

# 國立臺中教育大學100學年度研究所碩士班招生考試

## 英文試題

適用學系：語文教育學系、音樂學系、事業經營碩士學位學程、  
永續觀光暨遊憩管理碩士學位學程

### I. Cloze Test: Select the best answer for each item. (40%)

Today, hundreds of millions among the world's poor have 1 to micro-loans—small sums of money borrowed 2 financial firms, sometimes at sky-high 3 rates. What they haven't been able to acquire is something far more basic: a savings account. Few banks in developing countries have found ways to profit in poor, rural areas, 4 people with a dearth of safe options for accumulating cash. According to one recent survey, nearly 90 percent of adults in 5 markets store money at home, with friends, or with a local co-op.

1. (A) access (B) accessible (C) acquire (D) acquiring
2. (A) from (B) to (C) in (D) at
3. (A) inter (B) interest (C) interested (D) between
4. (A) leave (B) leaves (C) left (D) leaving
5. (A) emerge (B) emerges (C) emerging (D) emerged

China is the world's cigarette king. The mainland 6 more tobacco products than any 7 country in the world. The China National Tobacco Corporation, the 8 cash cow that holds an effective monopoly on the industry, is a source of good business for the party: in 2000, Big Tobacco paid \$75 billion 9 taxes to the Chinese government, according to the State Tobacco Monopoly Administration. More than 300 million Chinese adults smoke—among them more than half of all Chinese men. In 2009, it produced a 10 2.3 trillion cigarettes.

6. (A) produce (B) produces (C) product (D) products
7. (A) another (B) other (C) others (D) the other
8. (A) state-run (B) state-runs (C) states-ran (D) states-run
9. (A) in (B) with (C) on (D) for
10. (A) whop (B) whops (C) whopped (D) whopping

One of the great American writers of the twentieth century, Langston Hughes was born in 1902 11 Joplin, Missouri. His parents divorced while he was still an infant, and he was reared by his maternal grandmother, Mary Langston. His grandmother, 12 first husband died in the raid on Harpers Ferry as a 13 of John Brown, was an abiding influence 14 Hughes. Nonetheless, he suffered from parental absence; he later said that it was childhood 15 that led him to books “and the wonderful world in books.”

11. (A) with            (B) on            (C) in            (D) as  
12. (A) who            (B) which        (C) whose        (D) whom  
13. (A) follow        (B) followed    (C) following    (D) follower  
14. (A) with            (B) on            (C) in            (D) as  
15. (A) lone            (B) alone        (C) along        (D) loneliness

A creative person, first, is not limited in his thinking 16 “what everyone knows.” “Everyone knows” that trees are green. The creative artist is able to see that in certain lights some trees look blue or purple or yellow. The creative person looks 17 the world with his or her own eyes, not with the eyes of others. The creative individual also knows his or her own feelings better than the average person. Most people don’t know the answer 18 the question, “How are you? How do you feel?” The reason they don’t know is that they are so busy 19 what they are supposed to feel, thinking what they are supposed to think, that they never get around to 20 their own deepest feelings.

16. (A) with            (B) without        (C) to            (D) in  
17. (A) at              (B) on            (C) for            (D) in  
18. (A) with            (B) without        (C) to            (D) in  
19. (A) feel            (B) feeling        (C) felt            (D) to feel  
20. (A) exam            (B) examining    (C) examined    (D) exams

## II. Reading Comprehension: Select the best answer for each item. (30%)

Attitudes toward work in the United States have been greatly influenced by the “work ethic.” Also called the “Puritan Ethic” or the “Protestant Ethic,” it motivates people to work hard in order to become successful. The “work ethic” **imbues** work with the quality of goodness. It originated with the Puritan colonists from England, who came to North America in the 1600’s. The ethic was an outcome of the religious belief that

material success was a sign of God’s favor, and that those who achieved this success were among God’s “chosen” and would go to heaven. Whether or not success was achieved, work attained religious and moral value as illustrated in the expression, “The devil makes work for idle hands.” For the seventeenth-century Puritan colonists in New England, work was a religious virtue. The work ethic is still important, particularly in the middle and upper classes, even though it has lost its religious significance. An outcome of this American work value is materialism: the tendency to be concerned with wealth and possessions.

21. The work ethic is

- (A) less important among the middle and upper classes today.
- (B) mainly a religious code restricted to the Puritan colonists.
- (C) an influencing work attitude in the United States.
- (D) prevailing in the United States as well as in many other countries.

