

國立臺中教育大學九十九學年度研究所碩士班招生考試

管理學概論 試題

適用學系：事業經營研究所、永續觀光暨遊憩管理研究所

壹、選擇題（每題2%，共40%）

1. An automobile manufacturer that increased the total number of cars produced at the same cost, but with many defects, would be _____.
(A) efficient and effective
(B) increasing efficiency
(C) increasing effectiveness
(D) concerned with inputs
2. Based on his scientific management principles, Taylor suggested which of the following pay principles?
(A) monthly salary
(B) monthly salary with bonus
(C) seniority pay
(D) incentive pay
3. An organization's culture is _____.
(A) represented in organizational meetings by the top manager of the organization
(B) represented by a common perception held by interest groups that watch the organization
(C) represented by a common perception held by the organization's members
(D) changed when the organization is purchased by new owners
4. A borderless organization _____.
(A) utilizes ethnocentrism
(B) focuses its efforts on a polycentric attitude
(C) globalizes their structure to reduce artificial global barriers
(D) is another version of a multinational organization

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5. A retail clothing store manager who estimates how much to order for the current spring season based on last spring's outcomes is operating under what kind of decision-making condition?
 - (A) seasonal
 - (B) risk
 - (C) uncertainty
 - (D) certainty
6. Planning involves defining the organization's goals, establishing an overall strategy for achieving those goals, and developing a comprehensive set of plans _____.
 - (A) as to which shift will perform what work functions
 - (B) to determine which manager will be over which department
 - (C) to integrate and coordinate organizational work
 - (D) to establish the quality and quantity of work to be accomplished
7. The merging of the analyses of internal and external factors influencing the organization's strategy is known as _____.
 - (A) complete studies
 - (B) organizational behavior and theory
 - (C) definitional analysis
 - (D) SWOT analysis
8. Benchmarking is the search for the best practices among competitors or noncompetitors that lead to their _____.
 - (A) achieving such a large market share
 - (B) ability to so accurately predict the environment
 - (C) superior performance
 - (D) ability to identify new market niches
9. The degree to which jobs are standardized and guided by rules and procedures is called _____.
 - (A) work specialization
 - (B) centralization
 - (C) decentralization
 - (D) formalization

10. An assessment that defines the jobs and behaviors necessary to perform the job is known as a _____.
- (A) job description
 - (B) job specification
 - (C) goal-oriented job definition
 - (D) job analysis
11. Which mode of innovativeness has the lowest risk and profitability? (A) adaptive product (B) first-to-market (C) imitation (D) All of above.
12. Prahalad and Hamel argued that competitiveness should be rooted in accordance with? (A) Core competency (B) Final product (C) Core product (D) Business unit.
13. In the Value chain model, which of the following is classified into the supportive activities? (A) Outbound logistics (B) Marketing and sale (C) Procurement (D) Operations.
14. Which of the following description is more related to incremental innovation?
- (A) Rare occurrence
 - (B) Product improved or upgraded
 - (C) Start outside of a firm
 - (D) Generate new industries.
15. Which of the following is regarded as the most inner circle of the technology in a business/product? (A) Distinctive technology (B) External technology (C) Basic technology (D) Radical technology.
16. In making the market entry decision, which mode has the middle level of ownership and control ability for a company? (A) Joint venture (B) Licensing (C) Franchising (D) Management contract.
17. In the analysis of industry competitiveness, which item is more related to potential competitor(s)? (A) Purchasing power (B) Entry barrier (C) Manufacturing costs (D) Substitute threat.
18. Which description of hierarchy of needs is wrong? (A) Maslow has empirically found that human needs can be classified into levels (B) Five levels of human needs are verified and classified (C) The fundamental need is physiological need, the ultimate need is self-actualization need (D) All of the above.
19. Roger has proposed the Diffusion Theory which include: 1. Interest 2. Awareness 3. Trial 4. Adoption 5. Evaluation. Please arrange them in a correct order? (A) 32154 (B) 12534 (C) 21534 (D) 23154.
20. Entrepreneurship can be performed by? (A) Individual (B) Team (C) Organization (D) All of above.

