

國立中山大學九十學年度碩博士班招生考試試題

科目：經濟學（甲）【企管系（甲）碩士班】

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I. True/False/Uncertain: State whether you believe each of the following statements is true, false or uncertain. Most importantly, justify your answer using economic reasoning and (when appropriate) diagrams. (每小題10分)

1. A fixed business license fee imposed on each monopolistically competitive firm will reduce the number of brands in the market and increase each one's market share.
2. If a firm has a cost function given by $C(Q) = 100 + Q^2$, then it is a natural monopoly.
3. Perfect price discrimination is impossible when all consumers have identical tastes and preferences.
4. There is no deadweight loss associated with a positive externality because the socially optimal level of production is greater than that chosen by a free market.
5. The marginal revenue product of a given quantity of labor will be higher if the industry is competitive than if the same industry were controlled by a monopoly.

II. Please answer the following questions:

1. As to (a) the basis, (b) the type and (c) the benefit of the international trading, please compare the Ricardo model with the Heckscher-Ohlin model, and explain their differences with a certain case. (本題十分)
2. Let's discuss the regional integration of international development.
 - (a) What are the major models for the regional integration?
 - (b) What are the contributions of the ASEAN to its member states so far?
 - (c) What are the contradictions between the member states of the ASEAN?
 - (d) What are the main pressures for a non-member country, such as Taiwan, to set up the trade and economic networks in the ASEAN? (本題二十分)
3. Please explain the terms with your own comments:
 - (a) Dollarization;
 - (b) Capital flight;
 - (c) Real exchange rate;
 - (d) Real depreciation. (本題二十分)

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科目：企業管理【企管系(甲)碩士班】

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第一部份：單選題 (50%)

請依題號順序，將答案填入答案紙上的「是非、選擇專用頁」中。每題答對得 2 分，答錯倒扣 1 分，但倒扣總分至多不超過得分總數。

1. Which of these is not a Mintzberg category of roles for managers?
 - A. Interpersonal role
 - B. Informational role
 - C. Motivational role
 - D. Decisional role

2. _____ is the outcome of planning.
 - A. Performance
 - B. Strategy
 - C. Assessment
 - D. Effective organization

3. A reporting relationship in which an employee receives orders from, and reports to, only one supervisor is known as:
 - A. line of authority.
 - B. centralization.
 - C. unity of direction.
 - D. unity of command.

4. Inequity that exists when a person perceives that his or her own outcome/input ratio is greater than the ratio of a referent is known as:
 - A. underpayment inequity.
 - B. overpayment inequity.
 - C. negative perception inequity.
 - D. procedural inequity.

5. Theory _____ is based on positive assumptions about workers.
 - A. Z
 - B. X
 - C. Y
 - D. C

6. The _____ theory states that a manager's choice of organizational structures and control systems depends on characteristics of the external environment.
 - A. mechanistic
 - B. management science
 - C. organic
 - D. contingency

7. Which is not one of Fayol's principles:
 - A. Authority and responsibility
 - B. Line of authority
 - C. Globalization
 - D. Unity of command

8. Which is not a stage of an industry life cycle?
 - A. Growth
 - B. Seniority
 - C. Shakeout
 - D. Birth

9. _____ allows a foreign organization to take charge of manufacturing and distributing a product in its country in return for a negotiated fee.
 - A. Franchising
 - B. A joint venture
 - C. Licensing
 - D. A subsidiary

10. Which of the following is not usually an organizational stakeholder?
 - A. Customers
 - B. Suppliers
 - C. Employees
 - D. Government

11. The technique in which group members respond in writing to questions posed by the group leader is known as the _____ technique.
 - A. Delta
 - B. Beta
 - C. Delphi
 - D. Alpha

12. Performance gains that result when individuals coordinate their action is called:
 - A. coordinated strategy
 - B. focused diversification
 - C. synergy
 - D. entropy

13. _____ strategy distinguishes an organization's products from its competitors products in areas such as quality and design.
 - A. Low-cost
 - B. Multidomestic
 - C. Differentiation
 - D. Diversification

14. Which is not an integrating mechanism?
- A. Liaison roles
 - B. Task forces
 - C. Cross-functional teams
 - D. Market structure
15. The _____ structure is an organizational structure that simultaneously groups people and resources by function and product.
- A. market
 - B. geographic
 - C. matrix
 - D. product
16. Controlling is a four-step process; which is not one of the steps?
- A. Establishing performance standards
 - B. Measuring competitor's performance
 - C. Comparing actual performance against performance standards
 - D. Evaluating the results and taking corrective action
17. _____ is the process managers engage in to develop a pool of qualified candidates for open positions.
- A. Hiring
 - B. Recruitment
 - C. Retention
 - D. Selection
18. The need for _____ provides an individual with a strong desire to perform challenging tasks well and met personal standards of excellence.
- A. achievement
 - B. affiliation
 - C. power
 - D. integration
19. Based on expectancy theory, _____ is a perception about the extent to which performance will result in the attainment of outcomes.
- A. effort
 - B. expectancy
 - C. valence
 - D. instrumentality
20. The authority a manager has by virtue of his or her position in an organization is referred to as _____ power.
- A. legitimate
 - B. reward
 - C. coercive
 - D. expert

