

- 一、The world price of wine is below the price that would prevail in Taiwan in the absence of trade.
1. Assuming that Taiwan's imports of wine are a small part of total world wine production, draw a graph for the Taiwan market for wine under free trade. Identify consumer surplus, producer surplus and total surplus in an appropriate table. (10分)
  2. Now suppose that an unseasonably cold summer in Europe destroys much of the grape harvest there. What effect does this shock have on the world price of wine? (10分) Using your graph and table from part (a), show the effect on total surplus in Taiwan. (10分)

二、Suppose government spending increases. Would the effect on aggregate demand be larger if the Central Bank took no action in response, or if the Central Bank were committed to maintaining a fixed interest rate? Explain. (20分)

三、何謂地下經濟 (underground economy)，是否屬於全球性問題？(5分)「假定」地下經濟規模過大，則可能產生哪些效應呢？(5分)再者，當前研究地下經濟對於台灣企業界有何意義？(5分)又，法律對於規範地下經濟的功能如何？(5分)《本題總分佔20分》

四、經濟學有助於我們思考，例如，東亞金融危機的影響力如何？依據經濟部統計處轉用中央銀行「金融統計月報」資料，民國87年1月份的「匯率」項目，當月較上年同月「新台幣對一美元」的增減度高達-18.60% (負成長)，可知對於國際商務金融支付影響極大。國內Big Brothers企業集團經理人員，對於1997年7月以前所簽訂之國際商務契約，遂有兩種態度：「誠實信用原則」和「情勢變更原則」兩派。淺言之，前派認為：應本我國民法第219條規定「行使債權履行債務，應依誠實及信用方法」，即使負擔鉅額外匯損失，也將確實履行契約。後派則認為既然契約條件和內容因不可抗力 (Force Majeure) (國際性金融危機) 發生變更，應主張修改前訂之契約內容或解除契約。Big Brothers素聞閣下為台灣企業管理明日之星，特請就兩派僵持不下之間，為其分析不同決策背後之成本。《本題總分佔30分》

第一部份：

單選題 (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. 有人說，影響中國人行為的是三個 F 為字首的英文字，下列那一個 F 最可能不在其中？

- A. Fate (命運)
- B. Favor (人情)
- C. Faith (信仰)
- D. Face (面子)

2. 高階主管為提高經營績效而進行授權，下列那一個原則是正確的？

- A. 其他情況相同，愈重要的工作愈先要授權給部屬處理
- B. 其他情況相同，愈複雜的工作愈先要授權給部屬處理
- C. 授權後不應設定回饋控制系統，以免削弱部屬的被信任感
- D. 授權同時也要把責任授予部屬扛負，以示權責相符

3. 我國經去年修憲後，行政院長面對一個新的領導情境，可建議研究那一位管理學者的理論，應有助於有效領導其部屬、促進團隊合作？

- A. Chester Barnard 的 Acceptance Theory of Authority
- B. David McClelland 的 Achievement Motive
- C. French and Raven 的 Sources of Power
- D. Edward Thorndike 的 Law of effect

4. 我國媒體充斥著政治權謀、財富爭逐、崇拜成功者等報導，顯示我國當前文化的那一面？

- A. 權力距離
- B. 風險接受
- C. 個人主義
- D. 男性主義

5. Henry Mintzberg 將 CEOs 的十種角色分成人際、資訊、決策三大類，下列那一個角色與其他三個角色不屬同一類？

- A. Figurehead
- B. Leader
- C. Liaison
- D. Entrepreneur

6. 下列何者違反了政府推動 BOT (興建、營運、移轉) 的初衷?

- A. 民間有豐富的資源可加以動員與運用
- B. 立法機關通過法律讓主管官員免除了「圖利他人」的顧忌
- C. 銀行團因政府的保證而給予得標廠商鉅額優惠貸款
- D. 政府財政困難而且效率愈見低落

7. 根據 Luther Gulick 的看法，高階主管要做的事是\_\_\_\_\_ (以頭字語來表示)。

- A. THERBLIG
- B. POSDCORB
- C. SMART
- D. ESOP

8. 很多人稱 Peter Drucker 為現代管理學之父，他提出了許多新的觀念，不過，下列何者並非他首先提出的?

- A. 不連續時代(The age of discontinuity)
- B. 目標管理(management by objectives)
- C. 新知識工人階級(New class of knowledge workers)
- D. 價值鏈 (Value chain)

9. 下列何者會引起個人不同層次的反應(包括否認、逃避退縮、理想化對方、貶低對方、補償、超越等)而被 Kets de Vries 認為是管理理論中被忽略的重要因素?

- A. 嫉妒 (envy)
- B. 吃醋 (jealousy)
- C. 猜疑 (distrust)
- D. 覺醒 (disillusion)

10. 有一位美國專家說，管理自己情緒的技巧之一是，被激怒時，要先自問三個問題，祇要有任何一個問題的答案是否定的話，都不應生氣，以免徒然傷害身體。下列何者最不可能是該三個問題之一?

- A. 為這件事生氣值得嗎?
- B. 我的家人會支持我嗎?
- C. 我生氣有用嗎?
- D. 我有理嗎?

11. Peter Senge 曾以一隻可憐的 \_\_\_\_\_ 為例，說明我們生活應放慢速度，學習注意細微以及不太尋常的變化，察覺嚴重威脅的逐漸發展過程。

- A. 狗
- B. 鴨子
- C. 青蛙
- D. 天竺鼠

12. 下列何者最熱心於發現各種可行方法來擴張整個市場?

- A. 市場領導者
- B. 市場挑戰者
- C. 市場跟隨者
- D. 市場的利基者

13. 那一種性質的幕僚在運用時應特別小心(有些學者甚至主張廢止)?

- A. 助理性之幕僚
- B. 專業幕僚
- C. 綜合性之幕僚
- D. 副主管性之幕僚

14. 相信 X 理論的管理者偏向於以 \_\_\_\_\_ 當作績效效標

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

15. 根據研究結果，傑出的研究人員所需具備的特質中，那一項最重要?

