您有一天在大學裡執起教鞭，您要怎麼來教這種課？【10 分】
2. 台積電的董事長張忠謀先生曾經說過：「我從事經營管理三十多年，興趣包括政治、文化、經濟等等，這些都是經營管理之學。在我求學階段中，大部分的課程都是理工科目，但是我印象最深刻的教授卻是大一在哈佛大學的人文學(Humanity)教授。我修這門課非常辛苦，要念荷馬的『伊里亞德』史詩，還要念羅馬詩、密爾頓的『失樂園』等書。這位教授的樣貌到現在還深深在我眼前，很瀟灑、很天馬行空，他對西洋文化的變遷俯拾皆是，毫不費力。這個人文學的教授就是活學的人，而經營管理也是一門活學……。」張忠謀先生的觀點似乎顛覆了整個的管理學。其實，全球知名的管理大師彼得杜拉克也曾經說過：「傳統管理學的教科書應該丟到垃圾桶裡去啦！」這到底是怎麼一回事呢？請說說看您的觀點。【15 分】
3. 有人說：「考績制度的重點在於培育塑造，而不是僅僅看過去表現而已。但是，很多企業的考績制度並不成功，主要的原因是只知道考績，卻遺忘了塑造。」秉諸這個觀點，請說說看企業應當如何激勵(Motivate)員工。【15 分】

國立中山大學八十八學年度碩博士班招生考試試題

科目：企管系碩七班甲班·經濟學(丙)

共 / 頁 第 / 頁

1. 八十八年四月十二日經濟日報報導：

本週公債殖利率上升因素：(1)14日將標售300億元國庫券；(2)20日將標售360億元88乙1期公債；(3)央行副總裁徐義雄表示，市場資金還是寬鬆，若短率過度快速下降，央行將進場沖銷；(4)所得稅陸續繳庫；(5)貨物稅繳庫；(6)股市持續向上盤升。

請依據前述報導，回答下列兩個問題。

- (1) 何謂殖利率？(4分)
 - (2) 解釋前述報導中的第1,3,4,6點因素，為什麼他們會造成殖利率上升？(每點4分)
2. 知名經濟學者 Paul Krugman 以正確預測出亞洲經濟衰退而聞名於世。幾年前，亞洲經濟成長快速，大家都看好亞洲經濟時，他就認為亞洲的經濟成長無法持續。他的主要論點是什麼？究竟亞洲過去經濟成長的主要因素是什麼？(20分)
3. 政府開放外勞政策是否會影響法定最低工資？如何影響？為什麼？(10分)
4. 電腦軟體廠商經常推出所謂「專業版」、「普及版」或「教育版」的不同版本之軟體，這是不是表示廠商在採行差別定價(price discrimination)策略？為什麼？(10分)
5. Suppose that the price of X is twice as high as the price of Y. You are a utility maximizer who allocates your budget between each good. What must be true about the relationship between the marginal utility levels of the last unit consumed of each good? (10分)
6. Can a production function that exhibits increasing returns to scale also display diminishing marginal returns? Why? (15分)
7. Suppose that property rights change so that students non longer have exclusive rights to the use of lecture notes they take in classes. (All notes are collected after class, and anyone can borrow notes for twenty-four hours on a first-come, first-served basis.) How would this change affect note takings, class attendance, and studying? Why? (15分)

國立中山大學八十八學年度碩博士班招生考試試題

科目：企管系碩士班甲組 經濟學(丁)

共(頁)第(頁)

1. 八十八年四月十二日經濟日報報導：

本週公債殖利率上升因素：(1)14日將標售300億元國庫券；(2)20日將標售360億元88乙1期公債；(3)央行副總裁徐義雄表示，市場資金還是寬鬆，若短率過度快速下降，央行將進場沖銷；(4)所得稅陸續繳庫；(5)貨物稅繳庫；(6)股市持續向上盤升。