21. Nonverbal communication includes the encoding of messages by means of:
- A. body language
 - B. facial expressions
 - C. styles of dress
 - D. all of the above
22. In the _____ inventory system, supplies arrive to the organization when they are needed.
- A. Just-in-case
 - B. TQM
 - C. Just-in-time
 - D. Kaizen
23. Promoting from within
- A. assures the absence of morale problems.
 - B. is generally less costly.
 - C. allows for the injection of new blood.
 - D. all of the above.
24. Maslow is probably best known for his theory on
- A. levels of aspirations.
 - B. levels of achievements.
 - C. levels of needs.
 - D. levels of directions.
25. Very little delegation of authority is associated with the _____ function.
- A. marketing
 - B. personnel
 - C. purchasing
 - D. accounting

第二部份：簡答題（50%）

注意事項：答案內容切忌長篇大論，必須要切合題意。第 1 題的網址只要沾到邊都酌予給分；第 2、3 及第 4 題限以 100 字內扼要簡答，超過字數均酌予扣分。字體請工整，潦草難以辨認者會影響給分。

1. 國立中山大學企管系的入口網站的網址是：<http://>_____（10%）
2. 請任舉三位中山大學企管系專任老師的名字及其專長？（10%）
3. 假設你是一位中小企業的老闆，由於台灣產業環境的發展及市場競爭日益激烈，你欲前往大陸投資，請問，你將如何評估？（15%）
4. 假設你是一位出版社的社長，想要在出版社內實施知識管理（KM: Knowledge Management），請問，你的作法為何？（15%）

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第壹題：選擇題（每題 2.5 分）

1. Which of the following is NOT included in the decisions that every society must make?
 - a. what goods will be produced
 - b. what determines consumer preferences
 - c. who will produce goods
 - d. who will consume the goods

2. When society requires that firms reduce pollution,
 - a. there is no tradeoff, since everyone benefits from reduced pollution.
 - b. there is no tradeoff for society as a whole, since the cost of reducing pollution falls only on the firms affected by the requirements.
 - c. there is a tradeoff only if some firms are forced to close.
 - d. there is a tradeoff because of reduced incomes to the firms' owners, workers, and customers.

3. When government policies are being designed,
 - a. equity and efficiency goals are usually independent of each other.
 - b. there is usually a tradeoff between equity and efficiency.
 - c. equity can usually be achieved without an efficiency loss.
 - d. increasing efficiency usually results in more equity.

4. College-age athletes who drop out of school to play professional sports
 - a. are making a bad economic decision, since they can't play forever.
 - b. are unaware of their opportunity cost of attending college.
 - c. underestimate the value of a college education.
 - d. are well aware that their opportunity cost of attending college is very high.

5. Which of the following is the most accurate statement about economic models?
 - a. Economic models attempt to mirror reality exactly.
 - b. Economic models are useful, but should not be used for policy-making.
 - c. Economic models cannot be used in the real world because they omit details.
 - d. Economic models omit many details to allow us to see what is truly important.

6. One advantage market economies have over central planning is that market economies
 - a. are more efficient.
 - b. solve the problem of scarcity.
 - c. establish government economic control.
 - d. provide an equal distribution of goods and services to consumers.

7. Causes of market failure include
 - a. externalities and foreign competition.
 - b. market power and incorrect forecasts of consumer demand.
 - c. externalities and market power.
 - d. incorrect forecasts of consumer demand and foreign competition.

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8. Productivity is defined as
 - a. the actual amount of effort workers put into an hour of working time.
 - b. the number of workers required to produce a given amount of goods and services.
 - c. the amount of labor which can be saved by replacing workers with machines.
 - d. the amount of goods and services produced from each hour of a worker's time.

9. Macroeconomics includes the study of topics such as:
 - a. national output, the national unemployment rate, the rate of inflation, and the trade deficit.
 - b. the price of Novell stock, the wage rate of steel workers, and antitrust laws.
 - c. the expected effect of bad weather in Florida on the price of orange juice.
 - d. how prices coordinate the decisions of millions of buyers and sellers in the market.

10. The real economy is more complicated than the one illustrated in a simple circular-flow diagram because
 - a. households do not buy all goods and services produced in the economy, and households do not spend all of their income on goods and services.
 - b. saving should be counted as part of expenditure.
 - c. taxes should be included as part of expenditure.
 - d. the income government gives poor people should be counted as government production of human capital.

11. The old adage, "You can't compare apples and oranges,"
 - a. means that GDP must be simply a list of all final products and their quantities.
 - b. does not apply to GDP because GDP does add together the values of many different products in order to get a single measure of economic activity.
 - c. implies that our measure of GDP is erroneous.
 - d. means that certain agricultural products present particular difficulties in measuring GDP.

12. A company produces 500 units of an intermediate good on the last day of the year.
 - a. If it sells the good, GDP for that year will increase.
 - b. If it sells the good, GDP for that year will remain unchanged.
 - c. If it does not sell the good, GDP for that year will increase.
 - d. b and c.

13. If you win \$5 million in the state lottery,
 - a. GDP will be unaffected.
 - b. GDP will increase by \$5 million.
 - c. GDP will increase by less than \$5 million.
 - d. GDP will increase by more than \$5 million.

