

# 國立中山大學八十九學年度碩博士班招生考試試題

科目：經濟學 (甲) 企業管理學系碩士班甲班 共 4 頁 第 / 頁

## 第壹題 (共有 3 小題)

1. 日前總統選舉選情激烈，台灣許多地區都出現總統選舉的賭盤交易。某日 T 電視台報導：L 候選人在北部的賭盤行情為 1 賠 1 (也就是說，如果你花 1 元購買 L 候選人當選的證券，而且 L 候選人真的當選了，那麼你除了 1 元的本金外，還可以得到 1 元的報酬。但是，如果 L 候選人最後沒有當選，那麼你將損失你的本金)；在中部的賭盤行情為 1 賠 1；而在南部的賭盤行情為 1 賠 3 (如果你花 1 元購買 L 候選人當選的證券，而且 L 候選人真的當選了，那麼你除了 1 元的本金外，還可以得到 3 元的報酬)。試問，參加賭盤交易的人是所謂的風險愛好者(risk loving)嗎？請定義一下投資人的風險態度。另外，從賭盤交易的價格你可以得到什麼樣的資訊？假設買賣雙方可以無限制的買進賣出證券，那麼 L 候選人的賭盤價格系統合理嗎？你有沒有特殊的交易策略，可以在這樣的總統選舉的賭盤交易行情中獲利？(20 分)

2. In a three-good world, is the following set of observations of price-quantity data consistent with utility maximization? Why or why not? (10 分)

	price			quantity		
	Good 1	Good 2	Good 3	Good 1	Good 2	Good 3
Consumption 1	3	4	1	5	1	3
Consumption 2	2	3	2	3	3	3
Consumption 3	5	3	1	4	2	2

3. Suppose the phone company charges \$200 a month for basic service, which includes 100 free calls per month. After the first 100 calls, each call costs \$1. Under this pricing structure, Mr. Smart makes 200 calls per month. (20 分)
- a) Suppose a second phone company offers a different pricing structure: phone calls are \$1.5 each, there is no monthly service charge and no free calls. Will Mr. Smart change his phone company? If he does, or if he is forced to change, will he make more or less phone calls?
- b) Suppose the new phone company charges \$1.7 per call. Does your answer to a) change? If so, how?

# 國立中山大學八十九學年度碩博士班招生考試試題

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第貳題（共有 2 小題；每小題 10 分）

1. 行政院經建會編製之「景氣對策訊號」指標中，「綠燈」與「藍燈」分別代表什麼意義？
2. Can an economy grow without technical progress? Explain your answer.

第參題（單選題 10 小題，請選出最恰當的一個答案；每小題 3 分）

1. Which of the following costs of producing computer memory chips SHOULD NOT be considered when deciding whether to increase production?
  - a. The wages paid to the workers on the memory chip assembly line.
  - b. The costs of materials that go into the production of each chip.
  - c. The costs of packaging and shipping completed memory chips to Dell, Gateway, and Micron.
  - d. The wages paid to engineers working in research and development.
  - e. All of the above costs should be considered when making this decision.
2. In an oligopolistic industry, undercutting the prices of rival firms
  - a. is the primary method by which firms compete.
  - b. is always a wise strategy, because it enlarges the profits of the firm doing the price cutting.
  - c. is less common than it is in pure competition.
  - d. can be a poor strategy, since it can lead to price warfare between firms.
  - e. is less common than in pure monopoly.
3. If the firms in an industry have been creating pollution and are forced to find a method of waste disposal that does not damage the environment, the result will probably be
  - a. a lower price for the product offered by the firms.
  - b. a higher product price and a higher equilibrium quantity.
  - c. a lower product price and a higher equilibrium quantity.
  - d. a higher product price and a lower equilibrium quantity.
  - e. None of the above.

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- 5
- 10
- 15
- 20
- 25
- 5
- 10
- 15
- 20
- 25
4. A supply shock such as an increase in the price of imported oil would tend to
    - a. reduce equilibrium GDP and the price level.
    - b. increase both equilibrium GDP and the price level.
    - c. reduce both unemployment and inflation.
    - d. generate unemployment but lower the price level.
    - e. increase unemployment while also raising the prices.
  
  5. Assume that the reserve requirement is 20 percent and that all banks in the system are "loaned-up" (have no excess reserves). If an individual deposits \$20,000 in currency in a checking account at the ABC bank, which of the following would be true?
    - a. The ABC bank would be able to expand loans by a maximum of \$20,000.
    - b. The banking system would be able to expand loans by a maximum of \$20,000.
    - c. The ABC bank would be able to expand loans by a maximum of \$16,000.
    - d. The banking system would be able to expand loans by a maximum of \$60,000.
    - e. The banking system would be able to expand loans by a maximum of \$40,000.
  
  6. Because of the existence of automatic stabilizers, the government budget
    - a. will tend to toward surplus during a recession.
    - b. automatically tends to be balanced on an annual basis.
    - c. will tend toward deficit during a recession.
    - d. will tend toward deficit during a period of economic expansion.
    - e. injects the economy with additional spending during inflationary periods.
  
  7. One advantage of stimulating aggregate supply rather than aggregate demand is that increases in aggregate supply
    - a. tend to take effect more quickly than increases in aggregate demand.
    - b. automatically cause increases in the money supply.
    - c. can reduce both the price level and real GDP at the same time.
    - d. always increase the price level.
    - e. can reduce unemployment and inflation at the same time.

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8. An economy is said to be efficient if
- a. it is possible to produce more of one good without producing less of another.
  - b. it is not possible to produce more of one good without producing less of another.
  - c. it is possible to produce more of all goods.
  - d. it is not possible to increase profits by producing more goods.
  - e. None of the above.
9. Which of the following is TRUE?
- a. Economists generally prefer quotas to tariffs because quotas help to keep out shoddy goods.
  - b. Economists see tariffs and quotas as equally undesirable.
  - c. Economists prefer tariffs to quotas because consumers can still buy the taxed item.
  - d. Economists prefer tariffs to quotas because tariffs are more effective in keeping out foreign goods.
  - e. Economists favor tariff protection rather than free trade because tariffs can be used to gain tax revenue.
10. Under a system of flexible exchange rates, if a nation is incurring a balance of payments deficit
- a. it will be corrected by the outflow of gold.
  - b. it will be automatically eliminated by exchange rate adjustments.
  - c. the nation will need to petition the International Monetary Fund for a loan.
  - d. the nation will need to devalue its currency.
  - e. it will be corrected by the inflow of gold.

# 國立中山大學八十九學年度碩博士班招生考試試題

科目：企業管理 企業管理學系碩士班甲班 共 5 頁 第 1 頁

第一部份：單選題 (佔總分 50%)

每題答對得 2 分，答錯倒扣 1 分，倒扣總分至多不超過得分總數。

1. 那一家公司首先推出了及時供應(just-in-time)的制度，成為製造業的典範？

- A. 福特
- B. 奇異
- C. 三菱
- D. 豐田

2. 已經有相當證據認為領導能力與\_\_\_\_\_有關。

- A. 身高
- B. 外向
- C. 學歷
- D. 智力

3. 下列何者不屬於費德勒的領導權變模式中的情境變數之一？

- A. Leader's consideration
- B. Task structure
- C. Leader's position power
- D. Leader-member relations

4. 下列那一個概念對權力(power)的定義是最重要的？

- A. 說服 (persuasion)
- B. 依賴 (dependency)
- C. 情境 (situation)
- D. 潛力 (potential)