22. Why do you think the term “work ethic” would be preferable to “Puritan Ethic” or “Protestant Ethic”?

- (A) There are no more Protestants who believe in the work ethic.
- (B) The United States is not a religious society.
- (C) People of many religions in the United States have been influenced by this ethic.
- (D) The early Protestant settlers in New England coined this term.

23. One outcome of the work ethic is a concern with

- (A) spiritualism.
- (B) materialism.
- (C) religion.
- (D) colonialism.

24. The word **imbue** (line 3) means to

- (A) obtain.
- (B) fill.
- (C) change.
- (D) force.

25. Which of the following is NOT true?

- (A) The Puritan colonists considered material success a sign of greed and selfishness.
- (B) The origin of the work ethic is closely connected with the early Puritan colonists in the American history.
- (C) The Americans consider being lazy and idle immoral.
- (D) Today the work ethic has lost its original religious significance.

Your eyes are about three inches apart. That's more than trivia --- it's the reason you see the world in three dimensions. The separation gives your eyes two slightly different views of every scene you encounter. In the brain's visual cortex, these views are compared, and the overlap is translated into a **stereoptic** picture. To estimate relative distances, your brain takes a reading of the tension in your eye muscles. But you only see in 3-D up to about 200 feet. Beyond that, you might as well be one-eyed --- your eyes aren't far enough apart to give two very different views over long distances. Instead, you rely on experience to judge where things are; the brain looks for clues and makes its best guess. For example, it knows that near objects overlap far ones; that bright objects are closer than dim ones; and that large objects are nearer than small ones. All of this is second nature to us, but it is learned. "Other cultures don't perceive pictures the same way we do," says J. Anthony Movshon, Ph.D., associate professor of psychology at New York University. "For example, primitive people don't always think bigger means nearer. It's our Western way of seeing things, and it's a way of seeing that we've learned."

26. The primary purpose of the passage is to explain

- (A) how we see in three dimensions.
- (B) the difference between Western and primitive cultures.
- (C) the use of 3-D paintings.
- (D) why your eyes are three inches apart.

27. As used in the passage, **stereoptic** (line 4) means

- (A) reversed.
- (B) three-dimensional.
- (C) monocular.
- (D) upside-down.

28. 3-D vision would be most useful in looking at which of the following?

- (A) a distant mountain range
- (B) a flower arrangement
- (C) clouds
- (D) paintings

29. The author mentions cultural differences in perception to support his point that

- (A) bigger means nearer.
- (B) fancy eyework is second nature.
- (C) we get mixed signals from paintings.
- (D) perception is learned.

30. The language used in this passage can best be described as

- (A) argumentative.
- (B) humorous.
- (C) impersonal.
- (D) informal.

After the initial surge of interest in the education of children who were deaf and blind and had mental retardation in the United States, school services for children with disabilities **plateaued** for many years. It was not until the 1960s that two events converged to reignite national interest in the needs of children of disabilities. The first of these was the election of John F. Kennedy as president in 1960. Kennedy had a sister, Rosemary, with mental retardation, and he was openly committed to improving the quality of life for people with mental retardation. He set up the President's Commission on Mental Retardation and he supported the use of federal funds to education teachers of children with disabilities. The other event of the 1960s that influences advocates of children with disabilities was the civil rights movement. The political and social demands of African Americans for equal rights and access to opportunities at all levels of society provided an example of what could be accomplished on behalf of disenfranchised groups. In 1972, Wolf Wolfensberger articulated the principle of normalization that people with disabilities should have the same opportunity to live as close to a normal life as possible.

31. The main organizational pattern of this passage is

- (A) chronological order.
- (B) simple list.

- (C) comparison/contrast.
  - (D) clarification.
32. The author's purpose in writing this passage is to
- (A) entertain.
  - (B) confirm.
  - (C) inform.
  - (D) persuade.
33. After reading this passage, you can conclude that
- (A) children with disabilities were not educated before the 1960s.
  - (B) education for children with disabilities has improved since 1960s.
  - (C) President Kennedy's successors disapproved of education for children with disabilities.
  - (D) efforts to improve education for children with disabilities in the 1960s were not as successful as in the initial surge.
34. According to the author, the second surge that reignited interest in education of children with disabilities was
- (A) establishment of the President's Commission on Mental Retardation.
  - (B) election of John F. Kennedy as president.
  - (C) use of federal funds to education teachers.
  - (D) beginning of the civil rights movement.
35. The word **plateau** (line 3) means to
- (A) accelerate.
  - (B) halt.
  - (C) diminish.
  - (D) mutate.