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14. Which of the following statements about nominal GDP and real GDP is most accurate?
- Nominal GDP is a better gauge of economic well-being than is real GDP.
 - Real GDP is a better gauge of economic well-being than is nominal GDP.
 - Real GDP and nominal GDP are equally good measures of economic well-being.
 - Whether real GDP or nominal GDP is a better measure of economic well-being depends on the business cycle.
15. Which of the following is NOT true about the multilateral approach to free trade?
- The multilateral approach has the potential to result in freer trade than does the unilateral approach.
 - The multilateral approach may have a political advantage over the unilateral approach.
 - The multilateral approach is simpler than the unilateral approach.
 - NAFTA and GATT are both multilateral approaches to free trade.
16. An important difference between the GDP deflator and the consumer price index is that
- the GDP deflator reflects the prices of goods and services bought by producers, whereas the consumer price index reflects the prices of goods and services bought by consumers.
 - the GDP deflator reflects the prices of all goods and services produced domestically, whereas the consumer price index reflects the prices of goods and services bought by consumers.
 - the GDP deflator reflects the prices of all goods and services produced by a nation's resources, whereas the consumer price index reflects the prices of goods and services bought by consumers.
 - the GDP deflator reflects the prices of goods and services bought by producers and consumers, whereas the consumer price index reflects the prices of goods and services bought by consumers.
17. Which of the following is a determinant of productivity?
- human capital
 - physical capital
 - natural resources
 - All of the above are correct.
18. Technological knowledge refers to
- the knowledge and skills that workers acquire through education, training, and experience.
 - the stock of equipment and structures that are used to produce goods and services.
 - the understanding of the best ways to produce goods and services.
 - All of the above are correct.

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19. Which of the following is incorrect?
- Turnover means that firms occasionally fire workers to set an example for the other workers.
 - Workers are less likely to quit jobs if the firm is paying a high wage.
 - Firms may find it profitable to pay wages above the equilibrium level in order to reduce quits.
 - Paying high wages will create a surplus of workers.
20. Cyclical unemployment is closely associated with
- short-run ups and downs of the economy.
 - long-term economic growth.
 - fluctuations in the natural rate of unemployment.
 - None of the above are correct.

第貳題：問答題

1. 同樣一種化妝品(假設是美白系列產品)在地攤的售價與在百貨公司的售價會相同嗎?你覺得哪裡會賣得比較便宜?賣得比較便宜的地方應該如何來提高其售價?(20分)

2. 自由經濟下,供需雙方的交易下市場就會形成。證券發行市場中,發行公司為資金的需求者,而投資大眾為資金的供給者。目前台灣的發行市場中有專門負責作資金供需的中介人(也就是證券承銷商),並從中抽取佣金。請問如果沒有中介人制度,發行市場會更發達嗎?(20分)

3. Draw a set of indifference curves for the following pairs of goods. (10分)

- Pork and corn for a vegetarian who neither likes nor dislikes meat.
- Candy and cookie if these are goods that you like, but if you consume enough of either, you get sick of them.

管理學(乙)企業管理學系碩士班甲班

壹、個案分析(共 50 分)

Trek 是一家製造高品質自行車的美國公司，每輛零售價從美金三百元到五千元不等。爲了要在全球的自行車業中成爲要角，Trek 的使命是：「深具活力和創新，在全球市場上競爭，努力把企業的每一面都做到最好，並且保證適時提供物超所值的產品和服務給顧客。」Trek 並且強調他們在自行車業中的競爭優勢就是創新、品質及服務。

Trek 跟所有的企業一樣，它重視自己的財務績效，經理人研究公司財務的指標和報告，以了解他們的財務狀況。其中的指標包括各項銷售總營收、外銷營收、淨利以及投資報酬；他們更進一步觀察這些指標的變化。例如，有一項指標是始於 1987 年的「國際業務」百分比，國際業務目前佔總業務的 32%，這是經理人必須知道的資訊。公司的表現優異，目前有獲利又正在成長，而國際市場是成長的主因。

滿足顧客的需求和價值對 Trek 極爲重要。爲了吃下整個自行車市場，Trek 提供許多基本款的自行車，顧客也可以根據個人喜好要求訂做。款式從兒童車和 BMX 車，到越野車和協力車都有。自行車業者必須知道顧客的需求，尤其是較爲昂貴、專業設計、用來參加比賽的自行車。Trek 爲了與顧客保持聯繫，成立大型網站，有數千名顧客經常上它的網站。另外，客服專線每天也可接獲多達七百通的電話。兩者都是與顧客保持聯繫的利器。

品質是 Trek 成功的主因，他們必須隨時注意自己和競爭者的品質。Trek 的車價高，所以顧客也期望獲得優良的品質。Trek 認爲創新和創造力很重要。許多同業競爭者試圖拉攏 Trek 的顧客，而要保持不敗的唯一方法，就是製造出更好的產品。最好的自行車是什麼？如何使車架更輕更耐用？如何設計出車手想要的特殊功能，價格又便宜有競爭力？Trek 明白必須跑在最前面才有答案，創新才能成功。

員工的承諾使 Trek 得以製造出高品質的自行車，這是 Trek 的另一項成功指標。雖然零件可能在海外生產，但大部分的組裝都在威斯康辛州完成。當品質成爲要素時，高動機的員工便不可缺少。必須大量授權給基層工人，才能凝聚他們的動機和向心力。公司外部環境因素對 Trek 而言都很重要，即使在程度上各有不同。Trek 知道全體人員多樣化的需要，也積極僱用最頂尖的人才。Trek 以僱用殘障人士自豪，而他們的表現也向來在水準之上。