5. 要判斷某項衝突 (conflict)是否具有正面功能，其準則是 \_\_\_\_\_？

- A. 整體士氣
- B. 員工流動率
- C. 群體業績表現
- D. 曠職率

6. 下列何者是解決衝突問題的雙贏策略？

- A. Accommodating
- B. Collaborating
- C. Competing
- D. Compromising

7. 遭到挫折時，下列何者最可能是錯誤的因應方式？

- A. 尋找協助
- B. 昇華
- C. 合理化
- D. 再接再厲

8. 網路化訓練(Web-Based Training)可讓學習者透過網路及瀏覽器就能學習到需要的課程，其遭遇到的最大限制是 \_\_\_\_\_。

- A. 此法只適合知識汰換快速的高科技公司
- B. 訓練人數受到限制
- C. 開發與設計教材的人員奇缺
- D. 電腦及網路環境導致巨額開支

9. 進行組織變革 (organizational change)有三大途徑，下列何者不在其中？

- A. 人員
- B. 技術
- C. 任務
- D. 組織結構

10. 至少在本世紀中葉之前，許多企業經營者還是把 \_\_\_\_\_ 當成提升生產力的不二法門。

- A. 正式化 (formalization)
- B. 工作專業化 (work specialization)
- C. 授權 (delegation)
- D. 集權 (centralization)

11. 在矩陣式組織裡，最可能產生的問題是 \_\_\_\_\_。

- A. 對環境的反應能力減低
- B. 員工的工作動機變弱
- C. 不再享有規模經濟
- D. 成員有角色衝突的問題

12. 虛擬式組織 (virtual organization) 的最主要優點是 \_\_\_\_\_。

- A. 控制能力
- B. 預測能力
- C. 組織彈性
- D. 經濟規模

13. 一般而言，公司策略的變革會導致 \_\_\_\_\_。

- A. 經營環境變化
- B. 組織溝通順暢
- C. 生產力增加
- D. 組織結構變化

14. 國民黨成立改造委員會，為數達五十五人，可判斷它的性質最不可能是 \_\_\_\_\_。

- A. Team
- B. Task force
- C. Matrix organization
- D. Group

15. 台灣在瑞士洛桑管理學院(IMD)每年公佈的全球國家競爭力報告中，最不理想的項目是 \_\_\_\_\_，有學者認與兩岸關係倒退有很大的關連。

- A. 科技實力
- B. 國際化程度
- C. 政府效率
- D. 企業管理

16. 企業內部要求整合時，以下那一個管理觀念最重要？

- A. 分工
- B. 規劃
- C. 協調
- D. 組織

17. 追求漸進式改進(incremental improvements)的變革策略是 \_\_\_\_\_。

- A. TQM
- B. Reengineering
- C. Process value analysis
- D. Flexible manufacturing system

18. 管理者的領導風格會影響對員工績效效標的選擇，例如，信奉 X 理論的主管偏向以 \_\_\_\_\_ 當作效標。

- A. 人格特質
- B. 工作結果
- C. 工作行爲
- D. 同儕評比

19. 下列那一個理論與工作特性模式 (Job characteristics model)最爲相關?

- A. Motivation-hygiene theory
- B. Equity theory
- C. Great person theory
- D. Leader-member Exchange model

20. 公司可向外或向內羅致人才，如果一味向外界徵募人才，通常會在那一方面產生負面的影響?

- A. 創新觀念
- B. 人事成本
- C. 員工素質
- D. 工作士氣

21. 下列何種工作特性可以讓員工體驗到工作責任?

- A. 技術變化性
- B. 工作完整性
- C. 工作重要性
- D. 工作自主性

22. 馬斯洛的理論對下列何者最有貢獻?

- A. 管理人性化
- B. 制度合理化
- C. 領導民主化
- D. 經營國際化

23. 下列何者不屬於工作豐富化諸多原則之一?

- A. 增加作業之數目
- B. 增進工作之難度
- C. 讓個人擁有更大控制權
- D. 使工作者及時獲知其績效

24. 下列何者違反用人(employment)的原則?

- A. 用人唯才，重視學力與實力
- B. 因人設事，使每個員工都有所作爲
- C. 考試取才，以求公平地進用人才
- D. 人盡其才，要給予員工合理的配置



25. 有關員工紀律的維持，下列那一個陳述是正確的？

- A. 員工對執法鬆弛的管理人員通常會心存感謝與尊敬
- B. 紀律行動通常被認為是一種消極的激勵措施
- C. 員工的不滿若未正式表示，不能構成申訴，故無須注意
- D. 員工違反紀律情形不勝枚舉，無法訂定標準程序處理之

第二部份：簡答題(佔 50%)

注意事項：答案內容要切中問題點，但是文筆和字體往往也會在無形中影響給分。寫得越多，不一定就會得越多分。

1. 有人說，經理人要做正確的事。也就是說，要做經理人最應該做的事，不要浪費時間去做那些不應該做的事。那麼，請說說看一個有效的經理人應該做些什麼事才是正確的事？您都常常做正確的事嗎？要怎麼樣才能訓練自己多做正確的事，少做錯誤的事？【25 分】
2. 時下非常熱門的思潮就是企業要不斷的創新，才足以掌握變革，贏得利基。因此，組織要創新，產品要創新，技術要創新，流程要創新，觀念要創新.....，可以說，任何東西都要創新，才不致於被淘汰。請問，一個企業在創新的過程中往往會碰到哪些困難？要如何克服這些困難？【25 分】

壹、請回答以下問題。(每題不得超過 300 字)：

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1. Welcome to Kaohsiung for your Master degree! In her book "World Class: thriving locally in the global economy" (1995), R. M. Kanter, from Harvard Business School, has argued that making a "local" enterprise as the World Class, or as "cosmopolitan", in the global economy will be conditioned by three C's--concepts, competence, and connection. Do you agree? In the Millennium, for the further economic development, the Kaohsiung area has been long facing its limitation under the shadow of "South vs. North" and "Local vs. Central" issues. Thus, taking Kaohsiung as a case study, please comment on Professor Kanter's argument and suggest a better industry economic policy. (20 分)

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2. On April 3<sup>rd</sup>, 2000, the Court of the USA decided *the Microsoft Anti-trust Trial*. Please analyze the comparative advantages between "the interests from market dominance by a major industry" and "the interests from competition order of the free market", and the policy-choice by the US government. (20 分)

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3. Now, let's talk about the e-Commerce or the e-Economy, please translate any "TWO" from the following terms into the Chinese, and explain their meanings and importance to e-Economy as well: (i) groupware; (ii) enterprise resource planning (ERP); (iii) customer relation management (CRM); (iv) supply chain management (SCM). (10 分)

貳：選擇題，單選，每題 2.5 分，共 20 題

1. 簡單凱因斯模型中，縱軸是支出，橫軸是A)國民所得B)國民所得淨額C)可支配所得D)個人所得E)假定以上四者皆相等
2. 設一國因資訊科技的運用致生產力上升，同時股市漲升致人民財富增加，則有A)物價上漲率提高B)經濟成長率提高C)物價上漲率下跌D)經濟成長率提高及物價上漲率降低
3. 下列何者不是去年921地震對去年第四季經濟的影響？A)失業率提高B)財富受損導致消費支出減少C)民間重建投資支出增加D)政府賑災物資導致總供給線右移
4. 下列何者不正確？A)物價提高增加名目貨幣需求B)物價上漲率提高增加實質貨幣需求C)名目財富增加提高名目貨幣需求D)實質所得增加提高實質貨幣需求E)名目利率提高降低實質貨幣需求
5. 引入外勞的影響A)GDP增加B)GNP增加C)要素在國外所得淨額增加D)進口增加E)貿易餘額增加
6. 下列何者計入當年GDP？A)出售股票所得價款B)家庭主婦操作家務的價值C)警察的薪水D)外籍勞工在台所賺工資E)自國外購汽車之價值
7. A)  $APC < MPC$  B)  $APC + MPS = 1$  C)  $MPS + MPC = 1$  D)  $MPS > MPC$  E)  $APS > APC$
8. 下列何者是存量而非流量？A)國民所得B)消費C)投資D)存貨水準E)政府消費
9. 古典模型的特質不包括A)名目工資沒有僵固性B)勞動市場常處於均衡狀態C)物價水準有僵固性D)總合需求變動時總產出維持不變
10. 若台灣採取釘住美元的匯率政策，現若台灣利率下跌，則A)外匯需求減少B)外匯供給增加C)央行須賣出美元D)金融帳產生順差E)經常帳產生順差
11. The law of diminishing marginal returns states that A) as a firm's output increases, the reduction in average fixed cost per extra unit of output becomes smaller and smaller B) as a firm's output increases, the reduction in total fixed cost per extra unit of output becomes smaller and smaller C) as a firm becomes larger and larger, at some point its total output will begin to fall D) as more and more of a variable factor of production is used together with a fixed factor of production, beyond some point the total production begins to fall E) as more and more of a variable factor of production is used together with a fixed factor of production, beyond some point the marginal product attributable to each additional unit of the variable factor begins to fall