### III. English Composition (30%)

Life is full of ups and downs. Ninety percent of the time, you are not satisfied with the outcome you have strived for. When you encounter a situation like this, how are you going to deal with it? If possible, describe specific approaches you could use to successfully achieve your goal.

## 經濟學試題

適用學系：事業經營碩士學位學程

### 一、選擇題（20題，單選，每題3%，共60%）

- 1、The invisible hand's ability to direct economic activity can be hindered by:
  - (A) increased competition in the market.
  - (B) business internationalization.
  - (C) government actions that distort prices.
  - (D) a dramatic change in consumer tastes.
  
- 2、Suppose a decision maker has a utility function  $U = \sqrt{Y}$  and is faced with a lottery where there is a 30% chance of earning \$30 and a 70% chance of earning \$80. For which of the following guaranteed payoffs would the decision maker not choose the lottery over the guaranteed payoff?
  - (A) \$40
  - (B) \$50
  - (C) \$60
  - (D) \$70
  
- 3、If a consumer purchases only two goods(A and B), and the demand for A is elastic, then a rise in the price of A
  - (A) will cause total spending on good B to fall.
  - (B) will cause total spending on good B to rise.
  - (C) will cause total spending on good B to remain unchanged.
  - (D) will have an indeterminate effect on total spending on good B.
  
- 4、Firms in long-run equilibrium in perfectly competitive industry will produce at the low points of their average total cost curves because
  - (A) firms in the industry desire to operate efficiently.
  - (B) free entry implies that long-run profits will be zero no matter how much each firm produces.
  - (C) firms seek maximum profits and to do so they must choose to produce where average costs are minimized.
  - (D) firms maximize profits and free entry implies that maximum profits will be zero.

- 5、 Suppose the production function for good M is given by  $M=4\times C+3\times L$  where C and L are capital and labor inputs. Consider three statements about this function which is **true** :
- I . The function exhibits constant returns to scale.
  - II . The function exhibits diminishing marginal productivities to all inputs.
  - III . The function has a constant rate of technical substitution.
- (A) All of the above.  
(B) None of them.  
(C) I , II but not III .  
(D) I and III but not II .
- 6、 To deal with moral hazard the insurance company should
- (A) fully indemnify its policy holders.
  - (B) require applicants to take a physical examination.
  - (C) require policy holders to pay a deductible.
  - (D) periodically observe the policy holder's driving habits.
- 7、 In a contestable market, firms produce where
- (A) price equals marginal cost and long-run average cost.
  - (B) price equals marginal cost above long-run average cost.
  - (C) marginal cost equals marginal revenue below long-run average cost.
  - (D) marginal cost equals marginal revenue and long-run average cost.
- 8、 The free-rider problem is the inability of private provision to achieve the efficient level of production of
- (A) public goods. (B) rival goods. (C) private goods. (D) semi-private goods.
- 9、 The time inconsistency problem will likely result in which of the following after the economy reaches equilibrium ?
- (A) actual inflation will be less than expected inflation.
  - (B) actual inflation will exceed expected inflation.
  - (C) inflation will be relatively low.
  - (D) inflation will be higher than it otherwise would be in the absence of the time inconsistency problem.



- 10、It is usually assumed that a perfectly competitive firm's supply curve is given by its marginal cost curve. In order for this to be true, which of the following additional assumptions are necessary?
- I . That the firm seek to maximize profits.
  - II . That the marginal cost curve be positively sloped.
  - III . That price exceeds average variable cost.
  - IV . That price exceeds average total cost.
- (A) All of the above.  
(B) I and II but not III and IV.  
(C) I , II and III, but not IV.  
(D) I and II only.  
(E) I and III but not II and IV.
- 11、The minimum wage is an example of (A) a price ceiling (B) a price floor (C) free-market process (D) an efficient labor allocation mechanism.
- 12、Positive analysis refers to (A) is (B) should be (C) could be(D) is politically correct.
- 13、Countries usually impose restrictions on free foreign trade to protect (A) foreign producers (B) foreign consumers (C) domestic consumers (D) domestic producers.
- 14、The GDP deflator is the ratio of (A) real GDP to nominal GDP (B) real GDP to nominal GDP multiplied by 100 (C) nominal GDP to real GDP (D) nominal GDP to real GDP multiplied by 100.
- 15、Recessions are associated with which of the following ? (A) increased bankruptcies (B) falling profits (C) falling output (D) all of the above are correct.
- 16、Which of the following does the level of real GDP measure ? (A) total real income (B) productivity (C) the standard of living (D) all of the above are correct.
- 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、The source of most technological progress is (A) private research by firm (B) individual inventors (C) government research (D) both A and B are correct.