總體經濟情勢在許多方面影響到 Trek。零件的成本和自行車的定價當然重要，規模經濟和生產效率也一樣。但 Trek 也必須研究並了解一般經濟現況。例如，如果失業率提高或通貨膨脹嚴重，Trek 即需要知道這兩項因素可能會怎樣影響自行車的銷售。Trek 業務擴及全球市場，扮演供應與需求者的角色。它有一些零件在海外製造，也透過行銷子公司和獨立經銷商出口自行車。Trek 必須注意幣值、進出口規定、以及跨國文化。

金融市場對 Trek 亦有所影響，利率可能影響 Trek 的外部籌資，高利率可能減少高價自行車的銷售量。相關的法規也會影響到 Trek。所有的公司都必須面對稅法、僱用法、以及環保法等等法律環境，而由於自行車的的特性，Trek 還必須特別留意產品的責

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任問題。

Trek 在競爭激烈的自行車產業中營運著。今日，大部分的成車組裝廠仍然極具競爭力，Trek 也買下一些零件供應商或競爭對手。毫無疑問地，自行車產業的活力和本身的產品使 Trek 隨時蓄勢待發。

Trek 的經理人跟任何公司的經理人一樣，花了許多時間做出策略性和例行性的決策。他們大部分的時間都在做策略性決策，以提高競爭力。他們發展出以高品質自行車為主的核心理念，他們特別強調車架的部分。有許多策略性決策都對企業深具影響，例如，Trek 必須決定哪些零件要外包、哪些要自製。好比說，Trek 可以向 Shimano 購買自行車的零件，而不必靠自己生產，只要 Shimano 物美價廉即可。

Trek 在「提供價值給顧客」這方面十分出名。我們提過，Trek 用幾種方式與顧客保持密切的聯繫，其中之一便是透過它自己的賽車隊。當隊員也是顧客時，最能評估與滿足顧客的需求。Trek 不但了解顧客，而且製造顧客想要的自行車。有些顧客的期望甚至超越傳統的自行車產品線，例如，Trek 有生產由車手設計的衣服和配件的產品線。

資源的取得很重要，必須要充分運用人力、物質、財務、資訊等四大資源，以最有效率的方式生產自行車。Trek 為一家未上市公司，仰賴銷售收入和自行籌措的資金來營運。Trek 擁有一千八百名員工分布在威斯康辛州的三家工廠。因此，必須協調運作以確保效率和品質。Trek 與員工合作，共同培養「獻身公司」的自行車業文化。由於許多員工也是車手，所以這點並不困難。

在使用科技方面，Trek 曾贏得無數獎項，它的 Y 型車在國內外都贏得人人垂涎的設計獎，同時 Trek 在品質方面也名列前茅。

因為 Trek 是未上市公司，所以無法取得財務資料。但我們確實知道它的銷售額超過五億五千萬美元，這數字對一家在 1976 年崛起於出租穀倉的公司而言是很不錯的成績。另外，從 Trek 所贏得的獎項和讚賞來看，它優異的整體表現顯示 Trek 是一家模範公司。然而 Trek 並未受限於此一光環，它願意改變，去採用新科技、開發新產品、找出新方法滿足顧客的需求。

針對上述個案，請回答下列問題：

1. Trek 的願景 (vision) 為何？(30 字以內，5 分)
2. Trek 以哪些指標來評估自己的成功？(60 字以內，10 分)
3. 影響 Trek 的環境因子有哪些？(60 字以內，10 分)
4. Trek 如何提供顧客優異的產品及服務？(60 字以內，10 分)
5. 根據個案描述，Trek 執行長 (CEO) 的經營管理模式為何？(200 字以內，15 分)

貳、問答題(共 50 分)

1. 並不是每個人都適合從事管理的工作，人之可貴，在於自知。你認為你適合做管理者嗎？請舉一個例子說明你的領導能力，證明你適合從事管理的工作。
(150 字以內，15 分)

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2. 當前，全球企業各界揚起一片創新的聲浪，四處可見創業的雄心，一時之間，企業的創新能力和創新機制已經成為知識經濟時代最熱門的議題。請說說看，一般而言，一個企業應該如何促進其創新能力和建構其創新機制？也請順便說說看，一個人應該如何提升其創新能力？一個人或是一個企業都是有機體，在培養創新能力或創新機制上有什麼相同或差異的地方嗎？（200 字以內，15 分）

3. Frances Hesselbein 是 Peter Drucker Foundation for Nonprofit Management 的總裁，也曾在 1976-1990 期間出任 Girl Scouts of the USA 的 CEO，更榮獲九個榮譽博士學位和 National Women's Economic Alliance 所頒授的卓越領導獎章。她在“The ‘How to be’ Leader”一文中寫道：

“.....The three major challenges CEOs will face have little to do with managing the enterprise's tangible assets and everything to do with monitoring the quality of: leadership, the workforce, and the relationships.....In the tenuous years that lie ahead, the familiar benchmarks, guideposts, and milestones will change as rapidly and explosively as the times, but the one constant at the center of the vortex will be the leader. The leader beyond the millennium will not be the leader who has learned the lessons of *how to do it*.

