

國立臺中教育大學 99 學年度大學日間部轉學招生考試

企業概論試題

適用學系：國際企業學系二年級

一、選擇題，每題 4%，共 40%

1. 企業有長期且龐大資金需求時，運用哪種融資方式最為恰當？
(A) 簽發本票 (B) 信用借款 (C) 發行公司債 (D) 票據貼現
2. 下列何者是「產品導入期」之特徵？
(A) 銷售量成長快速 (B) 價格偏低 (C) 配銷通路有限 (D) 競爭者很多
3. 企業以發行股票方式籌集資金，屬於現代商業之何種特質？
(A) 資本大眾化 (B) 經營國際化 (C) 規模大型化 (D) 經營專業化
4. 股票發行價格高於票面金額之發行稱為：
(A) 平價發行 (B) 溢價發行 (C) 折價發行 (D) 以上皆非
5. 「網路遊戲是以年輕人為主要消費族群」，此為何種市場選擇之現象？
(A) 資訊市場 (B) 目標市場 (C) 中間市場 (D) 組織市場
6. 連續性生產具有以下哪種特點？
(A) 生產設備固定 (B) 產品成本高 (C) 產量少 (D) 品質不一
7. 生產時必須的原料、零件、在製品等統稱為：
(A) 物件 (B) 物料 (C) 物品 (D) 物體
8. 下列何者不屬於無形資產？
(A) 商標 (B) 商譽 (C) 應收帳款 (D) 專利權
9. 由原料製成商品，經過配送系統到達消費者之程序稱為
(A) 金流 (B) 物流 (C) 資訊流 (D) 商流
10. 目前相當盛行之宅配屬於何種企業管理策略？
(A) 生產策略 (B) 通路策略 (C) 財務策略 (D) 人事策略

二、問答題：每題 15% 共 30%

1. Describe what Charismatic leadership is, and explain how managers can engage in it.
2. Why might managers do things that conflict with their own ethical values?

三、翻譯題，共 30%

「Markets are born, grow, change, and die. Customer demand inevitably shifts, too, as do the jobs that need to get done. To stay relevant, you must remain vigilant to these changes and devise new ways to address them. At later stages of market development, these shifts are often more profound and require you to reconsider your business model or develop a new one. This brings the opportunity to seize your white space within: to achieve transformational growth within your existing market.

Whenever the basis of competition shifts from performance and reliability to convenience or cost, the customer's basic job to be done is changing in fundamental ways. So too is the customer value proposition you have to deliver to stay competitive. To generate growth, companies have to embark on business model innovation to move ahead.」（摘自「大師輕鬆讀」第374期）

- (1) 請寫出上述英文內容的主要意思，20%，
- (2) 並請提出妳（你）對於上述內容的心得意見 10%

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管理學試題

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一、選擇題：每題 4 分，共 10 題，佔 40%

1. A statement of the minimum acceptable qualifications that an applicant must possess to perform a given job successfully is a:
 - a. job description
 - b. human resource inventory report.
 - c. job analysis.
 - d. job specification.

2. Joe is always Joe. No matter where he is, he is the same loud, obnoxious, outgoing person. Joe has:
 - a. high self-monitoring.
 - b. low self-monitoring.
 - c. low self-esteem.
 - d. high Machiavellianism.

3. In expectancy theory, _____ is the probability perceived by the individual that exerting a given amount of effort will lead to performance.
 - a. motivating potential score
 - b. attractiveness
 - c. performance-reward linkage
 - d. effort-performance linkage

4. Who determine the market value of the firm:
 - a. Shareholders
 - b. Directors or the Board of Directors
 - c. CEO
 - d. None of the above

5. Changes in our understanding of ___ is (are) primarily responsible for the downsizing of middle management
 - a. the informal structure
 - b. the information structure
 - c. the economic of outsourcing
 - d. the Adaptive organization

6. In a bureaucracy, rules, division of labor, and hierarchies of authority
 - a. affect goal setting.
 - b. restrict the flow of information.
 - c. increase the number of lateral relationships.
 - d. improve organizational efficiency.

7. McDonald's fast-food restaurants operate in a relatively stable environment. According to the work of Burns and Stalker, which form of organization design is most appropriate for McDonald's?
 - a. Organic
 - b. Hybrid
 - c. Matrix
 - d. Mechanistic

8. The extent to which the contributions made by an individual match the inducements offered by the organization is referred to as the
 - a. person-job fit.
 - b. individual/task match.
 - c. contribution-competency fit.
 - d. cognitive component.

9. ____ is the term used to describe an individual's beliefs about his or her capabilities to perform a task.
 - a. Self-efficacy
 - b. Self-esteem
 - c. Self-monitoring
 - d. confidence

10. Charismatic leadership is closely linked with
- legitimate power.
 - instrumental compliance.
 - legitimate requests.
 - referent power.