- 19、If a person is risk averse, then as wealth increases, total utility of wealth (A) increases at an increasing rate (B) increases at a decreasing rate (C) decreases at an increasing rate (D) decreases at a decreasing rate.
- 20、People who are unemployed because of job search are best classified as (A) cyclically unemployed (B) structurally unemployed (C) frictionally unemployed (D) discouraged workers.

## 二、問答及計算題（4題，每題10%，共40%）

1. 何謂asymmetric information？舉例說明當有asymmetric information現象時，會有那些問題發生？並提供可能的解決之道。
2. 對於可口可樂(x)與百事可樂(y)兩種飲料而言，小明比較喜歡喝可口可樂，他認為每罐可口可樂的效用為百事可樂的兩倍。
  - (1)試問小明喝可樂的效用函數？
  - (2)小明每週平均支出\$200 購買可樂，上週兩種可樂價格均調漲為 $P_x = P_y = 20$ 。求上週小明的可樂需求數量分別各為多少？
  - (3)本週百事可樂特價買一送二，求小明的可樂需求數量分別為多少？
  - (4)因本週特價小明需要多少支出才能維持與上週的效用相同？
- 3、Suppose that the equation for the total demand for real money balance is given  $M_d = 100 - 5r + 10y$ . In addition, suppose that the nominal money supply is equal to 40 and that the price level is equal to 0.5
  - a. What is the equation for the LM schedule？
  - b. What are its horizontal and vertical intercepts？
4. 請問大、小兩個經濟規模不同的國家進行自由貿易，是否對兩國都能帶來貿易上的利益？請闡述之。

## 管理個案分析試題

適用學系：事業經營碩士學位學程

### 第一題 (50%)

【Debowski 原著、周斯畏、孫思源譯。(2008)。知識管理 Knowledge Management。華泰文化。P. 85-86】

#### 誰領導知識管理？

當 Raylene Ridges 被任命為 SimCo 的資訊長時，整體組織陷入了震驚中。她是一名女性，曾在 CorpEx 就職五年，從未設法創造出有效的資訊科技系統。她的前同事指出她只有少數的領導技能，並且傾向於依賴他人來完成事情。儘管懷疑有哪個組織會視他為有潛力的資訊長，他們仍希望 SimCo 事業順利。而 SimCo 的工作社群則是驚駭的，他們期待此新角色的被任命者能擁有十足的熱情。

執行長被員工排山倒海之隱喻的或非常直接的詢問給淹沒了，他們詢問關於為什麼 Raylene Ridges 被認為擁有令人滿意的特質來擔任這個重要的策略性角色。執行長回應說：「我們是經過正當程序的，利用獵人頭公司，並提供一個非常詳細的綱要來說明所有必須完成的任務。」

他的狂熱員工詢問：「但您是否考慮過此領導是有必要的嗎？」

執行長回答：「當然，那是不可言喻的。」

那就是確切的實情。當員工更進一步地探究甄選標準時，他們了解到並沒有提及領導、願景或策略性焦點，而 Raylene Ridges 就被任命來為知識管理建立一個系統。執行長想要一個知識環境，期待透過一個整合性系統知識可被獲取，並且是清楚可用的一如同他的同事在 Smitties 正在發展的。

SimCo 社群的重要領導者開會來討論他們可以如何透過 Raylene Ridges 來工作。人力資源經理、職員發展經理、企業服務經理和資訊服務經理檢討他們的方法來整合與分享知識。他們對流程是支持的，並且在 Raylene Ridges 就任之前能體認到對一些準備工作的需要。在廣泛的、非常建設性的協商之後，他們安排與執行長會談，在會議中他們提出對知識管理領導的關鍵要素之檢討，並且認為這些關鍵要素必須整合到所有規劃流程中。他們提議在 Raylene Ridges 到來時，應該成立一個知識領導執行委員會，以使知識管理環境有一致性的發展，並且能夠支援新的資訊長。

執行長仔細地傾聽他們對於成立委員會的論點，讚賞他們對知識整合的論點，並且發覺委員會的可能性。另一方面，他認為委員會經常沒有達成任何事，尤其在管理委員會方面，每個利害關係人都試圖控制整體議程。經反覆思考之