The leader for today and the future will be focused on *how to be*---how to develop quality, character, mind-set, values, principles, and courage.The ‘how to be’ leader knows that people are the organization's greatest asset and in word, behavior, and relationship she or he demonstrates this powerful philosophy. The ‘how to be’ leader builds a workforce, board, and staff that reflect the many faces of the community and environment, so that customers and constituents find themselves when they view this richly diverse organization of the future. The ‘how to be’ leader holds forth the vision of the organization's future in compelling ways that ignite the spark needed to build the inclusive enterprise. The leader mobilizes people around the mission of the organization, making it a powerful force in the uncertain times ahead. Coordination around the mission generates a force that transforms the workforce into one in which workers and teams can express themselves in their work and find significance beyond the task, as they manage for the mission. Through a consistent focus on mission, the ‘how to be’ leader gives the dispersed and diverse leaders of the enterprise a clear sense of direction and the opportunity to find meaning in their work. The ‘how to be’ leader knows that listening to the customer and learning what he or she values will be a critical component, even more so in the future than today. Global and local competition will only accelerate, and the need to focus on what the customer values will grow stronger. Key to the societal significance of tomorrow's leaders is the way they embrace the totality of leadership, not just including my organization but reaching beyond the walls as well. The ‘how to be’ leader, whether she or he is working in the private, public, or social sector, recognizes the significance of the lives of the men and women who make up the enterprise, the value of a workplace that nurtures the people whose performance is essential to furthering the mission, and the necessity of a healthy community to the success of an organization. The wise leader

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embraces all those concerned in a circle that surrounds the corporation, the organization, the people, the leadership, and the community. Today's concerns about a lack of workers' loyalty to the corporation and a corresponding lack of corporations' loyalty to the workforce are sending a clear message to the leaders of tomorrow. In the end, as organizations reduce their workforces, will it be the leader of a dispirited, demoralized workforce who leads the pack or will it be the new leader, guiding from vision, principle, and values, who builds trust and releases the energy and creativity of the workforce? ”

讀完了上面這一大段原文，請回答下面諸問題：

- a. 請說明作者所謂”how to do it”的領導者和”how to be”的領導者有什麼不同？
（150 字以內，5 分）
- b. 請說說看什麼才是”how to be”的領導者？（150 字以內，5 分）
- c. 你認為我們台灣社會各界的領導者大多是”how to do it”的領導者或者大多是”how to be”的領導者？（150 字以內，5 分）
- d. 作者說：Today's concerns about a lack of workers' loyalty to the corporation and a corresponding lack of corporations' loyalty to the workforce are sending a clear message to the leaders of tomorrow. 請問這個 clear message 是什麼？
（150 字以內，5 分）

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第壹題：選擇題（每題 2.5 分）

1. When society requires that firms reduce pollution,
 - a. there is no tradeoff, since everyone benefits from reduced pollution.
 - b. there is no tradeoff for society as a whole, since the cost of reducing pollution falls only on the firms affected by the requirements.
 - c. there is a tradeoff only if some firms are forced to close.
 - d. there is a tradeoff because of reduced incomes to the firms' owners, workers, and customers.

2. College-age athletes who drop out of school to play professional sports
 - a. are making a bad economic decision, since they can't play forever.
 - b. are unaware of their opportunity cost of attending college.
 - c. underestimate the value of a college education.
 - d. are well aware that their opportunity cost of attending college is very high.

3. Which of the following is the most accurate statement about economic models?
 - a. Economic models attempt to mirror reality exactly.
 - b. Economic models are useful, but should not be used for policy-making.
 - c. Economic models cannot be used in the real world because they omit details.
 - d. Economic models omit many details to allow us to see what is truly important.

4. Which of the following is important for policy makers to consider when designing public policy?
 - a. the possibility that policies might change behavior
 - b. the direct effect of policies
 - c. the indirect effect of policies
 - d. all of the above

5. One advantage market economies have over central planning is that market economies
 - a. are more efficient.
 - b. solve the problem of scarcity.
 - c. establish government economic control.
 - d. provide an equal distribution of goods and services to consumers.

6. Causes of market failure include
 - a. externalities and foreign competition.
 - b. market power and incorrect forecasts of consumer demand.
 - c. externalities and market power.
 - d. incorrect forecasts of consumer demand and foreign competition.

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7. Productivity is defined as
 - a. the actual amount of effort workers put into an hour of working time.
 - b. the number of workers required to produce a given amount of goods and services.
 - c. the amount of labor which can be saved by replacing workers with machines.
 - d. the amount of goods and services produced from each hour of a worker's time.

8. Macroeconomics includes the study of topics such as:
 - a. national output, the national unemployment rate, the rate of inflation, and the trade deficit.
 - b. the price of Novell stock, the wage rate of steel workers, and antitrust laws.
 - c. the expected effect of bad weather in Florida on the price of orange juice.
 - d. how prices coordinate the decisions of millions of buyers and sellers in the market.

9. The real economy is more complicated than the one illustrated in a simple circular-flow diagram because
 - a. households do not buy all goods and services produced in the economy, and households do not spend all of their income on goods and services.
 - b. saving should be counted as part of expenditure.
 - c. taxes should be included as part of expenditure.
 - d. the income government gives poor people should be counted as government production of human capital.

