

# 國立中山大學 107 學年度碩士暨碩士專班招生考試試題

科目名稱：管理學【企管系企管甲班碩士班甲組選考、乙組選考、丙組選考】 題號：441004

※本科目依簡章規定「不可以」使用計算機(混合題)

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※請勿於試題紙上作答

一、單選題：請選擇最合適的答案，每題 2 分，不倒扣，合計 60 分

- The order in which the stages of the product life cycle occur over time is:  
A) embryonic, maturity, growth, and decline  
B) embryonic, growth, maturity, and decline  
C) growth, maturity, decline, and embryonic  
D) embryonic, growth, decline, and maturity  
E) growth, embryonic, maturity, and decline
- If there is low formalization, a comprehensive information network, and high participation in decision making, one would expect a(n) \_\_\_\_\_ structure.  
A) mechanistic  
B) matrix  
C) simple  
D) organic  
E) stable
- \_\_\_\_\_ is a method of changing behavior through unstructured group interaction.  
A) Action research  
B) Sensitivity training  
C) Planned change  
D) Process consultation  
E) Psychoanalysis
- Why is "avoidance" ineffective as a conflict resolution strategy?  
A) It escalates levels of conflict as each party tries to outmaneuver the other.  
B) The weaker party who gives in might look for ways to get back at the stronger party in the future.  
C) The parties to a conflict try to ignore the problem and do nothing to resolve the disagreement.  
D) The two sides to a conflict are more concerned about winning the battle than cooperating.  
E) It maximizes the total benefits for all parties involved.
- The work arrangement that allows two or more individuals to split a traditional 40-hour-a week job is \_\_\_\_\_.  
A) flextime  
B) core hours  
C) job sharing  
D) telecommuting  
E) employee involvement
- The boundaryless organization relies heavily on \_\_\_\_\_.  
A) information technology  
B) efficient chains of command  
C) the simple structure  
D) the matrix structure  
E) centralization of authority
- The informal organizational network through which unofficial information flows is called \_\_\_\_\_.  
A) the grapevine  
B) the all-channel network  
C) the wheel network

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試題隨卷繳回

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- D) the circle network  
E) the chain network
8. Which of the following is generally considered as a strategic, rather than a tactical, action?  
A) a “buy one, get one free” campaign by PX Mart.  
B) use of product coupons by a local grocer  
C) fare increases by Southwest Airlines  
D) entry into the European market by Home Depot  
E) seasonal discount by SKM Department Store
9. The members of a particular group are getting to know one another and attempting to reach an understanding of how each of them should act within the group. This stage of group development is called \_\_\_\_\_.  
A) forming  
B) storming  
C) norming  
D) performing  
E) adjourning
10. A competitive advantage that is developed through a cooperative strategy is called a collaborative or a(n) \_\_\_\_\_ advantage.  
A) economic  
B) collusive  
C) exploratory  
D) exploitative  
E) relational
11. Corporate governance revolves around the relationship between which two parties?  
A) shareholders and the board of directors  
B) shareholders and managers  
C) the board of directors and managers  
D) leaders and followers  
E) none of the above
12. All of the following are considered generic business-level strategies EXCEPT:  
A) differentiation  
B) vertical integration  
C) cost leadership  
D) focus  
E) integrated cost leadership/differentiation
13. Research shows that \_\_\_\_\_ is the most effective means of ensuring that employees comply with the firm’s ethical requirements.  
A) a speech on ethics by the CEO of the company  
B) a written code of ethics  
C) a value-based culture  
D) a statement in the firm’s mission statement  
E) an organic organizational structure
14. Clothing retailer Zara gets new styles into stores twice a week. Russell Stover got a line of low-carb candies, called Net Carb, on store shelves within three months after perfecting the recipe, rather than the typical twelve months. These are examples of \_\_\_\_\_ competition.  
A) convenience-based  
B) cost-based

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- C) time-based  
D) location-based  
E) psychology-based
15. The theory that asserts that motivation depends upon an employee's goals and the belief that productive behavior will get these goals accomplished is called \_\_\_\_\_.
- A) Maslow's hierarchy of needs  
B) Herzberg's dual-factor theory  
C) Alderfer's ERG theory  
D) McClelland's three needs theory  
E) Vroom's expectancy theory
16. Small- and medium-sized enterprises (SMEs) make up over 97% of all enterprises in Taiwan, accounting for around 78% of total employment in 2016. Which following statement is false about SMEs?
- A) SMEs make up the majority of enterprises active in international business and many more do internationalization today than ever before.  
B) Compared to the large multinationals, SMEs can be more flexible and quicker to respond to global business opportunities.  
C) SMEs are not constrained by limited financial and human resources in internationalization.  
D) Most SMEs focus on a small number of products and services, allowing them to establish strong relationships with their business partners.  
E) In Taiwan, a manufacturing SME is defined as an enterprise with a paid-in capital of NT\$80 million or less, and its number of regular employees must less than 200.
17. Operations managers manage systems that convert inputs into outputs that are sold to customers. Which following statement is true about operations management?
- A) Operations managers are concerned with planning, organizing, supervising and coordinating production processes, but they do not need involve in supply chain management.  
B) Operations management, a transformation process of creating value for an organization's competitive success, is unimportant to service organizations because their transformation processes are not as evident as manufacturing organizations.  
C) Successful people management is irrelevant to operations management, because operations managers are only responsible for planning production processes and controlling in production quality.  
D) Operations management will become less significant in organizations with the increased automation in the manufacturing processes.  
E) Operations management involves cost-benefit analysis on sourcing materials, leveraging production costs, matching prices with competitors and customers.
18. All the following are concerned with the characteristics of Just-In-Time (JIT) production EXCEPT:
- A) JIT ensures that materials and supplies arrive at a facility just when they are needed so that storage and holding costs are very high.  
B) JIT includes a large number of operations in a small area.  
C) JIT builds work cells for families of products, flexible or moveable equipment.  
D) JIT minimizes shipping distance.  
E) JIT improves employment communication.
19. Employees participate in quality control in critical to organizational success. \_\_\_\_\_ is a disciplined approach that employees rely on statistical data and improved methods to eliminate defects.
- A) Inspection  
B) Six-sigma  
C) Quality circle