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科目：經濟學(乙)企業管理學系碩士班甲班 共3頁 第3頁

12. A monopolist maximizing profits through price discrimination is likely to  
A) charge more to the customer with the lower elasticity of demand B) charge more to the customer with the higher elasticity of demand C) encourage customers charged lower prices to resell the good to those charged higher prices D) avoid segmenting the market
13. 市場需求線是個人需求線的加總，現在若整個市場只有一單位商品可供出售，則該商品賣給何人？A)最想要該商品的人 B)最富裕的人 C)邊際效用最高的人 D)需求價格最高的人
14. 若完全競爭市場中產業的長期供給線為正斜率，若沿此線右移，會有A)個別廠商的LAC向上移 B)廠商數減少 C)廠商不再生產在LAC的最低點 D)廠商會有超額利潤
15. 獨佔廠商若採完全差別定價A)邊際收益線低於需求線 B)生產者剩餘為零 C)廠商利潤最大的產量有一特質：最後一單位產品的售價恰等於生產該單位產品的邊際成本 D)不論是否採取差別定價，廠商的利潤極大產量相同
16. 若某“舌盲”的人對柳丁與橘子的喜好相同，則橘子與柳丁的無異曲線有下列特質A)邊際替代率遞減 B)邊際替代率恆為一 C)不會購買價格較高之物 D)無異曲線凹向原點
17. 在香煙市場均衡時，香煙每包\$20元，銷售量1,000包。設香煙需求(弧)彈性為0.2，若政府對每包香煙課徵1元從量稅，則在新均衡A)990 ≤ 銷售量 B)香煙廠未繳稅前收入 ≤ 20,000元 C)香煙廠繳稅後收入 ≥ 20,000元 D)香煙售價為每包21元
18. 下列何者正確？A)  $MC = \Delta TVC / \Delta Q$  B) AFC遞增 C)  $AC = MC$ 時為AVC最低點 D)  $AVC = MC$ 時為AC最低點
19. 下列何者最接近壟斷性競爭？A)加油站 B)水泥製造業 C)計程車業 D)服飾零售業
20. 在完全競爭市場之下，下列何者有誤？A)  $MU_x / MU_y = P_x / P_y$  B)

$$MC_x / MC_y = MU_x / MU_y \quad C) MP_K / MP_L = P_K / P_L \quad D) MP_K / MP_L = P_x / P_y$$

# 國立中山大學八十九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 共 6 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. The classic Weberian model of formal organization or bureaucracy included all of the following features except:

- A. Standardized training and training requirements, career paths, and reward systems.
- B. Set boundaries for each department and sub-unit, but no clear boundaries between the organization itself and its environment.
- C. Formal rules and standard operating procedures that govern activities, specified in written documents and files.
- D. A formal hierarchy of positions, with a clear line of authority that sets out clearly the powers--and limitations of those powers--for each position or office, in a clear and detailed chain of command.
- E. Clearly delineated specialized individual positions and jobs, with careful and detailed specification of the qualifications required to fill the position, the responsibilities and performance requirements of that position, and the assignment to it of the resources required to do the job.

2. The word "effectiveness" may mean one thing to one person and something different to another person. This is an example of what kind of a barrier?

- A. Semantics
- B. Wrong channel selection
- C. Status or power differences
- D. Interpersonal barriers
- E. Inconsistent cues

3. According to Max Weber's, the foundational "spirit" of capitalism is:

- A. social movement.
- B. charismatic leaders.
- C. Protestant Ethic.
- D. Catholic Ethic.

4. The most common social comparison in the work setting are:

- A. Upward comparisons
- B. Downward comparisons
- C. Horizontal comparisons
- D. Vertical comparisons

5. \_\_\_\_\_ occurs when leaders from important sectors in the environment are made part of an organization. It takes place, for example, when influential customers or suppliers are appointed to the board of directors, such as when the senior executive of a bank sits on the board of a manufacturing company.

- A. Cooptation
- B. Interlocking directorate
- C. Executive recruitment
- D. Strategic alliance

6. "The decision process is not seen as a sequence of steps that begins with a problem and ends with a solution. Problem identification and problem solution may not be connected to each other. An idea may be proposed as a solution when no problem is specified. A problem may exist and never generate a solution. Decisions are the outcome of independent streams of events within the organization..." The above descriptions are characteristics of which types of organizational decision-making processes:

- A. Management science approach to organizational decision making
- B. Carnegie model of organizational decision making
- C. Incremental decision process model
- D. Garbage can model

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國立中山大學八十九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 共 6 頁 第 2 頁

7. Which of the following statements regarding the relationship between structure and strategy is incorrect?

- A. Alfred D. Chandler argued that major companies generally follow a pattern of strategy development and then structural change, rather than the reverse.
- B. Chandler's work suggests that a mismatch between strategy and structure can lead to organizational difficulties.
- C. More recent studies have shown that the causal linkages between structure and strategy may go both way.
- D. More recent studies have shown that there is no relationship between strategy and structure.

8. Which of the following statements regarding job design is incorrect?

- A. Enriched and enlarged jobs typically increase efficiency.
- B. Enriched and enlarged jobs often increase organizational flexibility.
- C. Enriched and enlarged jobs generally increase intrinsic motivation.
- D. Job enrichment and enlargement usually complicate explicit incentives, because it is hard to balance incentives among the many diverse tasks impounded in the job.

9. Which of the following approaches is most likely to eliminate the glass ceiling in the long run?

- A. Train women to monitor their behavior so that they are neither too masculine or too feminine.
- B. Educate women to assess what is desirable behavior by the management hierarchy and to change themselves to "fit" into the existing culture.
- C. Change the organizational norms, policies, and structures that inhibit full utilization of the workforce.
- D. Provide sensitivity training to all employees.

10. Which of the following statements regarding extrinsic and intrinsic rewards is most accurate?

- A. extrinsic and intrinsic rewards motivate performance only when the performance appears necessary to obtain them
- B. extrinsic rewards are more motivating than intrinsic rewards
- C. intrinsic rewards are more motivating than extrinsic rewards
- D. the organization can directly control intrinsic rewards, while it can only indirectly control extrinsic rewards

11. Jim is attempting to improve the performance of his employees. He is setting up a new system by (1) conducting a performance audit, (2) establishing performance standards or goals, (3) giving feedback to employees about their performance, and (4) offering employees praise or other rewards tied directly to performance. Jim is establishing a:

- A. positive reinforcement system
- B. management by objectives system
- C. positive discipline program
- D. employee assistance program

12. Employee disclosure of illegal, immoral, or illegitimate practices on the employer's part is called \_\_\_\_\_.

- A. Whistle-blowing
- B. Ethics ombudsman
- C. Inside trading
- D. Grapevine

13. A(n) \_\_\_\_\_ collects, processes, and provides information about an organization's entire enterprise, including orders, product design, production, purchasing, inventory, distribution, human resources, receipt of payments, and forecasting of future demand.