10. The old adage, "You can't compare apples and oranges,"
 - a. means that GDP must be simply a list of all final products and their quantities.
 - b. does not apply to GDP because GDP does add together the values of many different products in order to get a single measure of economic activity.
 - c. implies that our measure of GDP is erroneous.
 - d. means that certain agricultural products present particular difficulties in measuring GDP.

11. The value of an intermediate good will be added to GDP if
 - a. the administration needs to show a rapidly growing economy in an election year.
 - b. the intermediate good is produced and added to a firm's inventory of goods to be used or sold at a later date.
 - c. the intermediate good is used to produce a final service rather than a final good.
 - c. None of the above is correct. The value of an intermediate good is never included in GDP.

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12. If you win \$5 million in the state lottery,
 - a. GDP will be unaffected.
 - b. GDP will increase by \$5 million.
 - c. GDP will increase by less than \$5 million.
 - d. GDP will increase by more than \$5 million.

13. Which statement represents most correctly the relationship between nominal GDP and real GDP?
 - a. Nominal GDP measures base-year production using base-year prices, while real GDP measures current production using current prices.
 - b. Nominal GDP measures current production using base-year prices, while real GDP measures current production using current prices.
 - c. Nominal GDP measures current production using current prices, while real GDP measures base-year production using base-year prices.
 - d. Nominal GDP measures current production using current prices, while real GDP measures current production using base-year prices.

14. Which of the following is NOT true about the multilateral approach to free trade?
 - a. The multilateral approach has the potential to result in freer trade than does the unilateral approach.
 - b. The multilateral approach may have a political advantage over the unilateral approach.
 - c. The multilateral approach is simpler than the unilateral approach.
 - d. NAFTA and GATT are both multilateral approaches to free trade.

15. Which of the following is not a widely-acknowledged problem with the CPI as a measure of the cost of living?
 - a. substitution bias
 - b. introduction of new goods
 - c. unmeasured quality change
 - d. unmeasured price change
 - e. All of the above are problems with the CPI.

16. An important difference between the GDP deflator and the consumer price index is that
 - a. the GDP deflator reflects the prices of goods and services bought by producers, whereas the consumer price index reflects the prices of goods and services bought by consumers.
 - b. the GDP deflator reflects the prices of all goods and services produced domestically, whereas the consumer price index reflects the prices of goods and services bought by consumers.

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- c. the GDP deflator reflects the prices of all goods and services produced by a nation's resources, whereas the consumer price index reflects the prices of goods and services bought by consumers.
 - d. the GDP deflator reflects the prices of goods and services bought by producers and consumers, whereas the consumer price index reflects the prices of goods and services bought by consumers.
17. Which of the following is a determinant of productivity?
- a. human capital
 - b. physical capital
 - c. natural resources
 - d. All of the above are correct.
18. Technological knowledge refers to
- a. the knowledge and skills that workers acquire through education, training, and experience.
 - b. the stock of equipment and structures that are used to produce goods and services.
 - c. the understanding of the best ways to produce goods and services.
 - d. All of the above are correct.
19. Which of the following is incorrect?
- a. Turnover means that firms occasionally fire workers to set an example for the other workers.
 - b. Workers are less likely to quit jobs if the firm is paying a high wage.
 - c. Firms may find it profitable to pay wages above the equilibrium level in order to reduce quits.
 - d. Paying high wages will create a surplus of workers.
20. Cyclical unemployment is closely associated with
- a. short-run ups and downs of the economy.
 - b. long-term economic growth.
 - c. fluctuations in the natural rate of unemployment.
 - d. None of the above are correct.

第貳題：問答題

1. 爲什麼一個人會購買醫療險？假設有一項醫療險的內容爲：投保人必須支付固定的保費 x 元，如果投保人生病則可以獲得 y 元的保險醫療給付。你覺得這樣的保險契約適當嗎？如果保險公司要求投保人先到其所指定的醫療單位作身體健康檢查，然後再決定是否同意投保人投保。這種情況下一般人的投保意願會不會改變？（20 分）

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2. 自由經濟下，供需雙方的交易下市場就會形成。證券發行市場中，發行公司為資金的需求者，而投資大眾為資金的供給者。目前台灣的發行市場中有專門負責作資金供需的中介人（也就是證券承銷商），並從中抽取佣金。請問如果沒有中介人制度，發行市場會更發達嗎？（20分）

3. Draw a set of indifference curves for the following pairs of goods. (10分)

- a. Fish and chips for an individual that will not eat fish or chips, but loves to eat the mix of one part fish and two parts chips.
- b. Apple and orange for an individual that believes that apple and orange are perfect substitutes.