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- D) Follow-up monitoring  
E) Total quality management
20. Co-creation is the joint creation of value by the company and its customers, allowing the customers to co-construct the product/ service experience to suit their contexts. Companies considering co-creation initiatives should think carefully about the risks when they have:
- A) low demand uncertainty.
  - B) only few offerings.
  - C) high customer satisfaction.
  - D) strong brand reputation.
  - E) too many competitors.
21. Social media plays a key role in marketing management. Which following statement is false?
- A) Social media makes it easier to know potential customers and reach them widely.
  - B) Social media geo targeting helps organizations to reach specific customers depending on their locations.
  - C) On social media sites, marketers can spy on their competitors via search streams and data.
  - D) On social media sites, marketers receive instant feedback from customers.
  - E) Social media makes word of mouth advertising unimportant.
22. \_\_\_\_\_ are monetary assets purchased with the idea that the assets will provide incomes in the future or will be sold at higher prices for profits.
- A) Bitcoins
  - B) Investments
  - C) Corporate finances
  - D) Capital financing
  - E) FinTech
23. Proper financial management must ensure:
- A) the funds required for paying taxes are available.
  - B) excess cash is well-reserved.
  - C) financing proprieties are always in front of other corporate objectives.
  - D) sufficient number of past due accounts from customers.
  - E) to maximize shareholders' value given facing ethical concerns.
24. Which flow of acquiring process in human resources management is correct?
- A) Job analysis, planning, recruiting, selection, orientation
  - B) Orientation, planning, job analysis, recruiting, selection
  - C) Selection, recruiting, job analysis, planning, orientation
  - D) Recruiting, selection, job analysis, planning, orientation
  - E) Planning, job analysis, recruiting, selection, orientation
25. Which of the following is usually not included in a job description?
- A) Reporting relationship
  - B) Job location
  - C) Gender-specific role
  - D) Salary and compensation package
  - E) Required knowledge, skills and capabilities
26. Which of the following phrases best characterizes the culture of an organization?
- A) How job performance is evaluated
  - B) How things are done around here
  - C) Our official code of conduct
  - D) The most efficient way to do things
  - E) Guidelines for where this organization is going

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27. Which factor in the following does not lead to high barrier to entry in an industry?
- A) High capital investment
  - B) Favorable locations
  - C) Government subsidies
  - D) Minimal government intervention
  - E) High brand loyalty
28. Which stage in the industry life cycle presents the extreme rivalry?
- A) Development
  - B) Growth
  - C) Shake-out
  - D) Maturity
  - E) Decline
29. A good example of \_\_\_\_\_ is that Facebook doesn't tell users everything it really knows about them.
- A) business ethics
  - B) whistleblowing
  - C) social responsibility
  - D) corporate citizenship
  - E) Legitimacy
30. Communication must include the transfer and the understanding of meaning. Which following function is not included in managerial communication within an organization?
- A) Control
  - B) Motivation
  - C) Education
  - D) Emotional express
  - E) Information

## 二、時事題：請扼要以中文回答，不倒扣，合計 40 分

1. 行動電商平台蝦皮拍賣從2015年進入台灣市場後即快速成長，讓台灣電商平台業者都繃緊神經，更嚴重侵蝕了PChome集團旗下的露天拍賣（參考資料：《商業周刊》第1558期，2017年9月21日）。根據這則正在進行中的案例，請回答以下問題：
  - 1-1. 請從競爭及(或)顧客的角度具體論述：蝦皮拍賣能夠快速崛起並侵蝕露天拍賣的原因？(10%)
  - 1-2. 請運用一個理論來解釋蝦皮拍賣的崛起過程。(5%)
  - 1-3. 如果您是PChome集團的董事長，您如何有效地對應蝦皮拍賣的挑戰？(註：PChome集團關係企業包括PChome商店街、露天拍賣，以及PChomeUSA、PChomeThai海外電商平台)(5%)
2. Smart technologies are defined as computers or machines that do the work of or make decisions traditionally made by human beings. Examples include but not limited to connected devices, intranet of things (IoT), big data analytics, digital assistants and intelligent automation. With no doubt, the increased use of smart technologies in organizations will trigger dramatic shift in how we work, when we work and what type of work we do.
  - 2-1. Please elaborate how smart technologies affect business activities and processes in R&D, operations, marketing, financial, and human resources management, respectively. (10%)
  - 2-2. Organizations that have invested in smart technologies are already seeing rewards including higher revenues, an improved customer experience and increased employee

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satisfaction. However, it is impossible to implement smart technologies without any hurdles. Please identify the potential barriers to smart technology building in an organization (5%) and provide corresponding recommendations for it (5%).

Reference: Avanade (2017) Smart technologies are delivering benefits to the enterprise – is your business one of them? (<https://www.avanade.com/~media/asset/point-of-view/smart-technologies-delivering-benefits-pov.pdf>)