後，他建議小組應該再發展提案來強調他們將如何如同一個知識團隊來運作，以期建立一致性的知識策略。他也要求他們在六周內，即 Raylene Ridges 就任的兩個禮拜後，提出一個知識原理的總體整合計畫給公司董事會。

問題：小組將面臨哪些挑戰？請說明緣由並提出對應策略。

建議答題方向：招募徵選、知識領導、組織文化

## 第二題（50%）

Yahoo!奇摩交友入住「愛情公寓」（  
本案摘自《管理雜誌》437期作者為李思萱）

最近雅虎奇摩的交友網站交由台灣最大的女性交友網站—愛情公寓（iPartment）代管，這個原創的交友網站，是如何經營他們的會員，讓台灣最大入口網站，要將交友網站交給他們經營？

「一個網站能否成功，要看的是網站經營者有沒有準確抓到其『核心價值』，如果經營模式正確，會員就會自動去拉其他會員，之後就不需要太擔心」，愛情公寓創辦人之一、台灣區總經理林志銘自信滿滿地說道。

從一開始完全找不到會員，一直到2008年獲得矽谷創投雜誌《紅鯡魚》（Red Herring）選為全球200強企業與亞洲100強企業，成為全世界最值得投資的新興公司之一，到2010年擁有2,723萬名會員（台灣223萬、中國2,500萬），09年營收1.5億、10年營收目標為2.5億；愛情公寓在網站社群行銷上，的確有其過人之處，才能從一個簡單不過的「網上同居」的點子，轉變成現在台灣最大的女性交友網站。

愛情公寓能夠成為台灣少數獲利的交友網站，甚至成為商學院教授們撰寫的網路創業成功案例，知名網站商業模式專家Vista分析認為，除了一開始網站經營模式就非常確定，也是因為他們抓穩了獲利的三個模式，因此能夠穩站市場，立於不敗之地，使得這中間即使有很多網站想要抄襲他們，卻從來沒有人能成功。

愛情公寓網站獲利模式三隻腳的第一隻腳，是會員人數和品質。

愛情公寓在創業的一開始，就非常明確定位目標用戶為18歲到28歲的年輕女性，吸引他們上網開設自己的虛擬房間，然後發表日記、照片，並可以邀請男性會員進駐「虛擬同居」。

他們瞭解年輕女性對於家的憧憬，而設計出類似扮家家酒的遊戲社群，也透過問卷以及不斷和會員互動，不斷改進網站的設計，增加女性網友對於網站的黏性。有別於過去一般交友網站，以「男性視覺」為主的設計，愛情公寓以女性網友的喜歡分享心情的習性為設計主軸，以張貼心情日記的方式，讓男女雙方可以藉由文字以及虛擬人物的互動，先了解彼此的個性和喜好，因此很受到年輕女性的喜

愛，很快地就募集到六十萬的會員。

更重要的是，愛情公寓花費很大的心思，在創造網友的互動上。除了套房的佈置之外，他們創造了花園讓網友能夠每天上去灌溉，以及餵養寵物、留言簽到等功能，養成網友每天必定造訪的習慣，徹底讓網友每天都「黏」著網站不放。

募集到六十萬會員之後，愛情公寓網站開始思考如何從 VIP 會員中收費。他們觀察當時的雅虎奇摩交友網站，每個月以百元低價收費的方式，沒有嚇走會員，反而增加了會員忠誠度。因此他們也以分段計費的方式，讓 VIP 會員每月支付 149 元的低價，就可以得到進階版的服務，而成為主要收入來源之一。

從沒有花過大錢打廣告的愛情公寓，卻能讓會員數如同螺旋般不斷上升，除了因徹底瞭解過年輕女性消費者行為上的不同之外，他們也經常能夠成功抓住一些有趣的話題，提供媒體素材報導，而達到宣傳效果。

例如，他們曾在情人節推出男生可以送花給女生的機制，而當年的情人節剛好發生了「毒農藥殘留」事件，正好讓他們可以推薦網站虛擬又環保的「玫瑰花傳情」。而當日本電影「再見吧！可魯」在台灣當紅之際，他們也特別請繪圖師繪製了拉不拉多犬，並且以「杜絕棄養潮」為主題進行行銷，得到相當多網友的共鳴。而他們更在大陸拍攝《愛情公寓》偶像劇，在大陸播放造成轟動，成功提高了網站人氣，也讓廣告商更願意在網站上下廣告。