- A. 喜歡面對複雜問題的挑戰
- B. 具備深度與廣度的知識
- C. 善用直覺以新角度觀察事物
- D. 有長期耐心從事同一研究

16. 組織中的個人遭遇挫折後，可能出現下列各種行為。理應剛強的部長竟然當眾傷心流淚，應屬於那種行為?

- A. 攻擊 (aggression)
- B. 冷漠 (apathy)
- C. 退化 (regression)
- D. 幻想 (fantasy)

17. 泰勒(F.W.Taylor)以\_\_\_\_\_增進生產，梅育(Elton Mayo)以\_\_\_\_\_增進生產

- A. 生產管理， 行政管理
- B. 合理化， 人性化
- C. 工時學， 心理學
- D. 物力資源， 人力資源

18. 對我國年輕一代價值觀的下列各種描述，何者最可能是錯誤的？

- A. 對組織的忠誠度不高，重視待遇與休閒
- B. 不願意加班
- C. 不想參與組織決策以逃避額外負擔
- D. 重視物質層面過於精神層面

19. 市場區隔欲發揮最大效用，必須具備下列四個特點。汽車製造商不願意為侏儒設計車子是因為其缺乏那一個特性？

- A. 可衡量性 (measurability)
- B. 足量性 (substantiality)
- C. 可接近性 (accessibility)
- D. 可行性 (actionability)

20. 服務業有四種特性。銀行要求其行員應該顯得十分忙碌，穿著得體，是為了克服那一項特性的限制？

- A. 無形性
- B. 不可分性
- C. 變化性
- D. 消逝性

21. 在 Porter & Lawler 的激勵模式中，努力(effort)、績效(performance)、報酬(rewards)、工作滿足(satisfaction)四者的順序為何？

- A. 工作滿足 → 努力 → 績效 → 報酬
- B. 努力 → 績效 → 報酬 → 工作滿足
- C. 績效 → 報酬 → 工作滿足 → 努力
- D. 努力 → 工作滿足 → 績效 → 報酬

22. 溝通路線可定義為傳送消息的途徑，然則，以下那種說法最可能是錯誤的？

- A. 員工間非正式的溝通路線值得重視
- B. 溝通路線的運作型態會影響團體工作績效
- C. 公司規模愈大時，溝通路線愈能和組織指揮系統配合
- D. 在企業裡，最主要的溝通路線就是指揮系統

23. 當一個人把沒有固定意義的語句看成了有固定意義的語句，就形成人與人之間溝通的障礙，稱為\_\_\_\_\_。

- A. 習慣思考 (habitual thinking)
- B. 推論思考 (inference thinking)
- C. 定義思考 (definition thinking)
- D. 投射思考 (projective thinking)

24. 企業家許文龍認為奇美實業公司成功的關鍵為何?

- A. 觀念的力量
- B. 產品的定位
- C. 管理的人性化
- D. 技術的領先

25. 下列幾位女性學者中那一位以整合的原則(principle of integration)來探討企業管理(她的看法符合其後盛行的系統理論，有人認為其貢獻可媲美泰勒與費堯)?

- A. Marie Curie (1867-1934)
- B. Mary Parker Follett (1868-1933)
- C. Lillian Gilbreth(1878-1972)
- D. Joan Woodward (1916-1971)

(橫書式)

國立中山大學八十七學年度碩博士班招生考試試題

科目：企業管理(企管所甲組)

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第二部份：(請盡量用簡潔的文字作答，你得分的多寡與答案是否切入重點有關，與寫得多少無關。每題後面的阿拉伯字為該題所佔分數。)

5 一、辜振甫先生父子最近捐款一千萬美元給美國賓州大學華頓學院。國內有財勢的企業人士捐款給國外知名大學的事件，不在少數。我國大學目前面臨財務困難，必須努力向民間企業捐款。但是，有許多企業人士願意捐大筆錢給國外知名學校，捐給國內大學的數額卻相當有限。如果你是某大學募款負責人，你要如何突破這個困難？請擬定一個募款計畫。(20)

10 二、某大企業要裝置一套新的資訊管理系統。該公司有兩種可能做法，一是自行開發，另一是請外面資訊管理顧問公司開發。請用組織管理的觀點分析這兩者各有什麼利弊。(15)

15 三、台灣許多企業的老闆娘都親自管理負責企業的財務工作，你認為這是什麼原因呢？老闆娘身主掌財務工作，有何利弊呢？(15)

15

20

25

5

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- 一、The world price of wine is below the price that would prevail in Taiwan in the absence of trade.
1. Assuming that Taiwan's imports of wine are a small part of total world wine production, draw a graph for the Taiwan market for wine under free trade. Identify consumer surplus, producer surplus and total surplus in an appropriate table. (10分)
  2. Now suppose that an unseasonably cold summer in Europe destroys much of the grape harvest there. What effect does this shock have on the world price of wine? (10分) Using your graph and table from part (a), show the effect on total surplus in Taiwan. (10分)

二、Suppose that firms become very optimistic about future business conditions and invest heavily in new capital equipment. Use the diagram of aggregate demand and aggregate supply to show the short-run as well as the long-run effect of this optimism on the economy. (20分)

三、財經官員喜談國民所得 (national income; NI)：固然，國民所得可衡量人們的經濟活動之成果，但卻與非經濟活動沒有直接關係。因此，請說明以國民所得作為經濟福利 (economic welfare) 指標時，可能有哪些的問題？敬請至少列出五點 (每點4分)。《本題總分佔20分》