- A. ERP system
- B. Expert system
- C. Decision support system
- D. Executive information system
- E. Group decision support system

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14. The modern meaning of \_\_\_\_\_ is the use of a huge database that combines all of a company's data and allows business users to access the data directly, create reports, and obtain answers to what-if questions.

- A. Data mining
- B. Data warehousing
- C. Data management
- D. Data generating
- E. Data retrieving

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15. As of today, all of the following countries have adopted euro as the single European currency EXCEPT:

- A. Portugal
- B. Ireland
- C. Luxembourg
- D. Finland
- E. Norway

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16. One should not jump into team designs unless the potential advantages outweigh the costs. Which of the following is not an advantage of team:

- A. A team design usually results in greater ownership of the final product and high levels of commitment to implementing the team's ideas.
- B. Work often takes less time and individuals feel a greater sense of control over their work.
- C. Teams foster innovation and allow for coordination across individuals and departments.
- D. Teams provide many social rewards to individuals who are seeking support, camaraderie, and assistance in their work.
- E. Teams are a vehicle to pool diverse views and perspectives as well as for refining raw ideas.

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17. Which of the following international market entry strategies is most costly and risky:

- A. Wholly owned foreign affiliate
- B. Joint venture
- C. Greenfield venture
- D. Franchising
- E. Global outsourcing

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18. A number of studies have investigated the personality characteristics of entrepreneurs and how they differ from successful managers in established organizations. Which of the following is LEAST likely to be the typical characteristic of entrepreneurs:

- A. Tolerance for ambiguity
- B. High energy level
- C. External locus of control
- D. Awareness of passing time

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國立中山大學八十九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 共 6 頁 第 4 頁

19. Which of the following strategies seeks to achieve both global integration and national responsiveness?

- A. Transnational strategy
- B. Globalization strategy
- C. Multidomestic strategy
- D. Internationalization strategy

20. Two leadership styles used by Fiedler in his contingency theory were

- A. employee-centered and job-centered.
- B. consideration and initiating structure.
- C. concern for people and concern for production.
- D. relationship-oriented and task-oriented.
- E. employee-oriented and relations-oriented.

21. Which leader behavior from the path-goal theory is similar to the initiating-structure leadership?

- A. Supportive leadership
- B. Directive leadership
- C. Participative leadership
- D. Achievement-Oriented leadership
- E. None of the above.

22. Sharon tried to apply the job characteristics model to her workforce, but it only worked for some of her employees. Which of the following may be a reason why it did not work for everyone?

- A. Some of her employees are lazy.
- B. Some of her employees are low in growth-need strength.
- C. Some of her employees have a low need for power.
- D. All of her employees have high growth-needs.
- E. Some of her employees have low affiliation needs.

23. \_\_\_\_\_ goals lead to the attainment of \_\_\_\_\_ goals, which in turn lead to the attainment of \_\_\_\_\_ goals.

- A. Operational, strategic, tactical
- B. Tactical, operational, strategic
- C. Strategic, tactical, operational
- D. Operational, tactical, strategic
- E. None of the above.

24. \_\_\_\_\_ means that the goals to be achieved or the problem to be solved is unclear, alternatives are difficult to define, and information about outcomes is unavailable.

- A. Complexity
- B. Risk
- C. Uncertainty
- D. Ambiguity
- E. Brainstorming

25. Satisficing, bounded rationality, and uncertainty are all associated with

- A. the classical model of decision making.
- B. the administrative model of decision making.
- C. the quantitative model of decision making.
- D. the rational model of decision making.
- E. the political model of decision making.



國立中山大學八十九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共 6 頁 第 5 頁

26. \_\_\_\_\_ and \_\_\_\_\_ are potential sources for communication errors, because knowledge, attitudes, and background act as filters.

- A. Encoding, channel
- B. Encoding, noise
- C. Decoding, channel
- D. Decoding, encoding
- E. Decoding, noise

27. The biggest barrier to organizational change is usually

- A. disagreements about the benefits.
- B. uncertainty about the future.
- C. a lack of understanding and trust.
- D. fear of personal loss.
- E. too much trust.

28. What is force field analysis?

- A. The analysis of the forces that drive customers to a certain organization
- B. The analysis of the forces that drive the organization of a company
- C. The process of determining which forces drive and which resist a proposed change
- D. The process by which an organization forces changes to occur
- E. None of the above.

29. Which of the following statements regarding team decision making is incorrect?

- A. Alternative solutions are best generated in an open atmosphere that is free from criticism and social pressure.
- B. Individuals generate more ideas when they work independently and then pool their ideas in a round-robin fashion than when they work together from the start.
- C. Teams work best when they compare alternatives sequentially, rather than simultaneously, and when they enlist the support of outside advisors.
- D. Selection is facilitated when members can agree on selection criteria and when members shy away from quickly choosing the first alternative that satisfies those criteria.
- E. In today's fast-paced organizations, meeting often and intensively helps teams cope with evolving decision-making demands.

30. A company has decided to change their management structure and remove a layer of management. What approach to change would be most successful?

- A. Bottom-up change
- B. Top-down change
- C. Horizontal linkage model
- D. Diagonal communication change
- E. Time-based

## 二. 簡答題 (40分)

1. 過去五十年來, 管理先進國家在管理上有許多創新, 諸如: 決策樹、管理方格, MBO, Z理論、品質圈、企業再造、內部創業、自主工作團隊、TQM、學習型組織、企業資源規劃、知識管理等。它們好像流行商品一樣, 起起落落, 不斷有新東西出來。有人批評說:「管理者採用這些技術, 應急式地解決問題, 就像換衣服似的, 用過後再換一件新的, 他們從不想找一個永久的解決方案。」
- 另一些人認為:「在高度不確定的世界裡, 管理者不斷地換新技術, 是為了使組織持續地改善。」
- 你是否有第三、四種觀點呢? (10分)

2. 在管理理論發展的過程中, 大約可以分成四個不同的階段:
- (1) 古典觀點 (如 Scientific Management, Bureaucratic Organizations, Administrative Principles 等);
  - (2) 人性觀點 (如 The Human Relations Movement, The Human Resources Perspective, The Behavioral Sciences Approach 等);
  - (3) 管理科學觀點;
  - (4) 當代觀點 (如 Systems Theory, Contingency View, Total Quality Management, The Learning Organization 等)。

試寫出下列人物屬於哪一階段 (如 F.W. Taylor 屬於古典觀點之 Scientific Management)? 並簡單說明其所提之相關理論。  
(每小題 3分)

- (a) Henry Gantt, (b) W. Edwards Deming, (c) Peter M. Senge,  
(d) Abraham Maslow, (e) Lillian M. Gilbreth, (f) Mary Parker Follett  
(g) Fritz Roethlisberger, (h) Chester I. Barnard,  
(i) Douglas McGregor, (j) Henri Fayol.