二、請回答下列問題，每題 15 分，共 2 題 佔 30%

1. What is management? What is the difference between efficiency and effectiveness?
2. Describe the four functions of management and explain Mintzberg's managerial roles.

三、翻譯題，共 30%

With this new performance-based management system in place at Nissan. Ghosn believes that employees now can more clearly see constructive methods of achieving theirs. So far it seems to be working very well. "Having performance-based compensation and career advancement creates a healthy workforce because it rewards people for the contributions they make, their worth no longer being defined simply age or gender."

Reward those who do well. People need to be motivated in order to work harder.

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適用學系：國際企業學系三年級

一、選擇題，每題 4%，共 40%

1. 新產品從開發到進入市場，再由市場消失的整個期間，稱為產品
(A)會計期間 (B)商業循環 (C)週轉率 (D)生命週期
2. 某產品生產時需投入 100 萬元的總固定成本，單位變動成本為 50 元，若該產品單價為 100 元，則須銷售多少單位產品，才能獲得 10 萬元利潤？
(A)20,000 單位 (B)22,000 單位 (C)24,000 單位 (D)26,000 單位
3. 工廠要能夠「大量生產」，其基本條件為：
(A)產品多角化 (B)企業國際化 (C)產品標準化 (D)工廠大型化
4. 休閒產業常面臨平日與假日來客量差異甚大現象，可用何種策略加以克服？
(A)加強廣告宣傳 (B)增加遊憩設施 (C)擴大營業規模 (D)實施差別定價
5. 借款人到期無法償付利息或本金，屬於何種風險？
(A)利率風險 (B)流動性風險 (C)報酬率風險 (D)違約風險
6. 企業透過生產而創造的價值稱為：
(A)經濟價值 (B)附加價值 (C)剩餘價值 (D)貨幣價值
7. 下列何者不是生產管理之目的？
(A)成本最低化 (B)效益最大化 (C)存貨最多化 (D)品質最適化
8. 下列何者非屬組織內雙向溝通的做法？
(A)設置意見箱 (B)政令宣示 (C)實施提案制度 (D)建立申訴制度
9. 為加速作業流程並保持食品鮮度，量販店自設生鮮處理中心屬於何種功能？
(A)產銷整合 (B)垂直整合 (C)重視衛生 (D)作業流程
10. 近年來盛行之「網路書店」屬於下列何種型態？
(A)B to B (B)B to C (C)C to C (D)C to B

二、問答題：每題 15% 共 30%

1. What is the difference between vertical integration and related diversification?
2. What is the relationship among business and corporate-level strategies, and how do they create value for an organization?

三、翻譯題，共 30%

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一、選擇題：每題 4 分，共 10 題，佔 40%

1. Which of the following decision-making models is based on the belief that human behavior is unerringly rational?
 - a. Behavioral
 - b. classical
 - c. Administrative
 - d. Bureaucratic
2. If you want to know how an organization will attempt to compete in its chosen industries or markets, you should look at its _____ strategy.
 - a. corporate-level
 - b. deliberate
 - c. business-level
 - d. functional
3. Which management function do differences between domestic and international production quality standards fall under?
 - a. Planning
 - b. Organizing
 - c. Leading
 - d. Controlling
4. A(n) _____ business is one that is primarily based in a single country but that acquires some meaningful share of its resources and/or revenues from other countries.
 - a. international
 - b. domestic
 - c. multinational
 - d. intercontinental

5. Which of the following factors is an internal force for change?
 - a. Increases in the prime lending rate
 - b. Increased attempts by unions to organize new companies
 - c. A change in attitude of workers toward unannounced layoffs
 - d. The development of new technology that makes your factory obsolete

6. Which of the following is NOT a reason why employees are resistant to change?
 - a. Uncertainty
 - b. A high level of risk propensity
 - c. Threatened self-interests
 - d. Different perceptions

7. In a bureaucracy, rules, division of labor, and hierarchies of authority
 - a. affect goal setting.
 - b. restrict the flow of information.
 - c. increase the number of lateral relationships.
 - d. improve organizational efficiency.

8. Which of the following is NOT a process characterized by Likert?
 - a. Leadership
 - b. Decision making
 - c. Planning
 - d. Controlling

9. Which of the following leadership models suggests that leaders have different working relationships with the better performers among their subordinates than they do with the others?
 - a. Path-goal
 - b. Leader-member exchange
 - c. Vroom-Yetton-Jago
 - d. Substitutes for leadership

10. The biggest single drawback of written communication is
 - a. its slow feedback and interchange.
 - b. its lack of clarity.
 - c. the formal implications it carries.
 - d. the lack of time for preparation.

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