四、經濟學有助於我們思考，例如，東亞金融危機的影響力如何？依據經濟部統計處轉用中央銀行「金融統計月報」資料，民國87年1月份的「匯率」項目，當月較上年同月「新台幣對一美元」的增減度高達-18.60% (負成長)，可知對於國際商務金融支付影響極大。國內 Big Brothers 企業集團經理人員，對於1997年7月以前所簽訂之國際商務契約，遂有兩種態度：「誠實信用原則」和「情勢變更原則」兩派。淺言之，前派認為：應本我國民法第219條規定「行使債權履行債務，應依誠實及信用方法」，即使負擔鉅額外匯損失，也將確實履行契約。後派則認為既然契約條件和內容因不可抗力 (Force Majeure) (國際性金融危機) 發生變更，應主張修改前訂之契約內容或解除契約。Big Brothers 素聞閣下為台灣企業管理明日之星，特請就兩派僵持不下之間，為其分析不同決策背後之成本。《本題總分佔30分》



(橫書式)

國立中山大學八十七學年度碩博士班招生考試試題

科目：管理學(乙) (企管系碩士甲班)

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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 2.5 分，答錯不倒扣。)

1. Henry Mintzberg's observations of managers and subsequent research indicated that the diverse manager activities could be organized into ten \_\_\_\_\_.
  - a. functions
  - b. activities
  - c. roles
  - d. actions
  - e. departments
  
2. Which areas in the behavioral sciences have significantly influenced the way in which managers approach organizational strategy and structure?
  - a. science and math
  - b. Psychology and biology
  - c. Sociology and Philosophy
  - d. Economics and Sociology
  - e. Economics and Psychology
  
3. The term \_\_\_\_\_ is used to describe a country's physical facilities that support economic activities.
  - a. development structure
  - b. government structure
  - c. infrastructure
  - d. financial structure
  - e. social structure
  
4. A nation's culture is made of which of the following elements:
  - a. language, economy, political structures
  - b. knowledge, beliefs and values as well as the common modes of behavior and ways of thinking, among members of society
  - c. market systems, exchange rates and transportation routes
  - d. economic development, political stability, infrastructure
  - e. the risk of losses of assets, earning power, or managerial control due to political events or actions by host governments
  
5. The difference between a merger and a joint venture is?
  - a. the number of people involved
  - b. the amount of capital investment involved between the firms
  - c. joint ventures are between individuals, mergers are between organizations
  - d. Joint venture is a strategic alliance. Mergers combine two or more organizations into one.
  - e. both are the same term for each other
  
6. A \_\_\_\_\_ is a desired future state that the organization attempts to realize.
  - a. blueprint
  - b. scheme
  - c. goal
  - d. plan
  - e. strategy

7. The \_\_\_\_\_ invests his or her money and owns the business but does not have to develop a new product, create a new company or test the market.
- franchiser
  - partner
  - corporation
  - franchisee
  - proprietor
8. Which of the following is not a quantitative technique?
- break-even analysis
  - linear programming
  - pay-off matrices
  - programmed decisions not establishing precedent
  - decision trees
9. The structural design approaches that reflect different uses of chain of command in departmentalization are \_\_\_\_\_.
- functional, divisional, matrix, teams and networks
  - functional, departmental, minimal, teams and networks
  - fundamental, divisional, matrix, teams and organizational
  - divisional, matrix, teams and networks
  - functional, matrix, teams and networks
10. Which is a structure that groups departments together according to organizational outputs?
- geographical approach
  - functional approach
  - divisional approach
  - matrix approach
  - organizational approach
11. \_\_\_\_\_ changes involve the hierarchy of authority, goals, structure, characteristics, administrative procedures, and management styles.
- Culture/ people
  - Structural
  - New product
  - Technology
  - Economy
12. Within the context of changes of trends in society, human resource managers must achieve the three primary goals of \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_ an effective workforce for the organization.
- planning, organizing, controlling
  - attracting, developing, maintaining
  - staffing, organizing, controlling
  - maintaining, planning, developing
  - organizing, staffing, and planning
13. Typical questions that might be asked in human resource planning include all of the following except \_\_\_\_\_.
- what new technologies are emerging, and how will these affect the work system?
  - what is the volume of the business likely to be in the next five to ten years
  - what was the number of defective products that were returned last month?
  - what is the turnover rate and how much if any is avoidable?
  - who is up for promotion or transfer, and whom do we plan as a replacement?

14. One approach to enhancing recruiting effectiveness is called \_\_\_\_\_.
- on the job training (OJT)
  - an exit interview (AEI)
  - an initial interview (AI)
  - realistic job preview (RJP)
  - grounds for immediate dismissal (GFID)
15. \_\_\_\_\_ is the belief that one's own group and subculture are inherently superior to other groups or cultures.
- Monoculture
  - Pluralism
  - Ethnorelativism
  - Ethnocentrism
  - Eccentric
16. The glass ceiling \_\_\_\_\_.
- is a visible barrier that separates the parking deck from the front lobby at Corning Glass
  - is an invisible barrier that separates women and minorities from top management positions
  - does not really ever exist
  - exist only in the glass industries
  - is the same as glass walls
17. \_\_\_\_\_ power comes from a formal management position in an organization and authority granted to it.
- Referent
  - Expert
  - Coercive
  - Reward
  - Legitimate
18. The autocratic and democratic styles suggest that it is the "\_\_\_\_\_ " of the leader rather than a personality trait that determines leadership effectiveness.
- training
  - breeding
  - behavior
  - responsibility
  - luck
19. \_\_\_\_\_ is the extent to which the leader is task oriented and directs subordinates' work towards goal attainment.
- initiating structure
  - consideration
  - reconsideration
  - lack of consideration
  - originating organizational structure
20. Leadership situations can be analyzed in terms of three elements:
- the quantity of the membership, the organizational structure, and position of authority
  - the quality of leader-member relationships, task structure and position power
  - the style of the leadership, the educational level of the membership, and the use of power
  - the power of the leadership, the member relationships and the organizational structure
  - position power, power-relationships and authority of the members