# 國立中山大學八十九學年度碩博士班招生考試試題

科目：經濟學（丙）企業管理學系碩士班甲班 共 3 頁 第 / 頁

壹、請回答以下問題（每題不得超過 300 字）：

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1. "Sleepless in Seattle"!? Yes, during November 30<sup>th</sup> – December 3<sup>rd</sup>, 1999, there came out many new challenges in the global economy. Please explain at least FOUR major issues reported from the Ministerial Conference in Seattle, WA, USA. (20 分)

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2. Welcome to Kaohsiung for your Master degree! In her book "World Class: thriving locally in the global economy" (1995), R. M. Kanter, from Harvard Business School, has argued that making a "local" enterprise as the World Class, or as "cosmopolitan", in the global economy will be conditioned by three C's--concepts, competence, and connection. Do you agree? In the Millennium, for the further economic development, the Kaohsiung area has been long facing its limitation under the shadow of "South vs. North" and "Local vs. Central" issues. Thus, taking Kaohsiung as a case study, please comment on Professor Kanter's argument and suggest a better industry economic policy. (20 分)

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3. Now, let's talk about the e-Commerce or the e-Economy, please translate any "TWO" from the following terms into the Chinese, and explain their meanings and importance to e-Economy as well: (i) groupware; (ii) enterprise resource planning (ERP); (iii) customer relation management (CRM); (iv) supply chain management (SCM). (10 分)

# 國立中山大學八十九學年度碩博士班招生考試試題

科目：經濟學（丙）企業管理學系碩士班甲班 共3頁 第2頁

## 貳：選擇題，單選，每題2.5分，共20題

1. 簡單凱因斯模型中，縱軸是支出，橫軸是A)國民所得B)國民所得淨額C)可支配所得D)個人所得E)假定以上四者皆相等
2. 設一國因資訊科技的運用致生產力上升，同時股市漲升致人民財富增加，則有A)物價上漲率提高B)經濟成長率提高C)物價上漲率下跌D)經濟成長率提高及物價上漲率降低
3. 下列何者不是去年921地震對去年第四季經濟的影響？A)失業率提高B)財富受損導致消費支出減少C)民間重建投資支出增加D)政府賑災物資導致總供給線右移
4. 下列何者不正確？A)物價提高增加名目貨幣需求B)物價上漲率提高增加實質貨幣需求C)名目財富增加提高名目貨幣需求D)實質所得增加提高實質貨幣需求E)名目利率提高降低實質貨幣需求
5. 引入外勞的影響A)GDP增加B)GNP增加C)要素在國外所得淨額增加D)進口增加E)貿易餘額增加
6. 在簡單凱因斯模型中A)APC可能大於一B)消費不可能超過所得C)MPC隨所得變動D)儲蓄與所得無關
7. A)GDP=工資+租金+利息+利潤+折舊+間接稅淨額B)GDP=工資+租金+利息+利潤+間接稅淨額C)GDP=工資+租金+利息+利潤+折舊D)GDP=工資+租金+利息+利潤+投資收入+折舊E)GDP=工資+租金+利息+利潤+折舊+要素在國外所得淨額
8. 依據凱因斯的流動性偏好理論，受所得影響的貨幣需求是A)交易動機與預防動機B)交易動機與投機動機C)預防動機與投機動機D)預防動機與風險動機
9. 下列何者錯誤？A)政府支出=政府收入+公債融通+貨幣融通B)政府預算平衡時，政府支出=政府收入+公債融通 C) $M_2 > M_1B > M_1A$  D) $M_2 = M_1B +$ 準貨幣 E)各種貨幣定義中，最具有交易媒介功能的是M1A
10. 假定甲國使用3單位勞動力可產一單位稻米，7單位勞動力可產一單位小麥；乙國使用2單位勞動力可產一單位稻米，6單位勞動力可產一單位小麥。則發生貿易後A)乙國出口米甲國出口麥B)乙國出口麥甲國出口米C)甲乙兩國皆同時生產米麥D)甲國有絕對優勢E)乙國消費麥較前為少
11. The law of diminishing marginal returns states that A)as a firm's output increases, the reduction in average fixed cost per extra unit of output becomes smaller and smaller B) as a firm's output increases, the reduction in total fixed cost per extra unit of output becomes smaller and smaller C)as a firm becomes larger and larger, at some point its total output will begin to fall D)as more and more of a variable factor of production is used together with a fixed factor of production, beyond some point the total production begins to fall E) as more and more of a variable factor of production is used together with a fixed factor of production, beyond some point the marginal product attributable to each additional unit of the variable factor begins to fall

12. A monopolist maximizing profits through price discrimination is likely to  
A) charge more to the customer with the lower elasticity of demand B) charge more to the customer with the higher elasticity of demand C) encourage customers charged lower prices to resell the good to those charged higher prices D) avoid segmenting the market
13. 市場需求線是個人需求線的加總，現在若整個市場只有一單位商品可供出售，則該商品賣給何人？A) 最想要該商品的人 B) 最富裕的人 C) 邊際效用最高的人 D) 需求價格最高的人
14. 若完全競爭市場中產業的長期供給線為正斜率，若沿此線右移，會有 A) 個別廠商的LAC向上移 B) 廠商數減少 C) 廠商不再生產在LAC的最低點 D) 廠商會有超額利潤
15. 獨佔廠商若採完全差別定價 A) 邊際收益線低於需求線 B) 生產者剩餘為零 C) 廠商利潤最大的產量有一特質：最後一單位產品的售價恰等於生產該單位產品的邊際成本 D) 不論是否採取差別定價，廠商的利潤極大產量相同
16. 設甲公司為勞動力的獨買者，而勞方不是勞動力的獨賣者，則在企業利潤極大時 A)  $W > MCF$  B)  $W < MCF$  C)  $W + MCF$  D)  $W = MRP$  E)  $W > MRP$
17. 假設某產品市場原為均衡，此時政府對生產廠商課以每單位產品10元的從量稅，則 A) 在新均衡企業利潤增加 B) 供給量增加 C) 供給增加 D) 需求量減少
18. A) 台灣引入外籍勞工致台灣平均薪資下跌，則LAC處於規模報酬遞增階段 B) 台灣引入外籍勞工致台灣平均薪資下跌，則LAC向下移動 C) 將所有SAC的最低點相連即為LAC D) 有規模報酬遞增時，整條LAC會逐漸向下移動 E) LAC上任一點的固定成本皆相同
19. 下列獨佔企業長期均衡的特質中，何者與獨佔性競爭企業的長期均衡相異？  
A) 超額利潤不必為零 B) 產量決定於  $MR = MC$  C) 未生產在LAC最低點 D) 在需求彈性大於一的階段生產
20. 設某甲在商品x與y間做選擇，其選擇原來滿足  $MU_x / P_x = MU_y / P_y$ ，在  $P_x$  下跌後，某甲調整其消費組合使  $MU_x / P_x = MU_y / P_y$  仍然成立，則與原選擇比較 A) 某甲自商品x所獲總效用增加 B) 對y的消費量減少 C) 對x的消費量減少 D) 對x的消費支出金額減少

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. Which of the following statements regarding *conflict* is incorrect?
  - A. The greater the diversity in goals, perceptions, cognitive frameworks, or cultural assumptions, the greater the potential for conflict.
  - B. The more unequally power is distributed in relationships, the more likely conflicts of interests or goals are likely to surface as open conflicts.
  - C. Conflict is not an objective, tangible phenomenon; rather, it exists in the minds of the people who are party to it.
  - D. The political perspective on organizations sees most organizational interactions as negotiations.
  