<<背面尚有試題>>

貳、解釋名詞（每題4%；共計20%）

1. E C F A
2. Functional-level strategy
3. Transformational leadership
4. Job enrichment
5. Organic organization

參、問答題（共計40%）

- 一、最近日本最大車商 TOYOTA 汽車公司（豐田），宣布要召回歐美等地的汽車時，許多人都感到相當震驚與不解：豐田究竟出了什麼問題？若引用日本汽車業的競爭國——韓國媒體的評論，豐田的困境在於陷入了「贏家的詛咒」。最邪惡的詛咒，在於眼裡只有「第一名」所造成的盲點與輕忽。美國豐田銷售公司 2010 年 1 月 21 日宣布，在某些特殊情況下，油門踏板可能踩踏不順、回彈變慢或卡住，因此要召回在美銷售的 Avalon、Camry 等特定年分的八種車型共 230 萬輛，26 日更宣布暫停銷售及生產這些車種。此外，豐田汽車台灣總代理和泰汽車公司也宣布：『由日本豐田汽車於 2009 年 6 月 29 日至 2010 年 1 月 27 日生產的第三代 TOYOTA Prius 車型，當車輛行駛在特定路面（坑洞、顛簸或結冰路面）輕踩煞車減速時，由於 ABS 防鎖死煞車系統開始啟動瞬間，煞車液壓有輕微延遲的現象。最嚴重的狀況，車主會感到煞車反應有輕微遲緩之感覺。為提供顧客周延完善的車輛品質與服務，廠家將免費為車主更新防鎖死煞車系統作動器電腦程式。』和泰汽車表示，本次對象車輛，台灣市場總計有 650 輛（其中 629 輛已販售）。該公司針對對象車主，已於 2 月 9 日直接以電話及專函通知，請其就近至和泰所屬全台 TOYOTA 服務據點免費更新程式。國內如有消費者以其他管道進口，符合此次免費召回的對象車輛，歡迎與和泰汽車顧客服務中心連絡，和泰汽車將本顧客滿意宗旨，全力協助客戶解決上述問題。TOYOTA Prius 本次召回活動，日本母廠係於 2 月 9 日下午對外正式發布。和泰汽車為展現對顧客行車安全之重視，除了於第一時間舉行記者會公開說明，期使社會大眾充分理解本次召回內容，並提前在 2 月 8 日即寄出車主關懷信函，明確告知車主在特定路面行駛感到煞車反應遲緩時，只需深踩煞車

即可控制車輛，以使車主安心。全台八家豐田經銷商更在發布召回當日下午起，由業務代表以最快速度逐一電話聯繫，將召修內容通知對象車主以便預約入廠。各服務據點還安排專責服務人員，優先對來廠Prius對象車輛實施徹底檢查並更新程式。最快於農曆春節假期前，針對所有對象車全數完成召修。由於農曆新年將近，若顧客因故未能於農曆年前入廠，和泰汽車為確保車主用車安全，於農曆新年期間亦安排專人協助完成免費召修豐田大手筆召回車輛維修，看來是負責任的作法，不過事實上，若追根究柢，豐田顯然錯過了及早化解危機的第一時間，這一延遲，就是三年。其實「踏板問題」早在2007年3月，就有車主指出貨車「Tundra」油門踏板不易回彈。而豐田調查的結果指出，原因是位於踏板底部的摩擦桿因吸收溼氣而膨脹，2008年2月豐田改用其他材質的零件，同年六月做出「不影響安全」的結論，因此並未召回。歐洲也有車主在2008年12月也反映，使用新材質的零件後，油門踏板仍不易回彈。之後的調查發現，新材質仍會因暖氣而結露，使踏板不易回彈，於是2009年8月開始，歐洲生產的汽車再度變更零件材質。直到2009年10月，美國和加拿大都有車主反映踏板的問題，至此，試圖以「換材質」解決問題，卻又一錯再錯的豐田，終於決定要回收車輛。如果2007年就針對「Tundra」油門踏板問題採取因應措施，將不至於發展成現在如此大規模的召回車輛狀況。此外，事態變得嚴重之後，豐田汽車社長豐田章男也沒有在第一時間站出來道歉，而是2010年1月30日在瑞士達沃斯接受NHK的訪問時，才簡短地表示歉意。隔天，豐田在全美二十家主要報紙上登廣告，告訴大家「已接近宣布有效的解決方案」，卻還是沒說明具體的方案和時間...(以上摘錄自2010年《今周刊》685期、自立晚報等報導)