請依據前述報導，回答下列兩個問題。

- (1) 何謂殖利率？(4分)
 - (2) 解釋前述報導中的第1,3,4,6點因素，為什麼他們會造成殖利率上升？(每點4分)
2. 知名經濟學者 Paul Krugman 以正確預測出亞洲經濟衰退而聞名於世。幾年前，亞洲經濟成長快速，大家都看好亞洲經濟時，他就認為亞洲的經濟成長無法持續。他的主要論點是什麼？究竟亞洲過去經濟成長的主要因素是什麼？(20分)
3. 政府開放外勞政策是否會影響法定最低工資？如何影響？為什麼？(10分)
4. 電腦軟體廠商經常推出所謂「專業版」、「普及版」或「教育版」的不同版本之軟體，這是不是表示廠商在採行差別定價(price discrimination)策略？為什麼？(10分)
5. Suppose that the price of X is twice as high as the price of Y. You are a utility maximizer who allocates your budget between each good. What must be true about the relationship between the marginal utility levels of the last unit consumed of each good? (10分)
6. Many firms use suggestion boxes or provide financial bonuses for employees who suggest a way of operating better. Suppose an employee suggests that the firm rearrange its floor plan to permit a better flow of materials and people. The firm does so and output increases by 3 percent without any increase in any of the inputs. Was the firm operating inefficiently before? Why? (15分)
7. "When public goods or externalities lead to inefficient resource allocation, government intervention is justified." Is it? Why? (15分)

國立中山大學八十八學年度碩博士班招生考試試題

科目： 管理學(丁) 企業管理學系碩士班甲班 共 6 頁 第 1 頁

單選題 (請將您認為最合適的答案，依照題號的順序填入答案紙上的「是非、選擇專用頁」中。每題答對得 2 分，答錯不倒扣。)

1. Total quality management (TQM) involves all of the following except:

- A. Intense focus on the customer
- B. Concern for cost-benefit analysis
- C. Concern for continual improvement
- D. Empowerment of employees

2. In equity theory, individual's behavior is influenced by their perception of the:

- A. cost-benefit equation
- B. efficiency-effectiveness formula
- C. attitude-behavior balance
- D. input-outcome ratio

3. _____ argue(s) that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual.

- A. Expectancy theory
- B. Motivation-hygiene theory
- C. Theory X and Theory Y
- D. Equity theory

4. Bounded rationality refers to:

- A. The state of the environment that confines decision boundaries
- B. Rationality that has boundaries for individuals
- C. Decision making as a segmented process in which each segment has boundary
- D. Individuals who behave rationally within the limits of a simplified model that captures the complexity of the problems.

5. Which of the following is true about leadership?

- A. Leader and manager are similar terms
- B. Leadership is the ability to influence a group to achieve goals
- C. Leadership refers to the incremental influence a person has beyond his or her informal authority
- D. Leadership has to be granted by the organization

6. John is not sure whether there is one type of leadership best in all situations. He thinks that group performance is a function of the leader's style and relevant situational factors. John believes in what leadership approach?

- A. Behavioral
- B. Trait
- C. Contingency
- D. Grid

國立中山大學八十八學年度碩博士班招生考試試題

科目：管理學(丁)

共6頁 第2頁

7. Identify the base of power in the following situation: You like a person and enjoy doing things for him or her.

- A. Coercive power
- B. Reward power
- C. Legitimate power
- D. Referent power

8. _____ is the unbroken line of authority that extends from the top of the organization to the lowest echelon and clarifies who reports to whom.

- A. Unity of command
- B. Span of control
- C. Chain of command
- D. Centralized management

9. The office supply firm that has three separate departments—one to service retail clients, one wholesale clients, and one government clients—is practicing _____ departmentalization.

- A. Functional
- B. Customer
- C. Product
- D. Geographic

10. Sandra's boss has asked her to redesign her job as if she were starting over from scratch. Her boss is using:

- A. Total quality management
- B. Flexible manufacturing systems
- C. Reengineering
- D. Planned obsolescence

11. Contingent employees include all of the following except:

- A. Administrative staff
- B. Temporaries
- C. Contract workers
- D. Consultants

12. Expanding jobs vertically refers to:

- A. Job rotation
- B. Job enlargement
- C. Job enrichment
- D. Job flexibility

13. All of the following are characteristics of an organization's culture except:

- A. Innovation and risk taking
- B. Attention to detail
- C. Aggressiveness
- D. Differentiation

14. The process by which employees adapt to an organization's culture is called:

- A. Indoctrination
- B. Orientation
- C. Socialization
- D. Confirmation

15. Which of the following is a way in which culture is transmitted to employees?

- A. Stories
- B. Rituals
- C. Material symbols
- D. All of the above

16. Which of the following is not a recent trend in organization structure?

- A. Structures are becoming flatter
- B. Structures are more decentralized
- C. Structures are more mechanistic
- D. Structures are more organic

17. The primary focus of scientific management was:

- A. the overall organization and how to structure it for more efficiency.
- B. Managers and the practices they used to activate the organization effectively.
- C. the interrelatedness of the different parts of the organization to each other.
- D. the work performed in each job and how to determine the best way to do it.

18. If a group can produce more working together than they can by each person working alone, the group is said to have _____.