2. Angelina knows that her supervisor does not like her. When her supervisor talks to her about increasing effectiveness, Angelina knows he is just hassling her instead of soliciting her ideas. This is an example of what type of barrier to communication?
  - A. Semantic barrier
  - B. Interpersonal barrier
  - C. Wrong channel selection
  - D. Inconsistent cues between verbal and nonverbal communication
  - E. Lack of formal channels
  
3. Companies are increasingly supplementing the formal reporting systems with all of the following EXCEPT:
  - A. Standing coordination committees
  - B. Task forces
  - C. Shared databases
  - D. Clearly defined roles and jobs
  - E. The cultivation of informal information networks across departments
  
4. The main challenges that organizations are facing in pursuing total quality nowadays concern:
  - A. the acquisition of the necessary knowledge of principles of statistical process control
  - B. inventory management
  - C. activity-based accounting
  - D. the management of human resources
  
5. All of the following are features of internal labor markets (ILMs) EXCEPT:
  - A. Long-term attachments between the organization and its workforce
  - B. Promotion from within, except for a few designated entry ports
  - C. Formal rules and procedures governing employment relationships, including the assignment of wage rates to jobs rather than to individuals
  - D. An emphasis on skills rather than on seniority
  
6. According to William Ouchi, managers at the top and middle levels of an organization can choose among three overall approaches for control. The three types of control are:
  - A. Supervisory control, output control, behavior control
  - B. Input control, output control, process control
  - C. Market control, bureaucratic control, clan control
  - D. Supervisory control, market control, bureaucratic control
  
7. \_\_\_\_\_ is probably the greatest cause of intergroup conflict in organization.
  - A. Operative goal incompatibility
  - B. Resource scarcity
  - C. Differentiation
  - D. Task interdependence

國立中山大學八十九學年度碩博士班招生考試試題

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8. The \_\_\_\_\_ is most common when organizations really do not know what makes a management system work or fail--that is, under conditions of uncertainty--or when an organization in trouble tries to win credibility by changing its structures and processes to match those used by "successful" organizations.

- A. Mimetic isomorphism.
- B. Coercive isomorphism.
- C. Self-reproduction
- D. Socialization

9. Which of the following approaches is most likely to eliminate the glass ceiling in the long run?

- A. Train women to monitor their behavior so that they are neither too masculine or too feminine.
- B. Educate women to assess what is desirable behavior by the management hierarchy and to change themselves to "fit" into the existing culture.
- C. Change the organizational norms, policies, and structures that inhibit full utilization of the workforce.
- D. Provide sensitivity training to all employees.

10. Which of the following statements regarding extrinsic and intrinsic rewards is most accurate?

- A. extrinsic and intrinsic rewards motivate performance only when the performance appears necessary to obtain them
- B. extrinsic rewards are more motivating than intrinsic rewards
- C. intrinsic rewards are more motivating than extrinsic rewards
- D. the organization can directly control intrinsic rewards, while it can only indirectly control extrinsic rewards

11. Jim is attempting to improve the performance of his employees. He is setting up a new system by (1) conducting a performance audit, (2) establishing performance standards or goals, (3) giving feedback to employees about their performance, and (4) offering employees praise or other rewards tied directly to performance. Jim is establishing a:

- A. positive reinforcement system
- B. management by objectives system
- C. positive discipline program
- D. employee assistance program

12. Employee disclosure of illegal, immoral, or illegitimate practices on the employer's part is called \_\_\_\_\_.

- A. Whistle-blowing
- B. Ethics ombudsman
- C. Inside trading
- D. Grapevine

13. A(n) \_\_\_\_\_ collects, processes, and provides information about an organization's entire enterprise, including orders, product design, production, purchasing, inventory, distribution, human resources, receipt of payments, and forecasting of future demand.

- A. ERP system
- B. Expert system
- C. Decision support system
- D. Executive information system
- E. Group decision support system

國立中山大學八十九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 3 頁

14. The modern meaning of \_\_\_\_\_ is the use of a huge database that combines all of a company's data and allows business users to access the data directly, create reports, and obtain answers to what-if questions.

- A. Data mining
- B. Data warehousing
- C. Data management
- D. Data generating
- E. Data retrieving

15. As of today, all of the following countries have adopt euro as the single European currency EXCEPT:

- A. Portugal
- B. Ireland
- C. Luxembourg
- D. Finland
- E. Norway

16. One should not jump into team designs unless the potential advantages outweigh the costs. Which of the following is not an advantage of team:

- A. A team design usually results in greater ownership of the final product and high levels of commitment to implementing the team's ideas.
- B. Work often takes less time and individuals feel a greater sense of control over their work.
- C. Teams foster innovation and allow for coordination across individuals and departments.
- D. Teams provide many social rewards to individuals who are seeking support, camaraderie, and assistance in their work.
- E. Teams are a vehicle to pool diverse views and perspectives as well as for refining raw ideas.

17. Which of the following international market entry strategies is most costly and risky:

- A. Wholly owned foreign affiliate
- B. Joint venture
- C. Greenfield venture
- D. Franchising
- E. Global outsourcing

18. A number of studies have investigated the personality characteristics of entrepreneurs and how they differ from successful managers in established organizations. Which of the following is LEAST likely to be the typical characteristic of entrepreneurs:

- A. Tolerance for ambiguity
- B. High energy level
- C. External locus of control
- D. Awareness of passing time

19. Which of the following strategies seeks to achieve both global integration and national responsiveness?

- A. Transnational strategy
- B. Globalization strategy
- C. Multidomestic strategy
- D. Internationalization strategy

20. Two leadership styles used by Fiedler in his contingency theory were

- A. employee-centered and job-centered.
- B. consideration and initiating structure.
- C. concern for people and concern for production.
- D. relationship-oriented and task-oriented.
- E. employee-oriented and relations-oriented.



# 國立中山大學八十九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 4 頁

21. Which leader behavior from the path-goal theory is similar to the initiating-structure leadership?

- A. Supportive leadership
- B. Directive leadership
- C. Participative leadership
- D. Achievement-Oriented leadership
- E. None of the above.

22. Sharon tried to apply the job characteristics model to her workforce, but it only worked for some of her employees. Which of the following may be a reason why it did not work for everyone?

- A. Some of her employees are lazy.
- B. Some of her employees are low in growth-need strength.
- C. Some of her employees have a low need for power.
- D. All of her employees have high growth-needs.
- E. Some of her employees have low affiliation needs.

23. \_\_\_\_\_ goals lead to the attainment of \_\_\_\_\_ goals, which in turn lead to the attainment of \_\_\_\_\_ goals.

- A. Operational, strategic, tactical
- B. Tactical, operational, strategic
- C. Strategic, tactical, operational
- D. Operational, tactical, strategic
- E. None of the above.

24. \_\_\_\_\_ means that the goals to be achieved or the problem to be solved is unclear, alternatives are difficult to define, and information about outcomes is unavailable.

- A. Complexity
- B. Risk
- C. Uncertainty
- D. Ambiguity
- E. Brainstorming

25. Satisficing, bounded rationality, and uncertainty are all associated with

- A. the classical model of decision making.
- B. the administrative model of decision making.
- C. the quantitative model of decision making.
- D. the rational model of decision making.
- E. the political model of decision making.

26. \_\_\_\_\_ and \_\_\_\_\_ are potential sources for communication errors, because knowledge, attitudes, and background act as filters.

- A. Encoding, channel
- B. Encoding, noise
- C. Decoding, channel
- D. Decoding, encoding
- E. Decoding, noise

27. The biggest barrier to organizational change is usually

- A. disagreements about the benefits.
- B. uncertainty about the future.
- C. a lack of understanding and trust.
- D. fear of personal loss.
- E. too much trust.

國立中山大學八十九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 5 頁

28. What is force field analysis?

- A. The analysis of the forces that drive customers to a certain organization
- B. The analysis of the forces that drive the organization of a company
- C. The process of determining which forces drive and which resist a proposed change
- D. The process by which an organization forces changes to occur
- E. None of the above.

29. Which of the following statements regarding team decision making is incorrect?

- A. Alternative solutions are best generated in an open atmosphere that is free from criticism and social pressure.
- B. Individuals generate more ideas when they work independently and then pool their ideas in a round-robin fashion than when they work together from the start.
- C. Teams work best when they compare alternatives sequentially, rather than simultaneously, and when they enlist the support of outside advisors.
- D. Selection is facilitated when members can agree on selection criteria and when members shy away from quickly choosing the first alternative that satisfies those criteria.
- E. In today's fast-paced organizations, meeting often and intensively helps teams cope with evolving decision-making demands.