管理學(丙)企業管理學系碩士班甲班

壹、簡答題(共 35 分)

1. 何謂管理新典範？(20 字以內，2 分) 當前我國企業經營管理的新典範有哪些？(30 字以內，3 分)
2. 在動機的認知評價理論(cognitive evaluation theory)中，指出內在動機與外在動機之間有何關聯？(50 字以內，10 分)
3. 在組織變革的過程之中，有關流程再造的重要議題有哪些？請列出五個。(50 字以內，5 分)
4. 一般而言，企業購併應該考慮哪些因素？如何進行？如何評估其成效？(100 字以內，10 分)
5. 請說說看一個企業應該如何建立創新(innovation)的機制？(50 字以內，5 分)

貳、個案分析(共 15 分)

製造 New Balance 運動鞋的這家美國廠商，在 1972 年由 Jim Davis 接手，當年營業額為十萬美元。1995 有三億美元的營收，鞋子總產量之 70% 由美國本土生產，其餘 30% 的運動鞋交由國外的外包廠商。為了接近美國市場，持續產品創新，New Balance 過去五年在美國內持續擴廠，員工人數增加一倍，共有五座生產工廠。如今銷售量大增，2000 年營業額為十一億美元，而國內產能僅能供給 25% 的需求量，其餘 75% 交由海外代工。Jim Davis 計劃未來國內的產能將提升回總產量的 70%。New Balance 為何能將這種低技術性的運動鞋產品留在美國生產，而其他廠商如 Nike、Reebok 卻不能？這是因為 New Balance 使用自動化、電腦化之高科技的生產機器設備及流程，員工持續接受訓練，在小組為單位的團隊工作設計下，小組成員具備多樣技能，彼此相互支援等彈性做法，這些做法強化了他們的工作效率。以美國緬因州的 Norridgewock 廠為例，員工時薪 14 美元，一雙市售 70 美元的鞋子費時 24 分鐘完成(相對於亞洲外包廠商，員工時薪為 0.2 - 0.4 美元，需要三小時完成一雙鞋子)。因此，一雙美國製鞋子的成本可由 44 美元下降為 4 美元(在中國製造的成本為 1.3 美元)。美國的經濟學家認為：將低技術層次的製造工作移往海外，對美國整體經濟而言是件好事，但是，New Balance 的例子卻讓美國廠商重新思考技術升級的選擇。

針對上述個案，請回答下列題目：

1. 何謂比較利益？(20 字以內，2 分) 比較利益的前提假設為何？(30 字以內，3 分)
2. New Balance 未來國內的產能將提升為總產量的 70%，此做法與比較利益是否有衝突？請提出你的看法。(30 字以內，5 分)
3. New Balance 的做法對我國目前傳統產業外移所引發失業率上升的現象有何啟示？(30 字以內，5 分)

參、問答題(共 50 分)

1. 並不是每個人都適合從事管理的工作，人之可貴，在於自知。你認為你適合做管理者嗎？請舉一個例子說明你的領導能力，證明你適合從事管理的工作。(150 字以內，15 分)

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2. 一個演奏家在台上如痴如醉的演奏著，一派渾然忘我的氣魄，在那時，樂曲彷彿是心聲，情感無異於音符，樂曲、演奏者和聽眾三者已經合而為一。請在腦海裡想像著這樣一副情景，並說說看這一幕對於領導和管理的道理有什麼啟發？（150字以內，15分）

3. Frances Hesselbein 是 Peter Drucker Foundation for Nonprofit Management 的總裁，也曾在 1976-1990 期間出任 Girl Scouts of the USA 的 CEO，更榮獲九個榮譽博士學位和 National Women's Economic Alliance 所頒授的卓越領導獎章。她在“The ‘How to be’ Leader”一文中寫道：

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讀完了上面這一大段原文，請回答下面諸問題：

1. 請說明作者所謂“how to do it”的領導者和“how to be”的領導者有什麼不同？
（150字以內，5分）
2. 請說說看什麼才是“how to be”的領導者？（150字以內，5分）
3. 你認為我們台灣社會各界的領導者大多是“how to do it”的領導者或者大多是“how to be”的領導者？（150字以內，5分）
4. 作者說：Today's concerns about a lack of workers' loyalty to the corporation and a corresponding lack of corporations' loyalty to the workforce are sending a clear message to the leaders of tomorrow. 請問這個 clear message 是什麼？
（150字以內，5分）

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共壹頁第壹頁

I. True/False/Uncertain: State whether you believe each of the following statements is true, false or uncertain. Most importantly, justify your answer using economic reasoning and (when appropriate) diagrams. (每小題10分)

1. A fixed business licensee fee imposed on each monopolistically competitive firm will reduce the number of brands in the market and increase each one's market share.
2. If a firm has a cost function given by $C(Q) = 100 + Q^2$, then it is a natural monopoly.
3. Perfect price discrimination is impossible when all consumers have identical tastes and preferences.
4. The imposition of a tariff will raise the wages of workers who produce the protected good.
5. If the inflation rate fell from 3% in 1998 to 2% in 1999, this means that prices were, on average, lower in 1999 than in 1998.