1. 如你(妳)是豐田汽車的主要決策者，針對上述問題，你(妳)會如何做決策來建議公司採取措施解決問題？請以決策制訂程序說明之(本題10%)
2. 豐田汽車會出現上述經營危機，顯示公司的管理控制系統與機制出現了問題，請說明控制的類型有哪些？一個組織的要能建立有效的控制系統應具備哪些特點？請舉上述豐田汽車事件為例說明之(本題10%)

<<背面尚有試題>>

二、分別說明OEM、ODM與OBM商業經營模式之內涵及面臨的挑戰?並舉一台灣企業為例說明。(本題10%)

三、試請簡述各個管理學派之主要主張、更迭之歷程，以及各個管理學派主張之當前運用方向。(本題10%)

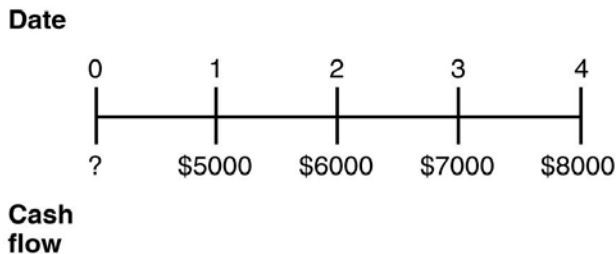
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經濟學 試題

適用學系：事業經營研究所

一、選擇題 (20 題，單選，每題 3%，共 60%)

- 1、 When bank loan officers screen loan applicants to eliminate potentially bad risks, they are attempting to mitigate the problem of (A) illiquidity (B) moral hazard (C) interest rate risk (D) adverse selection
- 2、 The largest category of mutual funds is (A) funds consisting of capital market instruments. (B) closed-end mutual funds. (C) load funds (D) money market mutual funds.
- 3、 A falling NTD makes Taiwan goods (A) more expensive abroad and increases the volume of Taiwan exports. (B) less expensive abroad and increases the volume of Taiwan exports. (C) less expensive abroad and decreases the volume of Taiwan exports. (D) more expensive abroad and decreases the volume of Taiwan exports.
- 4、 Which of the following statements is correct? (A) New classicals believe that the aggregate supply curve is vertical in the short run. (B) New Keynesians believe that the aggregate supply curve is vertical in the short run. (C) New Keynesians believe that the aggregate supply curve slopes upward in the long run. (D) New classicals believe that the aggregate supply curve slopes upward in the short run.
- 5、 Consider the following timeline detailing a stream of cash flows:



If the current market rate of interest is 8%, then the present value of this stream of cash flows is closest to: (A) \$22,871 (B) \$21,211 (C) \$24,074 (D) \$26,000

- 6、 Which of the following are subject to double taxation? (A) Corporation (B) Partnership (C) Sole proprietorship (D) A and B