21. \_\_\_\_\_ theories emphasize the needs that motivate people. Probably one of the most famous of these theories was developed by Abraham Maslow.
- Whole person
  - Social person
  - Economic person
  - Content
  - Reinforcement
22. \_\_\_\_\_ is based upon the works of Herzberg and Maslow.
- Job simplification
  - Job downsizing
  - Job rotation
  - Job enlargement
  - Job enrichment
23. \_\_\_\_\_ programs give employees potential ownership of the business.
- Lump sum bonus
  - Pay for knowledge
  - Flexible work schedules
  - ESOP
  - Job sharing
24. \_\_\_\_\_ is a widely held generalization about a group of people that assigns attributes to them solely on the basis of some common belief, which is usually a gross generalization that is incorrect.
- Stereotype
  - Perception organization
  - Perceptive selectivity
  - Perception
  - Archetype
25. The five types of information communicated upwards are?
- implementation of goals, strategies, and objective budget approvals
  - indoctrination, job instruction and rationale, goals, strategies, procedures
  - procedures and practices, performance feedback, memos
  - problems and exceptions, suggestions for improvement, performance reports, grievances and disputes, financial and accounting information
  - interdepartmental problem solving, coordination, staff advice to line departments, memos, faxes
26. The \_\_\_\_\_ is an informal person-to-person communication network of employees that is not officially sanctioned by the organization.
- semantics
  - centralized
  - decentralized
  - grapevine
  - disorganized
27. The concept of problem solving teams was initiated in Japan. These problem solving teams were known as \_\_\_\_\_.
- problem teams
  - quality circles
  - discussion groups
  - efficiency clubs
  - social organizations

28. What is the proper order of the stages of team development?
- a. storming, norming, performing, adjourning
  - b. adjourning, storming, norming, forming, performing
  - c. performing, storming, norming, forming, adjourning
  - d. forming, storming, norming, performing, adjourning
  - e. forming, norming, storming, performing, adjourning

29. \_\_\_\_\_ is defined as the systematic process through which managers regulate organizational activities to make them consistent with expectations established in plans, targets and standards of work performance.
- a. organizational control
  - b. organizational planning
  - c. organizational staffing
  - d. organizational directing
  - e. organizational organizing

30. Top management control systems concern \_\_\_\_\_.
- a. waste, material, overtime, quality
  - b. productivity, manpower needs, resources needed
  - c. product, price, place, promotion
  - d. financial statements, financial analysis and audits
  - e. budgets, MBO systems

31. Total quality means a shift from \_\_\_\_\_ to the method of \_\_\_\_\_.
- a. clan control, bureaucratic control
  - b. bureaucratic control, no control
  - c. clan control, increased control
  - d. no control, bureaucratic control
  - e. bureaucratic control, clan control

32. In a \_\_\_\_\_ center, the budget measures the difference between revenues and costs.
- a. cost
  - b. investment
  - c. profit
  - d. revenue
  - e. responsibility

33. \_\_\_\_\_ is defined as the reconsideration and redesign of business systems that brings together all the elements of a single business process, enabling managers to eliminate waste and delays.
- a. Remanufacturing
  - b. Retooling
  - c. Reengineering
  - d. Revolution
  - e. Regeneration

34. Of the technologies being used, \_\_\_\_\_ represents new uses of computers in the product design and development stages of operations management.
- a. flexible manufacturing
  - b. JIT
  - c. CAD/CAM
  - d. product design
  - e. production control

35. When looking at financial resources, the two methods of debt repayment are?  
a. cash and bonds  
b. debt and equity  
c. debt and debtor  
d. short term and long term  
e. secured and unsecured

36. The \_\_\_\_\_ is an unbroken line of authority that links all of the persons in an organization and shows who reports to whom.  
a. linking pin  
b. organizational chart  
c. chain of command  
d. strategic plan  
e. organizational mission

37. The process that subjects people with authority and responsibility to report and justify task outcomes is called \_\_\_\_\_.  
a. authority  
b. accountability  
c. responsibility  
d. task  
e. delegation

38. When the external environment uncertainty is high, the organization should have a \_\_\_\_\_ structure that emphasizes lateral relationships such as teams and task forces.  
a. loose  
b. tight  
c. mechanistic  
d. organic  
e. inorganic

39. 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, "What business are we in?"  
a. Business level strategy  
b. Corporate level strategy  
c. Functional level strategy  
d. Personal level strategy  
e. Industry wide level strategy

40. The competitive model lists five competitive forces. Which of the following is not part of the model?  
a. Potential new entrants  
b. Bargaining power of buyers  
c. Life cycle of your product  
d. Threat of substitute products  
e. Rivalry among competitors

1

I. Multiple choice (5 points each)

1. Which of the following statement is false?

- a. Rational choice by an individual implies making decisions aimed at achieving some predetermined goal.
- b. Economists believe that concern for the welfare of others is consistent with the concept of self-interest.
- c. A rational decision-maker will take only those actions for which the expected marginal benefit is greater than or equal to the expected marginal cost.
- d. The other-things-constant assumption allows the economists to make useful predictions.
- e. None of the above.

2. Which of the following statement is false?

- a. The larger the marginal propensity to save, other things constant, the steeper the consumption function.
- b. Assume there are no taxes. Suppose that when income rises from \$5.2 million to \$6.0 million, consumption rises from \$5.0 million to \$5.6 million. The marginal propensity to save is 0.25.
- c. When the price level decreases, other things constant, people consume more because the real value of their wealth increases.
- d. Increases in the marginal propensity to consume, other things constant, increase the value of the multiplier.
- e. None of the above.

3. Which of the following statement is false?

- a. The opportunity cost of holding money is the interest foregone on potential interest-earning assets.
- b. A vertical money supply curve means that the quantity of money supplied is independent of the interest rate.
- c. Increasing money supply reduces interest rate.
- d. Part of the effect of an increase in government spending is offset by a reduction in private investment spending because the increase in government spending causes interest rate to rise, crowding out investment spending.
- e. None of the above.