30. A company has decided to change their management structure and remove a layer of management. What approach to change would be most successful?

- A. Bottom-up change
- B. Top-down change
- C. Horizontal linkage model
- D. Diagonal communication change
- E. Time-based

二、申論題（25分）

一般組織機構採用資訊科技（如電腦、網際網路、通訊工具……等）後，逐漸發展成電子化。請說明電子化組織之主要特徵為何？（10分）

一般傳統組織的管理活動（如規劃、組織、領導、控制等）是否仍適用於電子組織機構？若管理活動機制已有變動，請指出變動之處，及其背後原因。（15分）

三、簡答題（15分）

過去五十年來，管理先進國家在管理上有許多創新；如決策樹、管理方格、MBD、Z理論、品管圈、企業再造、內部創業、自主工作團隊、TQM、學習型組織、企業資源規劃、知識管理等。它們好像流行商品一樣，起起落落，不斷有新東西產生。

有些人評論：「管理者採用這些技術，應急式地解決問題，就像換衣服似的，用過後再換一件新的。他們從不想找一個永久的解決問題方案。」

另一些人認為：「在高度不確定的世界裡，管理者不斷地更換新技術，是為了使組織持續地改善。」

你是否有第三、四種的觀點呢？

# 國立中山大學八十九學年度碩博士班招生考試試題

科目：經濟學（丁）企業管理學系碩士班甲班 共 4 頁 第 1 頁

## 第壹題（共有 3 小題）

1. 日前總統選舉選情激烈，台灣許多地區都出現總統選舉的賭盤交易。某日 T 電視台報導：L 候選人在北部的賭盤行情為 1 賠 1（也就是說，如果你花 1 元購買 L 候選人當選的證券，而且 L 候選人真的當選了，那麼你除了 1 元的本金外，還可以得到 1 元的報酬。但是，如果 L 候選人最後沒有當選，那麼你將損失你的本金）；在中部的賭盤行情為 1 賠 1；而在南部的賭盤行情為 1 賠 3（如果你花 1 元購買 L 候選人當選的證券，而且 L 候選人真的當選了，那麼你除了 1 元的本金外，還可以得到 3 元的報酬）。試問，參加賭盤交易的人是所謂的風險愛好者(risk loving)嗎？請定義一下投資人的風險態度。另外，從賭盤交易的價格你可以得到什麼樣的資訊？假設買賣雙方可以無限制的買進賣出證券，那麼 L 候選人的賭盤價格系統合理嗎？你有沒有特殊的交易策略，可以在這樣的總統選舉的賭盤交易行情中獲利？(20 分)

2. 在一個只有 3 種商品的經濟環境中，我們觀察到一個消費者在不同的商品價格時有不同的消費組合。試問以下的價格與消費數量的資料，是否顯示消費者的消費行為符合追求效用極大的原則。(10 分)

	價格			消費數量		
	商品 1	商品 2	商品 3	商品 1	商品 2	商品 3
消費組合 1	3	4	1	5	1	3
消費組合 2	2	3	2	3	3	3
消費組合 3	5	3	1	4	2	2

3. 著名職業運動選手的薪資是非常令人羨慕的，職業球員有點像競爭的勞動市場，變成自由球員的選手可以投效出價最高的球隊。但是球員工會則常常抱怨球隊老闆們串聯在一起，就像一個獨占的雇主一樣，一直聯合著壓低球員的薪資。另一方面，球隊老闆則說，如果球員的薪資不降低下來，這些成本將轉嫁到球迷的身上，使得球迷必須支付更高額的門票來觀賞球賽。請分析球員薪資與門票價格的關聯性。特別是，球員薪資的提高是不是一定會造成門票價格上升，或者是降低球隊老闆的獨占利潤？(20 分)

# 國立中山大學八十九學年度碩博士班招生考試試題

科目：經濟學(丁)企業管理學系碩士班甲班 共 4 頁 第 2 頁

第貳題 (共有 2 小題；每小題 10 分)

1. 請利用總合供需圖形(AD-AS model)分析網際網路(internet)對經濟可能造成的影響。
2. 就 GDP 或 GNP 作為代表國民經濟福利指標而言，由於遺漏了未上市的生產成果，以及忽視休閒的價值等諸多因素，以致於產生低估的偏差。請問 GDP 或 GNP 是否也有高估經濟福利的可能性呢？請具體舉例說明。

第參題 (單選題 10 小題，請選出最恰當的一個答案；每小題 3 分)

1. Which of the following costs of producing computer memory chips SHOULD NOT be considered when deciding whether to increase production?
  - a. The wages paid to the workers on the memory chip assembly line.
  - b. The costs of materials that go into the production of each chip.
  - c. The costs of packaging and shipping completed memory chips to Dell, Gateway, and Micron.
  - d. The wages paid to engineers working in research and development.
  - e. All of the above costs should be considered when making this decision.
2. In an oligopolistic industry, undercutting the prices of rival firms
  - a. is the primary method by which firms compete.
  - b. is always a wise strategy, because it enlarges the profits of the firm doing the price cutting.
  - c. is less common than it is in pure competition.
  - d. can be a poor strategy, since it can lead to price warfare between firms.
  - e. is less common than in pure monopoly.
3. If the firms in an industry have been creating pollution and are forced to find a method of waste disposal that does not damage the environment, the result will probably be
  - a. a lower price for the product offered by the firms.
  - b. a higher product price and a higher equilibrium quantity.
  - c. a lower product price and a higher equilibrium quantity.
  - d. a higher product price and a lower equilibrium quantity.
  - e. None of the above.

國立中山大學八十九學年度碩博士班招生考試試題

科目：經濟學（丁）企業管理學系碩士班甲班 共 4 頁 第 3 頁

4. A supply shock such as an increase in the price of imported oil would tend to
  - a. reduce equilibrium GDP and the price level.
  - b. increase both equilibrium GDP and the price level.
  - c. reduce both unemployment and inflation.
  - d. generate unemployment but lower the price level.
  - e. increase unemployment while also raising the prices.
  
5. Assume that the reserve requirement is 20 percent and that all banks in the system are "loaned-up" (have no excess reserves). If an individual deposits \$20,000 in currency in a checking account at the ABC bank, which of the following would be true?
  - a. The ABC bank would be able to expand loans by a maximum of \$20,000.
  - b. The banking system would be able to expand loans by a maximum of \$20,000.
  - c. The ABC bank would be able to expand loans by a maximum of \$16,000.
  - d. The banking system would be able to expand loans by a maximum of \$60,000.
  - e. The banking system would be able to expand loans by a maximum of \$40,000.
  
6. Because of the existence of automatic stabilizers, the government budget
  - a. will tend to toward surplus during a recession.
  - b. automatically tends to be balanced on an annual basis.
  - c. will tend toward deficit during a recession.
  - d. will tend toward deficit during a period of economic expansion.
  - e. injects the economy with additional spending during inflationary periods.
  
7. One advantage of stimulating aggregate supply rather than aggregate demand is that increases in aggregate supply
  - a. tend to take effect more quickly than increases in aggregate demand.
  - b. automatically cause increases in the money supply.
  - c. can reduce both the price level and real GDP at the same time.
  - d. always increase the price level.
  - e. can reduce unemployment and inflation at the same time.