II. Please answer the following questions:

1. As to (a) the basis, (b) the type and (c) the benefit of the international trading, please compare the Ricardo model with the Heckscher-Ohlin model, and explain their differences with a certain case. (本題十分)
2. Let's discuss the protectionism of international trade.
 - (a) What are the major reasons for the protectionism?
 - (b) What are the standards for a country to choose the "infant-industry"?
 - (c) What is the best policy-tool for the protectionism?
 - (d) What are the main pressures for many countries to set up the trade barriers, since the free trade can promote the national welfare for the trading partners? (本題二十分)
3. Please explain the terms with your own comments:
 - (a) *Dollarization*;
 - (b) *Capital flight*;
 - (c) *Real exchange rate*;
 - (d) *Real depreciation*. (本題二十分)

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第一部份：單選題(50%)

請依題號順序，將答案填入答案紙上的「是非、選擇專用頁」中。每題答對得2分，答錯倒扣1分，但倒扣總分至多不超過得分總數。

1. The technique in which group members respond in writing to questions posed by the group leader is known as the _____ technique.
 - A. Delta
 - B. Beta
 - C. Delphi
 - D. Alpha
2. Performance gains that result when individuals coordinate their action is called:
 - A. coordinated strategy
 - B. focused diversification
 - C. synergy
 - D. entropy
3. _____ strategy distinguishes an organization's products from its competitors products in areas such as quality and design.
 - A. Low-cost
 - B. Multidomestic
 - C. Differentiation
 - D. Diversification
4. Which is not an integrating mechanism?
 - A. Liaison roles
 - B. Task forces
 - C. Cross-functional teams
 - D. Market structure
5. The _____ structure is an organizational structure that simultaneously groups people and resources by function and product.
 - A. market
 - B. geographic
 - C. matrix
 - D. product
6. Controlling is a four-step process; which is not one of the steps?
 - A. Establishing performance standards
 - B. Measuring competitor's performance
 - C. Comparing actual performance against performance standards
 - D. Evaluating the results and taking corrective action

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7. _____ is the process managers engage in to develop a pool of qualified candidates for open positions.
 - A. Hiring
 - B. Recruitment
 - C. Retention
 - D. Selection

8. The need for _____ provides an individual with a strong desire to perform challenging tasks well and meet personal standards of excellence.
 - A. achievement
 - B. affiliation
 - C. power
 - D. integration

9. Based on expectancy theory, _____ is a perception about the extent to which performance will result in the attainment of outcomes.
 - A. effort
 - B. expectancy
 - C. valence
 - D. instrumentality

10. The authority a manager has by virtue of his or her position in an organization is referred to as _____ power.
 - A. legitimate
 - B. reward
 - C. coercive
 - D. expert

11. Nonverbal communication includes the encoding of messages by means of:
 - A. body language
 - B. facial expressions
 - C. styles of dress
 - D. all of the above

12. In the _____ inventory system, supplies arrive to the organization when they are needed.
 - A. Just-in-case
 - B. TQM
 - C. Just-in-time
 - D. Kaizen

13. Promoting from within
 - A. assures the absence of morale problems.
 - B. is generally less costly.
 - C. allows for the injection of new blood.
 - D. all of the above.

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14. Maslow is probably best known for his theory on
- A. levels of aspirations.
 - B. levels of achievements.
 - C. levels of needs.
 - D. levels of directions.
15. Very little delegation of authority is associated with the _____ function.
- A. marketing
 - B. personnel
 - C. purchasing
 - D. accounting
16. Which of these is not a Mintzberg category of roles for managers?
- A. Interpersonal role
 - B. Informational role
 - C. Motivational role
 - D. Decisional role
17. _____ is the outcome of planning.
- A. Performance
 - B. Strategy
 - C. Assessment
 - D. Effective organization
18. A reporting relationship in which an employee receives orders from, and reports to, only one supervisor is known as:
- A. line of authority.
 - B. centralization.
 - C. unity of direction.
 - D. unity of command.
19. Inequity that exists when a person perceives that his or her own outcome/input ratio is greater than the ratio of a referent is known as:
- A. underpayment inequity.
 - B. overpayment inequity.
 - C. negative perception inequity.
 - D. procedural inequity.
20. Theory _____ is based on positive assumptions about workers.
- A. Z
 - B. X
 - C. Y
 - D. C

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21. The _____ theory states that a manager's choice of organizational structures and control systems depends on characteristics of the external environment.
- A. mechanistic
 - B. management science
 - C. organic
 - D. contingency
22. Which is not one of Fayol's principles:
- A. Authority and responsibility
 - B. Line of authority
 - C. Globalization
 - D. Unity of command
23. Which is not a stage of an industry life cycle?
- A. Growth
 - B. Seniority
 - C. Shakeout
 - D. Birth
24. _____ allows a foreign organization to take charge of manufacturing and distributing a product in its country in return for a negotiated fee.
- A. Franchising
 - B. A joint venture
 - C. Licensing
 - D. A subsidiary
25. Which of the following is not usually an organizational stakeholder?
- A. Customers
 - B. Suppliers
 - C. Employees
 - D. Government

第二部份：簡答題（50%）

注意事項：答案內容切忌長篇大論，必須要切合題意。第 1 題的網址只要沾到邊都酌予給分；第 2、3 及第 4 題限以 100 字內扼要簡答，超過字數均酌予扣分。字體請工整，潦草難以辨認者會影響給分。

- 1) 國立中山大學企管系的入口網站的網址是：<http://>_____（10%）
- 2) 請任舉三位中山大學企管系專任老師的名字及其專長？（10%）
- 3) 假設你是一位醫生，由於台灣醫療產業的發展及市場競爭日益激烈，你欲前往大陸投資一家小醫院，請問，你將如何評估？（15%）
- 4) 假設你是一位小醫院的院長，想要在醫院內實施知識管理（KM：Knowledge Management），請問，你的作法為何？（15%）