4. Which of the following statement is false?

- a. Negative marginal utility means that total utility is decreasing as additional units

- are consumed.
- b. As a utility-maximizer, you would be willing to pay twice as much for Good X as you pay for Good Y if you purchase twice as much of Good Y as you buy of Good X.
  - c. The utility-maximizing combination of goods occurs when the marginal utility per dollar spent on each good is equal.
  - d. In terms of utility theory, "equilibrium" in the real world means that households have spent their incomes in such a way that their overall satisfaction is maximized.
  - e. None of the above.
5. Which of the following statement is **false**?
- a. The value of money is fundamentally determined by the value of the commodities for which it can be traded.
  - b. The greater the number of different goods available in an economy, the less likely it is that a double coincidence of wants will exist, and the more likely it is that monetary exchange will develop.
  - c. An increase in the interest rate will decrease investment only if firms have to borrow money to make an investment.
  - d. The aggregate demand-aggregate supply model suggests that an increase in the money supply will cause in the short run an increase in both the price level and real GDP.
  - e. None of the above.

II. (15 points)

The trade deficit or trade surplus figures are announced regularly. Basically, the foreign exchange traders, including the hedgers and the speculators, react to the announcement and may try to forecast the figures before they are announced.

- a. Why do you think the trade deficit or trade surplus announcement will affect the foreign exchange trading?
- b. Is it possible that the foreign exchange traders do not respond to the announcement even though the announced deficit or surplus is quite large? Why and why not?

III. (15 points)

The government matches NSYSU's anti-drug abuse expenditures dollar for dollar. Under this program, NSYSU spends \$100,000 on anti-drug abuse (\$50,000 from the city treasury and \$50,000 from the central government). Recently, the government has proposed stopping this program and replacing it with a \$50,000 lump sum grant.



How would the holders of NSYSU view this proposal?

IV. (15 points)

The demand for Product A is made up of both domestic and foreign demands. The total demand is the sum of the two markets, which are given as :

Domestic market:  $P_d = 50 - 0.05Q_d$

Foreign market:  $P_f = 30 - 0.0075Q_f$

Where  $(P_d, Q_d)$  and  $(P_f, Q_f)$  are the prices and quantities for the domestic market and foreign market, respectively.

- a. Determine the total demand for Product A.
- b. What are the prices at which domestic and foreign buyers would enter the market?
- c. What are the domestic and foreign quantities of purchases at  $P = \$25$ ?

V. (15 points)

John derives utility from the consumption of X and Y. His utility function is as follows:

$U(X, Y) = XY$ .

John has an income (I) of \$100 and the prices of X and Y are both \$1.

- a. Determine John's budget line.
- b. What quantities of X and Y that John will consume?
- c. Holding John's income and price of Y constant at \$100 and \$1, please determine John's demand curve for X.
- d. Suppose that a tax of \$0.5 is levied on per unit of Y consumed. How would this tax system alter John's utility and consumption?

VI. (15 points)

In a used car market, we assume that the seller of the used car owns perfect information about the value of the car. On the other hand, the buyer has poorer information. The buyer just realizes that the distribution of the value of the used car. Suppose that the value of a used car obeys a uniform distribution,  $U(0, 1)$ . In this case, how much does a buyer offer to buy a used car?

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 2.5 分，答錯不倒扣。)

1. Henry Mintzberg's observations of managers and subsequent research indicated that the diverse manager activities could be organized into ten \_\_\_\_\_.

- a. functions
- b. activities
- c. roles
- d. actions
- e. departments

2. Which areas in the behavioral sciences have significantly influenced the way in which managers approach organizational strategy and structure?

- a. science and math
- b. Psychology and biology
- c. Sociology and Philosophy
- d. Economics and Sociology
- e. Economics and Psychology

3. The term \_\_\_\_\_ is used to describe a country's physical facilities that support economic activities.

- a. development structure
- b. government structure
- c. infrastructure
- d. financial structure
- e. social structure

4. A nation's culture is made of which of the following elements:

- a. language, economy, political structures
- b. knowledge, beliefs and values as well as the common modes of behavior and ways of thinking, among members of society
- c. market systems, exchange rates and transportation routes
- d. economic development, political stability, infrastructure
- e. the risk of losses of assets, earning power, or managerial control due to political events or actions by host governments

5. The difference between a merger and a joint venture is?

- a. the number of people involved
- b. the amount of capital investment involved between the firms
- c. joint ventures are between individuals, mergers are between organizations
- d. Joint venture is a strategic alliance. Mergers combine two or more organizations into one.
- e. both are the same term for each other

6. A \_\_\_\_\_ is a desired future state that the organization attempts to realize.

- a. blueprint
- b. scheme
- c. goal
- d. plan
- e. strategy

7. The \_\_\_\_\_ invests his or her money and owns the business but does not have to develop a new product, create a new company or test the market.
- franchiser
  - partner
  - corporation
  - franchisee
  - proprietor
8. Which of the following is not a quantitative technique?
- break-even analysis
  - linear programming
  - pay-off matrices
  - programmed decisions not establishing precedent
  - decision trees
9. The structural design approaches that reflect different uses of chain of command in departmentalization are \_\_\_\_\_.
- functional, divisional, matrix, teams and networks
  - functional, departmental, minimal, teams and networks
  - fundamental, divisional, matrix, teams and organizational
  - divisional, matrix, teams and networks
  - functional, matrix, teams and networks
10. Which is a structure that groups departments together according to organizational outputs?
- geographical approach
  - functional approach
  - divisional approach
  - matrix approach
  - organizational approach
11. \_\_\_\_\_ changes involve the hierarchy of authority, goals, structure, characteristics, administrative procedures, and management styles.
- Culture/ people
  - Structural
  - New product
  - Technology
  - Economy
12. Within the context of changes of trends in society, human resource managers must achieve the three primary goals of \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_ an effective workforce for the organization.
- planning, organizing, controlling
  - attracting, developing, maintaining
  - staffing, organizing, controlling
  - maintaining, planning, developing
  - organizing, staffing, and planning
13. Typical questions that might be asked in human resource planning include all of the following except \_\_\_\_\_.
- what new technologies are emerging, and how will these affect the work system?
  - what is the volume of the business likely to be in the next five to ten years
  - what was the number of defective products that were returned last month?
  - what is the turnover rate and how much if any is avoidable?
  - who is up for promotion or transfer, and whom do we plan as a replacement?