國立中山大學八十九學年度碩博士班招生考試試題

科目：經濟學（丁）企業管理學系碩士班甲班 共 4 頁 第 4 頁

- 5
8. An economy is said to be efficient if
- a. it is possible to produce more of one good without producing less of another.
  - b. it is not possible to produce more of one good without producing less of another.
  - c. it is possible to produce more of all goods.
  - d. it is not possible to increase profits by producing more goods.
  - e. None of the above.
- 10
9. Which of the following is TRUE?
- a. Economists generally prefer quotas to tariffs because quotas help to keep out shoddy goods.
  - b. Economists see tariffs and quotas as equally undesirable.
  - c. Economists prefer tariffs to quotas because consumers can still buy the taxed item.
  - d. Economists prefer tariffs to quotas because tariffs are more effective in keeping out foreign goods.
  - e. Economists favor tariff protection rather than free trade because tariffs can be used to gain tax revenue.
- 15
10. Under a system of flexible exchange rates, if a nation is incurring a balance of payments deficit
- a. it will be corrected by the outflow of gold.
  - b. it will be automatically eliminated by exchange rate adjustments.
  - c. the nation will need to petition the International Monetary Fund for a loan.
  - d. the nation will need to devalue its currency.
  - e. it will be corrected by the inflow of gold.
- 20
- 25
- 30

# 國立中山大學八十九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 5 頁 第 1 頁

第一部份：單選題（佔總分 50%）

每題答對得 2 分，答錯倒扣 1 分，倒扣總分至多不超過得分總數。

1. 下列何者不屬於費德勒的領導權變模式中的情境變數之一？
  - A. Leader's consideration
  - B. Task structure
  - C. Leader's position power
  - D. Leader-member relations
  
2. 下列何者是解決衝突問題的雙贏策略？
  - A. Accommodating
  - B. Collaborating
  - C. Competing
  - D. Compromising
  
3. 國民黨成立改造委員會，為數達五十五人，可判斷其性質最不可能是\_\_\_\_\_。
  - A. Team
  - B. Task force
  - C. Matrix organization
  - D. Group
  
4. 下列那一個概念對權力(power)的定義是最重要的？
  - A. 說服 (persuasion)
  - B. 依賴 (dependency)
  - C. 情境 (situation)
  - D. 潛力 (potential)
  
5. 要判斷某項衝突 (conflict) 是否具有正面功能，其準則是 \_\_\_\_\_？
  - A. 整體士氣
  - B. 員工流動率
  - C. 群體業績表現
  - D. 曠職率
  
6. 已經有相當證據認為領導能力與\_\_\_\_\_有關。
  - A. 身高
  - B. 外向
  - C. 學歷
  - D. 智力



國立中山大學八十九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 5 頁 第 2 頁

7. 遭到挫折時，下列何者最可能是錯誤的因應方式？

- A. 尋找協助
- B. 昇華
- C. 合理化
- D. 再接再厲

8. 網路化訓練(Web-Based Training)可讓學習者透過網路及瀏覽器就能學習到需要的課程，其遭遇到的最大限制是 \_\_\_\_\_。

- A. 此法只適合知識汰換快速的高科技公司
- B. 訓練人數受到限制
- C. 開發與設計教材的人員奇缺
- D. 電腦及網路環境導致巨額開支

9. 進行組織變革 (organizational change)有三大途徑，下列何者不在其中？

- A. 人員
- B. 技術
- C. 任務
- D. 組織結構

10. 至少在本世紀中葉之前，許多企業經營者還是把 \_\_\_\_\_ 當成提升生產力的不二法門。

- A. 正式化 (formalization)
- B. 工作專業化 (work specialization)
- C. 授權 (delegation)
- D. 集權 (centralization)

11. 在矩陣式組織裡，最可能產生的問題是 \_\_\_\_\_。

- A. 對環境的反應能力減低
- B. 員工的工作動機變弱
- C. 不再享有規模經濟
- D. 成員有角色衝突的問題

12. 虛擬式組織 (virtual organization) 的最主要優點是 \_\_\_\_\_。

- A. 控制能力
- B. 預測能力
- C. 組織彈性
- D. 經濟規模

# 國立中山大學八十九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 5 頁 第 3 頁

13. 一般而言，公司策略的變革會導致 \_\_\_\_\_。
- A. 經營環境變化
  - B. 組織溝通順暢
  - C. 生產力增加
  - D. 組織結構變化
14. 那一家公司首先推出了及時供應(just-in-time)的制度，成為製造業的典範？
- A. 福特
  - B. 奇異
  - C. 三菱
  - D. 豐田
15. 台灣在瑞士洛桑管理學院(IMD)每年公佈的全球國家競爭力報告中，最不理想的項目是 \_\_\_\_\_，有學者認與兩岸關係倒退有很大的關連。
- A. 科技實力
  - B. 國際化程度
  - C. 政府效率
  - D. 企業管理
16. 企業內部要求整合時，以下那一個管理觀念最重要？
- A. 分工
  - B. 規劃
  - C. 協調
  - D. 組織
17. 追求漸進式改進(incremental improvements)的變革策略是 \_\_\_\_\_。
- A. TQM
  - B. Reengineering
  - C. Process value analysis
  - D. Flexible manufacturing system
18. 管理者的領導風格會影響對員工績效效標的選擇，例如，信奉 X 理論的主管偏向以 \_\_\_\_\_ 當作效標。
- A. 人格特質
  - B. 工作結果
  - C. 工作行為
  - D. 同儕評比

19. 下列那一個理論與工作特性模式 (Job characteristics model) 最為相關?

- A. Motivation-hygiene theory
- B. Equity theory
- C. Great person theory
- D. Leader-member Exchange model

20. 公司可向外或向內羅致人才，如果一味向外界徵募人才，通常會在那一方面產生負面的影響?

- A. 創新觀念
- B. 人事成本
- C. 員工素質
- D. 工作士氣

21. 下列何種工作特性可以讓員工體驗到工作責任?

- A. 技術變化性
- B. 工作完整性
- C. 工作重要性
- D. 工作自主性

22. 馬斯洛的理論對下列何者最有貢獻?

- A. 管理人性化
- B. 制度合理化
- C. 領導民主化
- D. 經營國際化

23. 下列何者不屬於工作豐富化諸多原則之一?

- A. 增加作業之數目
- B. 增進工作之難度
- C. 讓個人擁有更大控制權
- D. 使工作者及時獲知其績效

24. 下列何者違反用人(employment)的原則?

- A. 用人唯才，重視學力與實力
- B. 因人設事，使每個員工都有所作為
- C. 考試取才，以求公平地進用人才
- D. 人盡其才，要給予員工合理的配置

# 國立中山大學八十九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 5 頁 第 5 頁

25. 有關員工紀律的維持，下列那一個陳述是正確的？

- A. 員工對執法鬆弛的管理人員通常會心存感謝與尊敬
- B. 紀律行動通常被認為是一種消極的激勵措施
- C. 員工的不滿若未正式表示，不能構成申訴，故無須注意
- D. 員工違反紀律情形不勝枚舉，無法訂定標準程序處理之

第二部份：簡答題(佔 50%)

注意事項：答案內容要切中問題點，但是文筆和字體往往也會在無形中影響給分。寫得越多，不一定就會得越多分。

1. 有人說，經理人要做正確的事。也就是說，要做經理人最應該做的事，不要浪費時間去做那些不應該做的事。那麼，請說說看一個有效的經理人應該做些什麼事才是正確的事？您都常常做正確的事嗎？要怎麼樣才能訓練自己多做正確的事，少做錯誤的事？【25 分】
2. 我們都習慣於以成敗來論英雄，因此，賺錢的公司就是管理績效好、企業經營成功的公司。但是，彼得·杜拉克說：『一個企業最大的成就，就是創造滿意的顧客。』日本的經營之神松下幸之助也說：『企業存在的最大目的就是提供顧客所需要的產品和服務。』好像除了利潤以外，還有其他的因素可以用來評量一個企業的經營績效？請說說看這些其他的因素是哪些呢？【25 分】