問題：假設您將接手該網站之經營，能否依據以上所述提出一較具創意之經營企畫書？

建議答題方向：4P、4C、Business Strategy、BP

## 管理學概論試題

適用學系：事業經營碩士學位學程、永續觀光暨遊憩管理碩士學位學程

一、 選擇題（每題3%，共60%）

1. Managers who are responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization are \_\_\_\_\_.  
(A) first-line managers  
(B) top managers  
(C) production managers  
(D) research managers
2. Which of the following phrases is most associated with scientific management?  
(A) management relations  
(B) one best way  
(C) supply and demand  
(D) quality control
3. The original source of an organization's culture usually \_\_\_\_\_.  
(A) is shared among the first workers hired into the organization  
(B) is formulated by the board of directors when the organization is formed  
(C) identifies what the organization is successful doing  
(D) reflects the vision or mission of the organization's founder
4. Successful global management requires an attitude that is best described as \_\_\_\_\_.  
(A) ethnocentric  
(B) parochial  
(C) polycentric  
(D) geocentric
5. Under the concept of social obligation, the organization \_\_\_\_\_.  
(A) does what it can to meet the law, and a little bit more for stakeholders

- (B) fulfills its obligation to the law and its stakeholders
  - (C) fulfills its obligation to the stakeholders, which makes it fulfill the law, too
  - (D) does the minimum required by law
6. An example of a core competence of a firm is \_\_\_\_\_.
- (A) an ability to serve the needs of a particular target market on a large scale
  - (B) communicating with customers in their own languages worldwide
  - (C) developing least-squared exemptions within its accounting system
  - (D) only a and b are true
7. Qualitative forecasting uses the judgment and opinions of \_\_\_\_\_ to predict outcomes.
- (A) customers and suppliers
  - (B) distributors and suppliers
  - (C) executives
  - (D) knowledgeable individuals
8. A(n) \_\_\_\_\_ organization is able to change rapidly as needs require.
- (A) organic
  - (B) horizontal
  - (C) vertical
  - (D) mechanistic
9. Downsizing is also known as \_\_\_\_\_.
- (A) authorized increase in demand for employees
  - (B) redistribution of command elements
  - (C) the anxiety factor
  - (D) decruitment
10. Global recessionary pressures force organizations to become more \_\_\_\_\_.
- (A) price competitive
  - (B) quality conscious
  - (C) cost efficient
  - (D) conservative with raw materials

11. Which of the following is not one of Fayol's principles of management?
- (A) Division of labor
  - (B) Unity of direction
  - (C) Centralization
  - (D) Individualism
12. Verify the most serious problem of matrix organization is its conflict with
- (A) unity of command
  - (B) vertical integration
  - (C) skill orientation
  - (D) job enrichment
13. According to path-goal theory, which of the following is included in the environmental contingency variables?
- (A) Employee satisfaction
  - (B) Perceived ability
  - (C) Locus of control
  - (D) Formal authority system
14. Which of the following is not the key character in a mechanistic organization?
- (A) High specialization
  - (B) High formalization
  - (C) Wide span of control
  - (D) Rigid departmentalization
15. Authority is closely associated with the \_\_\_\_\_ managerial principle.
- (A) Unity of purpose
  - (B) Unity of direction
  - (C) Unity of task
  - (D) Chain of command
16. Providing new employees with basic information on work rules and anti-competitive policies is:
- (A) Appraisal
  - (B) Orientation
  - (C) Adaptability
  - (D) Training



17. In the BCG model, a business that has the largest market share in a high-growth market is described as
- (A) Dog
  - (B) Cash cow
  - (C) Question mark
  - (D) Star
18. Which of the following is not the critical factor when using the contingency approach to management?
- (A) Technological/task characteristic
  - (B) Organization size
  - (C) Management experience
  - (D) Environmental uncertainty
19. The problems for a company to conduct export marketing could not be?
- (A) Logistics
  - (B) Sales promotion
  - (C) Recruiting
  - (D) Foreign market intelligence
20. Which of the following is not likely to be the major organization type in the future?
- (A) Vertical organization
  - (B) High bureaucratic organization
  - (C) Matrix organization
  - (D) Organic organization

## 二、問答題（40%）

1. 試請說明工作分析在於人力資源管理之中扮演之角色，並請說明工作分析的步驟與重要性。（10%）
2. 試請說明影響組織設計之情境因素，亦即決定採行何種組織結構之時，應該考慮哪些因素。（10%）
3. 說明分權(decentralization)與授權(delegation of authority)有何不同？（10%）
4. 管理的四個功能為規劃(planning)、組織(organizing)、領導(leading)及控制(controlling)，試說明其內涵。（10%）