14. One approach to enhancing recruiting effectiveness is called \_\_\_\_\_.
- a. on the job training (OJT)
  - b. an exit interview (AEI)
  - c. an initial interview (AII)
  - d. realistic job preview (RJP)
  - e. grounds for immediate dismissal (GFID)
15. \_\_\_\_\_ is the belief that one's own group and subculture are inherently superior to other groups or cultures.
- a. Monoculture
  - b. Pluralism
  - c. Ethnorelativism
  - d. Ethnocentrism
  - e. Eccentric
16. The glass ceiling \_\_\_\_\_.
- a. is a visible barrier that separates the parking deck from the front lobby at Corning Glass
  - b. is an invisible barrier that separates women and minorities from top management positions
  - c. does not really ever exist
  - d. exist only in the glass industries
  - e. is the same as glass walls
17. \_\_\_\_\_ power comes from a formal management position in an organization and authority granted to it.
- a. Referent
  - b. Expert
  - c. Coercive
  - d. Reward
  - e. Legitimate
18. The autocratic and democratic styles suggest that it is the " \_\_\_\_\_ " of the leader rather than a personality trait that determines leadership effectiveness.
- a. training
  - b. breeding
  - c. behavior
  - d. responsibility
  - e. luck
19. \_\_\_\_\_ is the extent to which the leader is task oriented and directs subordinates' work towards goal attainment.
- a. initiating structure
  - b. consideration
  - c. reconsideration
  - d. lack of consideration
  - e. originating organizational structure
20. Leadership situations can be analyzed in terms of three elements:
- a. the quantity of the membership, the organizational structure, and position of authority
  - b. the quality of leader-member relationships, task structure and position power
  - c. the style of the leadership, the educational level of the membership, and the use of power
  - d. the power of the leadership, the member relationships and the organizational structure
  - e. position power, power-relationships and authority of the members

(橫書式)

國立中山大學八十七學年度碩博士班招生考試試題

V 科目：管理學(有) (企業管理碩士甲級)

共 5 頁 第 4 頁

21. \_\_\_\_\_ theories emphasize the needs that motivate people. Probably one of the most famous of these theories was developed by Abraham Maslow.

- a. Whole person
- b. Social person
- c. Economic person
- d. Content
- e. Reinforcement

22. \_\_\_\_\_ is based upon the works of Herzberg and Maslow.

- a. Job simplification
- b. Job downsizing
- c. Job rotation
- d. Job enlargement
- e. Job enrichment

23. \_\_\_\_\_ programs give employees potential ownership of the business.

- a. Lump sum bonus
- b. Pay for knowledge
- c. Flexible work schedules
- d. ESOP
- e. Job sharing

24. \_\_\_\_\_ is a widely held generalization about a group of people that assigns attributes to them solely on the basis of some common belief, which is usually a gross generalization that is incorrect.

- a. Stereotype
- b. Perception organization
- c. Perceptive selectivity
- d. Perception
- e. Archetype

25. The five types of information communicated upwards are?

- a. implementation of goals, strategies, and objective budget approvals
- b. indoctrination, job instruction and rationale, goals, strategies, procedures
- c. procedures and practices, performance feedback, memos
- d. problems and exceptions, suggestions for improvement, performance reports, grievances and disputes, financial and accounting information
- e. interdepartmental problem solving, coordination, staff advice to line departments, memos, faxes

26. The \_\_\_\_\_ is an informal person-to-person communication network of employees that is not officially sanctioned by the organization.

- a. semantics
- b. centralized
- c. decentralized
- d. grapevine
- e. disorganized

27. The concept of problem solving teams was initiated in Japan. These problem solving teams were known as \_\_\_\_\_.

- a. problem teams
- b. quality circles
- c. discussion groups
- d. efficiency clubs
- e. social organizations

28. What is the proper order of the stages of team development?

- a. storming, norming, performing, adjourning
- b. adjourning, storming, norming, forming, performing
- c. performing, storming, norming, forming, adjourning
- d. forming, storming, norming, performing, adjourning
- e. forming, norming, storming, performing, adjourning

29. \_\_\_\_\_ is defined as the systematic process through which managers regulate organizational activities to make them consistent with expectations established in plans, targets and standards of work performance.

- a. organizational control
- b. organizational planning
- c. organizational staffing
- d. organizational directing
- e. organizational organizing

30. Top management control systems concern \_\_\_\_\_.

- a. waste, material, overtime, quality
- b. productivity, manpower needs, resources needed
- c. product, price, place, promotion
- d. financial statements, financial analysis and audits
- e. budgets, MBO systems

二、簡答題

1. 一家高科技公司在成立初期，憑著創新的產品而順利的打開市場；這歸功於業務部門人員的努力創造了高銷售量，因此公司賺了許多錢。利潤的增加使得公司雇用更多的業務人員，更多的業務員帶來更多的銷售量及利潤，此良性循環使得公司業務蒸蒸日上。如此成長美景維持了兩年，公司的業務開始減緩，市場需求有下跌的趨勢，大多數業務員的業績或停滯或下滑，他們抱怨生產部門的產品交期延遲，造成銷售困難。如果你/你是該公司的總經理，你/你認為上述情況是一個什麼現象？面對此現象，你/你會採取什麼行動？(請以一百字以內作答，10分)

2. 面對企業經營環境的巨變，企業組織在進行改造時，領導者應該具備有哪些特質及經營能力？(請以一百五十字以內作答，15分)

I. Multiple choice (5 points each)

1. Which of the following statement is false?

- a. Assume normal aggregate demand and supply curves. According to Keynes, the policy of incurring budget deficits will cause equilibrium price to rise and equilibrium output to rise.
- b. Stagflation refers to an increase in the price level accompanied by decreases in real output and employment.
- c. In combating stagflation, a government-induced increase in aggregate demand would help reduce unemployment but aggravate inflation.
- d. Individual firms can perceive a decrease in aggregate demand through decreased availability of the resources they need.
- e. None of the above.