- A. negative entropy
- B. differentiation
- C. synergy
- D. horizontal integration

19. Which of the following is NOT one of Michael E. Porter's five competitive forces presented in his model?

- A. the amount of rivalry from competitors
- B. the internal strengths of the organization
- C. the bargaining power of suppliers
- D. the threat of substitute products or services in the market

20. The BCG matrix is a portfolio approach to business-mix analysis that looks at two variables about the performance of a firm's several business: the growth rate of the market and the _____.

- A. resource required
- B. relative market share
- C. break-even point
- D. return on assets

21. There are a number of ways in which an organization can improve its lateral relations and thereby its horizontal coordination. Which of the following is NOT a means of improving lateral relations?

- A. Liaison roles
- B. Task forces
- C. Managerial integrators
- D. More centralization

22. It would be most correct to say that organizational development (OD) relies on the use of

- A. interactions
- B. intermissions
- C. interventions
- D. inventories

23. Which of the following communication networks is considered to be the most centralized?

- A. wheel
- B. circle
- C. chain
- D. all-channel

24. Which of the following is NOT considered to be part of the controlling function of management?

- A. Set goals
- B. Develop appropriate standards
- C. Compare performance against standards
- D. Take steps to ensure that corrective actions are taken when necessary

25. From a systems perspective, operations management is most concerned with the _____ of the organization

- A. inputs
- B. processing
- C. outputs
- D. structure

26. Geert Hofstede was able to conduct for IBM one of the largest international studies ever made on the effects of societal culture on individuals. His approach involved the analysis of societies along four cultural dimensions: power distance, uncertainty avoidance, individualism-collectivism, and

- A. educational impact
- B. masculinity-femininity
- C. value premise
- D. internalism-externalism

國立中山大學八十八學年度碩博士班招生考試試題

科目：管理學 (J)

共 6 頁 第 5 頁

27. The stakeholders of a company would best be defined as
- A. The owners of the company
 - B. The environment of the company
 - C. Those individuals or groups that can be directly affected by the company's actions
 - D. The inner environment
28. In the communication process, encoding is necessary in order
- A. to use mechanical or electronic assistance in transmission
 - B. to convert our intended message into symbols—the only way it can be transmitted.
 - C. for us to confirm our thoughts before transmission of the message to the receiver
 - D. to facilitate feedback through the same network
29. The organizational level at which strategies are determined for strategic business units (SBUs) is the
- A. Business level
 - B. Operational level
 - C. Corporate level
 - D. Functional level
30. An agreement that establishes greater economic interdependence among the United States, Canada, and Mexico is known as:
- A. EEOC
 - B. CanAmeriMex Alliance
 - C. BFOQ
 - D. NAFTA

二、簡答題

【本大題共 40 分。答案應盡量簡潔扼要，切中要點；分數的高低完全取決於答案的品質，與字數的多寡無關。】

1. 現今全世界有超過 200 所大學的管理學院開設『企業精神』方面的課程；國立中山大學企管系的碩士班也開設了一門『倫理、領導與決策』的必修課，這顯示了當今全球企業管理的潮流之所趨。您認為企業精神、企業倫理、企業家的領導風範和決策行為可以教得出來嗎？請解釋您的答案。如果您有一天在大學裡執起教鞭，您要怎麼來教這種課？【10 分】
2. 台積電的董事長張忠謀先生曾經說過：「我從事經營管理三十多年，興趣包括政治、文化、經濟等等，這些都是經營管理之學。在我求學階段中，大部分的課程都是理工科目，但是我印象最深刻的教授卻是大一在哈佛大學的人文學(Humanity)教授。我修這門課非常辛苦，要念荷馬的『伊里亞德』史詩，還要念羅馬詩、密爾頓的『失樂園』等書。這位教授的樣貌到現在還深深在我眼前，很瀟灑、很天馬行空，他對西洋文化的變遷俯拾皆是，毫不費力。這個人文學的教授就是活學的人，而經營管理也是一門活學....。」張忠謀先生的觀點似乎顛覆了整個的管理學。其實，全球知名的管理大師彼得杜拉克也曾經說過：「傳統管理學的教科書應該丟到垃圾桶裡去啦！」這到底是怎麼一回事呢？請說說看您的觀點。【15 分】
3. 有人說：「考績制度的重點在於培育塑造，而不是僅僅看過去表現而已。但是，很多企業的考績制度並不成功，主要的原因是只知道考績，卻遺忘了塑造。」秉諸這個觀點，請說說看企業應當如何激勵(Motivate)員工。【15 分】