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- 7 · Which of the following statements is false? (A) Expected return should rise proportionately with volatility (B) Investors would not choose to hold a portfolio that is more volatile unless they expected to earn a higher return. (C) Smaller stocks have lower volatility than larger stocks. (D) The largest stocks are typically more volatile than a portfolio of large stocks.
- 8 · Which of the following is not an investment likely to be found in any proxy for the market portfolio? (A) Human capital (B) Stocks (C) Bonds (D) Precious metals
- 9 · The Gains from Trade associated with the principle of Comparative Advantage depends on (A) the trade partners must differ in technology or tastes. (B) there can be no more goods traded than the number of trade partners. (C) there may be no more trade partners than goods traded. (D) All of the above.
- 10 · If the price of food (a land intensive product) rises, then the income of capital owners will fall because (A) capital owners consume only food. (B) the real wage in terms of manufactures rises. (C) they must pay higher wages to maintain subsistence levels. (D) food is an element of organic capital for capitalists.
- 11 · A tax on the wages that a firm pays its workers is called a/an (A) income tax. (B) excise tax. (C) consumption tax. (D) payroll tax.
- 12 · An externality (A) is characterized as a form of market failure. (B) causes markets to allocate resources efficiently. (C) strengthens the role of the invisible hand in the marketplace. (D) requires the producer to compensate society.
- 13 · Efficiency occurs when (A) total surplus is maximized. (B) producer surplus is maximized. (C) all resources are being used. (D) consumers surplus equals producer surplus.
- 14 · How does total revenue change as one moves down a linear demand curve ? (A) It increases. (B) It first increases, then decreases. (C) It decreases. (D) It is unaffected by a movement along the demand curve.
- 15 · Firms that shut down in the short run still have to pay their (A) variable costs. (B) fixed costs. (C) total cost. (D) All of the above are correct.
- 16 · If real GDP doubles and the GDP deflator doubles, then nominal GDP will (A) stay the same. (B) double. (C) triple. (D) quadruple.
- 17 · In the long run, a higher saving rate (A) cannot increase the capital stock. (B) means that people must consume less in the future. (C) increases productivity. (D) None of the above are correct.
- 18 · According to classical economic theory, changes in the money supply affect (A) nominal variables, but not real variables. (B) nominal variables and real variables. (C) real variables, but not nominal variables. (D) neither nominal nor real variables.

- 19、 Suppose the economy is initially in long-run equilibrium and aggregate demand rises. In the long run prices (A) are higher and output is the same. (B) and output are higher. (C) and output are lower. (D) are the same and output is lower.
- 20、 Fiscal policy affects the economy (A) only in the short run. (B) in both the short and long run. (C) only in the long run. (D) in neither the short nor long run.

二、問答及計算題（4題，每題10%，共40%）

- 1、 假定：兩個期間，原始稟賦為 M_1 與 M_2 ，消費為 C_1 與 C_2 ，請描繪出下列各種情形之跨期預算線及方程式
- (A) 利率為 r ，有借貸可能性下的預算線
- (B) 分析消費者原來是 lender，利率上升時可能發生的改變
- 2、 Originally the consumer faces the budget line $P_1Y_1 + P_2Y_2 = I$. Consider the following situations and write down the equation for each new budget line in terms of the original prices and income.
- (A) The price of good 1 doubles, the price of good 2 becomes 8 times larger, and income becomes 4 times larger.
- (B) The government decides to impose a quantity tax on good 1 of t , and a quantity subsidy on good 2 of s .
- 3、 請比較說明 1997 年亞洲興起的金融危機與 2008 年開始席捲全球的金融風暴，有何異同？你/妳認為我國執政者應採取何項因應對策？就總體經濟政策提出個人的見解。
- 4、 一國貨幣對內的價格是利率（interest rate），對外的價格是匯率（exchange rate），請問：兩國間的利率政策與匯率政策有何連帶的關係及相互的影響？以我國和美國為例說明。

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管理個案分析 試題

適用學系：事業經營研究所

第壹題（50%）

以下是《管理雜誌》426期 關於企業會責任的一篇文章，作者是彭筱雯：

企業經營的目的在於創造更高的公司價值，基本的課題就是「增進公司獲利」。但是近年來，隨著社會關懷、環保議題、公民意識的抬頭，衡量公司經營成功與否不在僅只於短期財報數字的增減，更重要的是公司永續經營發展的潛力，因此「企業社會責任（Corporate Social Responsibility, CSR）」成為企業營運的新趨勢，公司開始注意社區關懷、環境保護、職場安全...等議題，國際上相關評估指標也因應而生（如：道瓊永續性指數 DJSI、倫敦股票交易所體系下的 FTSE4Good），反映出企業社會責任不僅是社會期待，更是未來的投資潮流！