2. If the households start believing that unemployment will increase, the actions they are likely to take will

- a. shift the aggregate demand curve to the right, preventing the unemployment from occurring.
- b. shift the aggregate supply curve to the right, preventing the unemployment from occurring.
- c. shift the aggregate demand curve to the left, causing the higher unemployment they believed would occur.
- d. shift the aggregate supply curve to the left, causing the higher unemployment they believed would occur.
- e. bring stock market prices down, eventually forcing the government to buy up stocks to keep prices high and prevent from bankruptcies.

3. Which of the following statement is false?

- a. The substitution effect of a price change describes what happens to the shift in demand for a good when its price changes.
- b. If a decrease in the price of good A causes increase in the demand for good B, then A and B must be complements.
- c. If supply increases and demand decreases, then equilibrium price will fall.
- d. If income rises and the good is inferior, then demand will decrease.
- e. None of the above.

4. Which of the following statement is false?

- a. Government borrowing to finance deficits may crowd out private investment.

- b. If government spending and taxes increase by the same amount, then the aggregate expenditures schedule will not change.
- c. Unemployment insurance helps to stabilize the economy by increasing government expenditures during recession.
- d. An increase in national income will likely increase the trade deficit.
- e. None of the above.

5. Which of the following statement is false?

- a. According to life-cycle hypothesis, people save during working years to provide for consumption during retirement.
- b. According to permanent income hypothesis, people save during good years to offset low income during bad years.
- c. Consumption depends more on current disposable income than the future oriented theories of consumption imply.
- d. Government may increase business confidence by demonstrating a commitment to maintaining high employment and output.
- e. None of the above.

II. (15 points)

Assume that the US heavily invests in the government and corporate securities of Taiwan. On the other hand, Taiwan residents also heavily invest in the US. This information is expected to hold in the near future. Now, you are an international cash manager of a Taiwan firm exporting goods to the US. You are required to forecast the value of NT dollar with respect to the US dollar. Explain how the following situations will affect the NT dollar with all other things equal.

- a. The Taiwan inflation has suddenly increased dramatically, while US inflation remains unchanged.
- b. The Taiwan interest rates have suddenly increased dramatically, while US interest rates remain unchanged.
- c. The US income level increased dramatically, while Taiwan income level remains unchanged.
- d. The US is expected to place a tariff on goods imported from Taiwan.

III. (15 points)

It is well known that there is a trade-off relationship between the rate of return and risk of an investment.

- a. Draw a set of indifference curves between risk and return for an agent who is risk averse.



- b. Draw a set of indifference curves between risk and return for an agent who is risk neutral.
- c. Draw a set of indifference curves between risk and return for an agent who is risk loving.

IV. (15 points)

Mary consumes products X and Y and spends \$250 per time period. The unit prices for X and Y are \$30 and \$20, respectively. Mary's utility is given below:

$$U(X,Y)=0.5XY$$

- a. Please determine Mary's budget line.
- b. What quantities of X and Y that Mary will consume?
- c. What is the total utility generated per unit of time for Mary?

V. (15 points)

Please define the following terms.

- a. Moral hazard
- b. Neutrality of money
- c. Liquidity preference theory
- d. Pareto optimum
- e. Risk-free arbitrage

VI. (15 points)

In a used car market, we assume that the seller of the used car owns perfect information about the value of the car. On the other hand, the buyer has poorer information. The buyer just realizes that the distribution of the value of the used car. Suppose that the value of a used car obeys a uniform distribution,  $U(0,1)$ . In this case, how much does a buyer offer to buy a used car?

第一部份：單選題（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. 對企業管理者而言，下列那一個觀念最值得商榷？
  - A. 員工並非單純順服的，他們關心自己的程度可能超過工作
  - B. 員工並非呆板的工作機器，他們有著各種需要
  - C. 員工個人事業前程乃員工私事，企業管理者沒有理由過問
  - D. 企業應使其員工的成就感獲得滿足，以降低人員流動率
  
2. 離職可分成多種不同的情況，那一種情況是學者們最感興趣，認為是了解許多人事問題的癥結？
  - A. 可避免的離職
  - B. 不可避免的離職
  - C. 自願離職
  - D. 非自願離職
  
3. 下列那一個陳述是 Y 理論對人性的假設？
  - A. 員工須以 Maslow 所稱的高層次需要加以誘導
  - B. 一般人天性不喜歡工作
  - C. 主管須依賴懲罰與金錢報酬來控制員工
  - D. 一般人企求生活安定，避免負擔責任
  
4. 高階主管為提高經營績效而進行授權，下列那一個原則是正確的？
  - A. 其他情況相同，愈重要的工作愈先要授權給部屬處理
  - B. 其他情況相同，愈複雜的工作愈先要授權給部屬處理
  - C. 授權後不應設定回饋控制系統，以免削弱部屬的被信任感
  - D. 授權同時也要把責任授予部屬扛負，以示權責相符
  
5. Henry Mintzberg 將 CEOs 的十種角色分成人際、資訊、決策三大類，下列那一個角色與其他三個角色不屬同一類？
  - A. Figurehead
  - B. Leader
  - C. Liaison
  - D. Entrepreneur

6. 下列何者違反了政府推動 BOT (興建、營運、移轉)的初衷?

- A. 民間有豐富的資源可加以動員與運用
- B. 立法機關通過法律讓主管官員免除了「圖利他人」的顧忌
- C. 銀行團因政府的保證而給予得標廠商鉅額優惠貸款
- D. 政府財政困難而且效率愈見低落

7. 根據 Luther Gulick 的看法, 高階主管要做的事是\_\_\_\_\_ (以頭字語來表示)。

- A. THERBLIG
- B. POSDCORB
- C. SMART
- D. ESOP

8. 組織中的個人遭遇挫折後, 可能出現下列各種行爲。理應剛強的部長竟當眾傷心流淚, 屬於那種行爲?

