

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

<<背面尚有試題>>

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%)

國立臺中教育大學九十九學年度研究所碩士班招生考試

觀光遊憩概論 試題

適用學系：永續觀光暨遊憩管理研究所

一、選擇題（請選出正確答案，每題皆為複選題）（18%）

1. Most people who pursue outdoor recreation experiences are driven by: (9%)
 - (A). intrinsic pursuits for stimulation, risk taking, tranquility and nostalgia.
 - (B). personal expression for achievement, self-image and competence testing.
 - (C). body health and physical fitness.
 - (D). social motivations for recognition and networking.
2. The approach of sustainable tourism: (9%)
 - (A). predominately caters to the development of attractions and facilities for tourists' requirements
 - (B). is a mainstream paradigm that addresses the comprehensive and integrated planning process for tourism.
 - (C). promotes extensive community involvement in the decision-making of tourism and maximum community participation in tourism operations.
 - (D). can help remedy various tourism development dilemmas such as economic distortions, environmental degradation, cross-cultural misunderstand and the loss of cultural identity.

二、申論題（82%）

1. 何謂 Doxey's Irridex？試以 Doxey's Irridex 針對澎湖地區發展「生態旅遊」或「博弈事業」（任選一項）來論述當地居民與觀光客間之互動情形。(16%)
2. 試闡述節慶觀光(event tourism)的範疇為何？並以一個台灣著名之節慶觀光活動做說明並分析其成功或失敗的原因。(16%)
3. 何謂遊憩專業化(specialization)？請舉一個活動做例子並解釋遊憩專業化在該活動中所代表之意義。(16%)
4. 目前全球正面臨氣候暖化與人口結構老化之趨勢，倘若你是觀光主管機關之首長，請說明你會如何規劃臺灣地區未來之觀光遊憩發展方向。(14%)
5. 何謂「recreation carrying capacity」、「limits of acceptable change」、「recreation opportunity spectrum」、「visitor impact management」與「visitor experience and resource protection」？並請比較其間之差異進而說明如何實際應用上述之概念於觀光遊憩規劃中。(20%)

國立臺中教育大學九十九學年度研究所碩士班招生考試

社會科學研究法(含統計學) 試題

適用學系：永續觀光暨遊憩管理研究所

一、選擇題 (10%)

1. 在某一博物館的服務品質調查中，如果你想要瞭解遊客所期望的服務品質與實際感受的服務品質是否有所差異時，請問研究者應該使用何種統計方法來進行資料分析較為適宜？
(A) 獨立樣本 t 檢定
(B) 相依樣本 t 檢定
(C) 交叉分析
(D) 迴歸分析
2. 某研究生今年二十六歲，有一頭黑色頭髮、一雙棕色眼睛、身高 175 公分，體重 74 公斤。請問體重是一種：
(A) 等比變數
(B) 間隔變數
(C) 非變數
(D) 連續變數

二、簡答題 (40%)

1. 請說明何謂「closed-ended question」？進而列舉其優缺點。(10%)
2. 承上題，請以國立臺中教育大學「永續觀光暨遊憩管理研究所」為研究對象，研究議題自訂，設計一題 closed-ended question。(5%)
3. 試舉例說明一違反「研究倫理」的情形。(5%)
4. 請說明何謂「interviewer error」與「respondent error」？並請說明前述 error 可能之來源。(10%)
5. 請解釋何謂演繹法(deduction)？並舉一實際例子說明之。(5%)
6. 在量化研究中，因素分析(factor analysis)是常被使用的統計方法之一。請問研究者使用因素分析的目的為何？(5%)

<<背面尚有試題>>

三、應用題 (20%)

假設現有某一家旅行業者為求瞭解小費收取方式與服務保證二者對於預期服務品質、知覺風險(財務風險、績效風險)與購買意願之影響，因此，提出研究計畫合作之邀請，試問您將如何進行前述研究計畫之研究設計？再者，下表為該調查資料統計分析之結果，請您彙整相關統計結果之資訊，撰寫研究結果，並據此針對旅行業者提出研究結論及可行之經營管理建議。

Statistical Results				
Variables and Groups	Expected Service Quality	Financial Risk	Performance Risk	Willingness to Buy
Tipping by participants (<i>n</i> = 162)	4.58 (0.825)	3.84 (0.545)	3.80 (0.548)	4.39 (0.686)
Included (<i>n</i> = 165)	4.67 (0.758)	3.96 (0.505)	3.71 (0.518)	4.40 (0.677)
	$F_{1,325} = 1.12$ $p = 0.292$	$F_{1,325} = 4.57$ $p = 0.033$ I > T	$F_{1,325} = 2.19$ $p = 0.140$	$F_{1,325} = 0.03$ $p = 0.862$
None (<i>n</i> = 110)	4.10 (0.524)	4.19 (0.459)	4.02 (0.406)	4.05 (0.497)
Attribute-specific (<i>n</i> = 108)	4.53 (0.703)	3.76 (0.545)	3.73 (0.485)	4.34 (0.616)
Full satisfaction (<i>n</i> = 109)	5.26 (0.658)	3.75 (0.455)	3.50 (0.571)	4.80 (0.691)
	$F_{2,324} = 93.56$ $p = 0.000$ FS > AS > N	$F_{2,324} = 29.07$ $p = 0.000$ N > AS, FS	$F_{2,324} = 29.98$ $p = 0.000$ N > AS > FS	$F_{2,324} = 42.90$ $p = 0.000$ FS > AS > N
Group 1 (<i>n</i> = 54)	4.06 (0.529)	4.15 (0.492)	4.07 (0.428)	4.03 (0.539)
Group 2 (<i>n</i> = 53)	4.43 (0.747)	3.66 (0.517)	3.77 (0.505)	4.35 (0.639)
Group 3 (<i>n</i> = 55)	5.24 (0.693)	3.71 (0.497)	3.55 (0.571)	4.78 (0.661)
Group 4 (<i>n</i> = 56)	4.14 (0.520)	4.23 (0.426)	3.96 (0.380)	4.07 (0.457)
Group 5 (<i>n</i> = 55)	4.62 (0.652)	3.85 (0.558)	3.69 (0.466)	4.33 (0.600)
Group 6 (<i>n</i> = 54)	5.28 (0.627)	3.80 (0.407)	3.46 (0.573)	4.83 (0.726)
	$F_{5,321} = 38.00$ $p = 0.000$ 6, 3 > 5, 2, 4, 1 5 > 4, 1	$F_{5,321} = 12.94$ $p = 0.000$ 4 > 5, 6, 3, 2 1 > 6, 3, 2	$F_{5,321} = 12.57$ $p = 0.000$ 1 > 5, 3, 6 4 > 3, 6	$F_{5,321} = 17.08$ $p = 0.000$ 6, 3 > 2, 5, 4, 1

Note: Post-hoc tests were performed by Scheffe approach.

All variables were measured on 7-point Likert scales ranging from 1 to 7.

四、申論題 (30%)

1. 網際網路科技改變了現代人類的生活型態，對於研究者而言，也是另一種新的研究工具。若從事一項問卷調查，您認為網路問卷(online survey)的優、缺點為何？請以一個實際的例子說明進行網路問卷時又應注意哪些事項？(15%)
2. 何謂未回覆族群偏差檢定(non-response bias check)？在郵寄問卷調查回覆率偏低的情形下，請以一個實際的例子說明該如何增加問卷的回收？(15%)

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.