企業社會責任（CSR）在臺灣其實已推廣有年，多數台灣企業的社會責任執行卻容易落入「曲高和寡」的困境：使得 CSR 成為「一次性的消費」，不僅無法有效達到企業回饋社會的美意，公司也無法從 CSR 回收該策略應該為公司帶來的長期價值創造。

員工 CSR 參與度不高，往往是因為員工無法清楚認知 CSR 策略和個人職能發展與公司未來展望有何明確關係。企業在 CSR 策略擬定上，通常都必須先經過嚴謹的效益評估；有了這些分析基礎，公司高層可以更清楚了解到此舉在展現企業回饋社會的誠意之外，還能替公司營運帶來多少實質助益。此外，這些分析評估也可讓企業在內部溝通方面，讓員工了解 CSR 不僅是單純的公益行善，對公司與員工本身也有實質的正面影響，真正達到社會、公司、員工「三贏」的局面。

舉例來說，「使用再生紙」、「鼓勵雙面列印」都是很基本的 CSR 環保策略。企業會估算策略執行後，將具體減少紙張的消耗，並為公司減少購買紙張的開銷，隨著開銷花費的減少，公司的獲利空間則會提升，這對公司股價、股票分紅都有正面的幫助。此外，公司更可搭配獎勵制度，以辦公室為單位，依各辦公室節省紙張消耗的程度，將省下的花費部分挪作獎勵基金，這樣一來員工的參與度將能更能感同身受。

同樣的，「助人也利己」的邏輯也可以應用在 CSR 的其他層面：例如在員工響應的義工計畫中，計劃內容可以與員工所能提供的專長、公司經

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營的核心價值互相配合。因為計畫內容和公司業務屬性雷同，因此員工都具備勝任的技能與潛力，況且員工也透過義工的擔任，可以更加精進工作技能，利於員工自身的職涯發展。

關於上述報導，下例有三個問題請教你

- 一、談談你對企業社會責任的認知？
- 二、你認為目前台灣推動企業社會有何困境？
- 三、能否提出在台灣推動企業社會責任之策略？

建議答題方向：關於企業社會責任之理論、台灣企業現況、Michael Porter

第貳題（50%）

【2007年6月 哈佛商業評論, 哈佛個案研究: 沒有隱私的年代, 我被 Google 開除了】

佛瑞德·威斯登是美國高檔服飾公司海瑟威瓊斯的執行長，四年來一直努力要重新擦亮這家老牌公司逐漸蒙塵的招牌，挽救每況愈下的銷路。他最近才宣布上任以來最具野心的計畫：進軍中國這個全球第三大的奢華品市場。不久後，他接到一個高中老同學的請託電話。佛瑞德答應和老同學的女兒咪咪·布斯特見個面，看她是否適合擔任公司上海旗艦店的店長。佛瑞德覺得咪咪的履歷很不錯，面談過程也相當順利，但公司照例用 Google 搜尋了她的過去，結果發現她若出任這個職位，可能會影響公司在中國的業務。

網路上找到的新聞報導說，咪咪大學剛畢業時，參與了幾次反對世界貿易組織的示威，過程雖然平和，但頗受矚目。有一則報導的照片中，她坐在舊金山的中國領事館前，抗議中國對一名異議記者的處置。主管人資部門的副總裁對此示警後，佛瑞德開始想著：在這個數位時代，「疑人不用」還真是難啊。

由於網路的發達，幾乎沒有什麼祕密藏得住，特別是對年輕的一代來說，他們常把自己最私密的生活細節張貼上網，讓全世界都看到。如果他聘用了咪咪，結果她過去的言行被人挖出來作文章，不無可能影響到公司進軍海外的大計。然而像咪咪這麼優秀的青年才俊，實在難覓。