- A. 攻擊 (aggression)
- B. 冷漠 (apathy)
- C. 幻想 (fantasy)
- D. 退化 (regression)

9. 下列何者會引起個人不同層次的反應(包括否認、逃避退縮、理想化對方、貶低對方、補償、超越等)而被 Kets de Vries 認為是管理理論中被忽略的重要因素?

- A. 嫉妒 (envy)
- B. 吃醋 (jealousy)
- C. 猜疑 (distrust)
- D. 覺醒 (disillusion)

10. 有一位美國專家說, 管理自己情緒的技巧之一是, 被激怒時, 要先自問三個問題, 祇要有任何一個問題的答案是否定的話, 都不應生氣, 以免徒然傷害身體。下列何者最可能不是該三個問題之一?

- A. 我生氣有用嗎?
- B. 我有理嗎?
- C. 爲這件事生氣值得嗎?
- D. 我的家人會支持我嗎?

11. Peter Senge 曾以一隻可憐的 \_\_\_\_\_ 為例，說明我們須放慢生活速度，學習注意細微以及不太尋常的變化，察覺嚴重威脅的逐漸發展過程。

- A. 青蛙
- B. 鴨子
- C. 天竺鼠
- D. 狗

12. 下列何者最熱心於應用各種可行的方法來擴張整個市場？

- A. 市場領導者
- B. 市場挑戰者
- C. 市場跟隨者
- D. 市場的利基者

13. 那一種性質的幕僚在運用時應特別小心(有些學者甚至主張廢止)？

- A. 助理性之幕僚
- B. 專業幕僚
- C. 綜合性之幕僚
- D. 副主管性之幕僚

14. 信奉 X 理論的管理者偏向以 \_\_\_\_\_ 當作績效效標

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

15. 根據研究結果，傑出的研究人員所需具備的特質中，那一項最重要？

- A. 喜歡面對複雜問題的挑戰
- B. 有長期耐心從事同一研究
- C. 善用直覺以新角度觀察事物
- D. 具備深度與廣度的知識

16. 很多人稱 Peter Drucker 為現代管理學之父，提出了許多新的觀念，不過，下列何者並非他首先提出的？

- A. 不連續時代(The age of discontinuity)
- B. 目標管理(management by objectives)
- C. 價值鏈 (Value chain)
- D. 新知識工人階級(New class of knowledge workers)

17. 泰勒(F.W. Taylor)以\_\_\_\_\_增進生產，梅育(Elton Mayo)以\_\_\_\_\_增進生產

- A. 合理化， 人性化
- B. 生產管理， 行政管理
- C. 工時學， 心理學
- D. 物力資源， 人力資源

18. 下列有關我國年輕一代價值觀的各種描述，何者最可能是錯誤的？

- A. 對組織的忠誠度不高，重視待遇與休閒
- B. 不願意加班
- C. 不想參與組織決策以逃避額外負擔
- D. 重視物質層面過於精神層面

19. 市場區隔欲發揮最大效用，必須具備下列四個特點。汽車製造商不願意為侏儒設計車子是因為其缺乏那一個特性？

- A. 可衡量性 (measurability)
- B. 足量性 (substantiality)
- C. 可接近性 (accessibility)
- D. 可行性 (actionability)

20. 服務業有四種特性。銀行要求其行員應該顯得十分忙碌，穿著得體，是為了克服那一項特性的限制？

- A. 無形性
- B. 不可分性
- C. 變化性
- D. 消逝性

21. 有人說，影響中國人行為的是三個 F 為字首的英文字，下列那一個 F 最可能不在其中？

- A. Fate (命運)
- B. Favor (人情)
- C. Faith (信仰)
- D. Face (面子)

22. 溝通路線可定義為傳送消息的途徑，以下那種說法最可能是錯誤的？

- A. 員工間非正式的溝通路線值得重視
- B. 溝通路線的運作型態會影響團體工作績效
- C. 在企業裡，最主要的溝通路線就是指揮系統
- D. 公司規模愈大時，溝通路線愈能和組織指揮系統配合

23. 當一個人把沒有固定意義的語句看成了有固定意義的語句，就形成人與人之間溝通的障礙，稱為\_\_\_\_\_。

- A. 定義思考 (definition thinking)
- B. 推論思考 (inference thinking)
- C. 投射思考 (projective thinking)
- D. 習慣思考 (habitual thinking)

24. 企業家許文龍認為，其創辦的奇美實業公司成功的關鍵為：

- A. 管理的人性化
- B. 觀念的力量
- C. 產品的定位
- D. 技術的領先

25. 組織活動必然要分工，企業在發展初期多以\_\_\_\_\_作為一級單位的分工標準。

- A. 地區
- B. 產品
- C. 顧客
- D. 功能

(橫書式)

國立中山大學八十七學年度碩博士班招生考試試題

科目：管理學(丁) 企管所

共六頁 第六頁

第二部份：(請盡量用簡潔的文字作答，你得分的多寡與答案是否切入重點有關，與寫得多少無關。每題後面的阿拉伯字為該題所佔分數。)

5 一、辜振甫先生父子最近捐款一千萬美元給美國賓州大學華頓學院。國內有財勢的企業人士捐款給國外知名大學的事件，不在少數。我國大學目前面臨財務困難，必須努力向民間企業捐款。但是，有許多企業人士願意捐大筆錢給國外知名學校，捐給國內大學的數額卻相當有限。如果你是某大學募款負責人，你要如何突破這個困難？請擬定一個募款計畫。(20)

10 二、某大企業要裝置一套新的資訊管理系統。該公司有兩種可能做法，一是自行開發，另一是請外面資訊管理顧問公司開發。請用組織管理的觀點分析這兩者各有什麼利弊。(15)

15 三、台灣許多企業的老闆娘都親自管理負責企業的財務工作，你認為這是什麼原因呢？老闆娘身主掌財務工作，有何利弊呢？(15)

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