佛瑞德應該不顧網路上搜尋到的她的昔日言行，而延攬這個人才嗎？

問題：如果你是佛瑞德，擔任高檔服飾公司的執行長，對於人資部門所提供的 Google 搜尋作為應徵者背景查證，你的對策方式為何？應否延攬這個人才嗎？

建議答題方向：人力資源招募、背景查證、參考人查證、科技與招募

國立臺中教育大學九十九學年度研究所碩士班招生考試

英文 試題

適用學系：音樂學系、事業經營研究所、永續觀光暨遊憩管理研究所、

語文教育學系

I. Reading: Select the best answer for each item (30%)

(i) Insomnia is a widespread problem _(1)_ some adults. Half of the people complaining _(2)_ insomnia consider their problems serious _(3)_ to seek professional help. Insomnia is twice as frequent in women as in men and its incidence increases with age. It is not a trivial complaint. Chronic sleep disturbances may have an _(4)_ on daytime functioning. It can _(5)_ considerable distress and make the quality of life worse. It can also lead to mood problems, fatigue, and performance disability.

1. (A) affect
(B) affects
(C) affecting
(D) affected
2. (A) of
(B) in
(C) at
(D) with
3. (A) much
(B) enough
(C) sufficient
(D) hard
4. (A) infect
(B) imply
(C) encase
(D) impact
5. (A) take
(B) let
(C) help
(D) cause

<<背面尚有試題>>

(ii) Everybody knows that high marks (6) at different schools or under different instructors can indicate very different (7) of achievement. One professor may be a hard grader, while another is overly generous or (8) the whole business as a bit of a joke. Some schools have high standards, while (9) are just the places of mediocrity. And at all universities there is a constant tendency towards grade inflation that is fought at some institutions and allowed to go (10) for long periods at others.

6. (A) earn
(B) earns
(C) earning
(D) earned
7. (A) grading
(B) levels
(C) class
(D) layer
8. (A) takes
(B) bespeaks
(C) mistakes
(D) speaks
9. (A) others
(B) the other
(C) another
(D) the others
10. (A) check
(B) checking
(C) uncheck
(D) unchecked

(iii) Aging is not a uniform process. Different parts of the body wear out at different rates. There are great differences among people in their rate of aging. (11) the cells of the body differ in the way they age. The (12) of cells of the body differ in the way they (13). Many cells (14) reproducing themselves many times during the course of a lifetime. Nerve cells and muscles fibers can never be replaced (15) they wear out.

11. (A) Though
(B) Even
(C) More
(D) And
12. (A) major
(B) majority
(C) super
(D) superiority
13. (A) age
(B) aged
(C) old
(D) olden
14. (A) are capable of
(B) capable of
(C) have the ability
(D) can
15. (A) how
(B) where
(C) once
(D) wherever

II. Translation

(i) Translate the following Chinese into English (20%)

1. 地球暖化造成北極的冰層溶化。科學家指出這改變了北極熊的行為模式。
2. 白色情人節不是個傳統的節日。它是 1960 年代由一間日本公司發明，目的是為了增加銷售量。
3. 金融崩潰帶來的全球經濟不景氣甚至把最強的人打敗了。
4. 過去十二任美國總統中，就有六人是左撇子，包括柯林頓與老布希。

<<背面尚有試題>>

(ii) Translate the following English into Chinese (20%)

1. The supplementation of words and conversation by the parents continues until the child becomes more adept at employing the language, at which point the parents begin to have higher expectations of the child.
2. The islands of Britain were a destination for the Roman legions due to several factors, but pressure from the church to convert the Celtic peoples played a significant role in the decision to occupy the region.
3. Although they were primarily used in religious ceremonies to predict the future and solve worldly puzzles, the oracle bones also provide a record of the peoples of the Shang dynasty and events occurring during the Shang period.
4. As many people living in medieval times could neither read nor write, paintings and sculptures served as vehicles through which religious leaders could promote spirituality and devotion to God.

III. Composition (30%)

Instruction: What is a very important skill a graduate student should learn in his/her graduate studies in order to be successful in the future?

Choose **one** skill and use specific reasons and examples to support your choice.