

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【行銷傳播所碩士班乙組】

題號：446002

※本科目依簡章規定「不可以」使用計算機(混合題)

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一、單選題(共 10 題，每題 5 分)(50%)：

1. 以下哪一種系統的功能為將企業用來滿足顧客訂單所需的資源(涵蓋了採購、生產與配銷運籌作業所需的資源)進行有效的整合與規劃，並經由供應鏈管理來進行有效的控制？
 - (A) 決策支援系統(decision support systems, DSS)
 - (B) 企業資源規劃(enterprise resource planning, ERP)
 - (C) 專家系統(expert system, ES)
 - (D) 品質管理(total quality management, TQM)
2. A 公司的流動比率為 2.50 這句話的意思是：
 - (A) 公司每一元的流動資產都有 2.50 元的流動負債可以支付
 - (B) 公司每一元的流動負債都有 2.50 元的股東權益可以支付
 - (C) 公司每一元的流動負債都有 2.50 元的流動資產可以支付
 - (D) 以上皆非。
3. 下列有關波士頓分析模式(BCG Matrix)哪項敘述是正確的？
 - (A) 該分析可以評價企業的優勢、劣勢、機會和威脅，用以制定企業的發展戰略
 - (B) 金牛(Cash Cow) 為市場成長率高之事業單位
 - (C) 狗(Dogs) 為低市場佔有率及低預期增長之事業單位
 - (D) 分析一個國家某種產業為什麼會在國際上有較強的競爭力
4. 哪張財務報表可以看得出一家企業當年度的營運成果？
 - (A) 資產負債表
 - (B) 損益表
 - (C) 股東權益變動表
 - (D) 現金流量表
5. 商品的科技技術或資源難以模仿之原因為何？
 - (A) 獨特的歷史背景、風險控制
 - (B) 生產力及效用極大化、模糊的因果關係
 - (C) 模糊的因果關係、獨特的歷史背景
 - (D) 豐富的資源、可替代的資源
6. 在航空業會提供各種複合的專門服務、新知通訊、獎金與鼓勵，藉此與顧客建立更穩固的關係，而這種方案通常包含廣泛的共品牌合作或聯盟。請問這是哪一種售後行銷類別？
 - (A) 忠誠方案
 - (B) 使用手冊
 - (C) 顧客服務方案
 - (D) 里程累積方案
7. "The self-concept is defined as the cognitive and affective understanding of who and what we are and can take two forms: the "actual self" and the "ideal self." The actual self is based on the perceived reality of oneself (i.e., who and what I think I am now), whereas the ideal self is shaped by imagination of ideals and goals related to what a person believes that he or she

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試題隨卷繳回

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would like to be or aspire to become (Lazzari, Fioravanti, and Gough 1978; Wylie 1979). Either way, the consumer can achieve self-congruence by consuming a brand with a personality that he or she regards as similar to either the actual or ideal self. Actual self-congruence reflects the consumer's perception of the fit between the actual self and the brand's personality, whereas ideal self-congruence is the perceived fit of the brand personality with the consumer's ideal self (Aaker 1999). An actually self-congruent brand reflects who the consumer actually is ("this brand's personality is like who I really am"), whereas an ideally self-congruent brand reflects who the consumer would like to be ("this brand's personality is like who I would like to be")."

摘自 Malar, L., Krohmer, H., Hoyer, W. D., & Nyffenegger, B. (2011). Emotional brand attachment and brand personality: The relative importance of the actual and the ideal self. *Journal of Marketing*, 75, 35-52.

下列哪一個陳述符合上述邏輯?

- (A) 家境小康的王太太拎 Prada 皮包是為了要展現真實自我或理想自我
- (B) 家境小康的王太太拎 Prada 皮包是為了要彰顯身份地位
- (C) 家境小康的王太太拎 Prada 皮包可以吸引旁人的目光
- (D) 家境小康的王太太拎 Prada 皮包符合他人眼中的王太太的個性

8. What is the benefit of shared vision to an organization?

- (A) It supports a groupthink attitude.
- (B) It creates an ethnocentric environment.
- (C) It serves as a guide for decision making.
- (D) It ensures that the team's goals are achievable.

9."The current knowledge-based economy has led to the literature emphasizing knowledge management (KM) (Eisenhardt & Santos, 2002; Lee & Choi, 2003; Tanriverdi, 2005) and intellectual capital (IC) (Youndt, Subramaniam, & Snell, 2004; Subramaniam & Youndt, 2005) as major sources of competitive advantage. KM and IC are distinct, but conceptually interrelated, concepts (cf. Nahapiet & Ghoshal, 1998; Easterby-Smith & Prieto, 2008). Whereas KM in firms has been defined as doing what is needed to get the most out of knowledge resources, including both explicit and tacit knowledge (Sabherwal & Becerra-Fernandez, 2003), IC captures "the sum of all knowledge firms utilized for competitive advantage" (Subramaniam & Youndt, 2005, p. 451). The literature on KM and IC share the same broad objective: understanding the role of knowledge and its management in firm success and competitiveness (e.g., Nonaka & Takeuchi, 1995; Grant, 1996a, 1996b; Argote, McEvily, & Reagans, 2003). The literature on IC examines the nature of organizational knowledge and its different types, and also how they affect firm performance (Roos, Roos, Edvinsson, & Dragonetti, 1998), whereas the KM literature deals with the processes and practices for managing IC (Alavi & Leidner, 2001; Sabherwal & Sabherwal, 2005). However, the literature in these two areas has developed in parallel. In the investigation of the effect of IC, or organizational knowledge, questions related to the processes through which organizations manage knowledge and appropriate its value receive less attention (Eisenhardt & Santos, 2002). By contrast, research on KM has given limited consideration to the pools of different types of knowledge being managed, including difficult-to-codify knowledge such as social capital (Nahapiet & Ghoshal, 1998; Easterby-Smith & Prieto, 2008). Thus, the prior literature has not examined how IC and KM affect firm performance when both aspects are simultaneously considered. Consequently, some important questions have not yet been effectively addressed.

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...
An organization's prior knowledge, or IC, affects its processes for absorbing new knowledge (Cohen & Levinthal, 1990), applying knowledge (Grant, 1996b), and converting knowledge from one form to another (Sabherwal & Becerra-Fernandez, 2003). This is implicit in the effect of knowledge within a KM system on the use of the system (Kulkarni, Ravindran, & Freeze, 2006–2007), and in the notion of organizational learning, which focuses on using prior experiences to decide future actions (Levitt & March, 1988). Social capital facilitates KM because interpersonal interactions enable knowledge integration (Grant, 1996a), within-firm knowledge sharing (Nahapiet & Ghoshal, 1998), interfirm knowledge transfer (Santoro & Bierly, 2006; Santoro & Saporito, 2006; Chen, Shih, & Yang, 2009), and knowledge creation (Nonaka, 1994). Human capital enables KM because individuals within the organization can develop appropriate and needed KM processes (Argote et al., 2003), and can use their knowledge to improve KM (Nonaka & Takeuchi, 1995). Finally, organizational capital enables KM because the various forms of organizational capital, including transactive memory systems, organizational structure, and information technologies, can be leveraged in developing KM processes (Alavi & Leidner, 2001; Olivera, Goodman, & Tan, 2008).

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The effect of KM on IC can also be seen in terms of the specific dimensions of KM. One-dimensional knowledge acquisition focuses directly on the processes for creating new knowledge (Gold et al., 2001). Knowledge application processes rely on direction and routines, which lead to the embedding of the knowledge within the organization (Grant, 1996a). The prior literature also suggests that repeated application of knowledge in a given task constitutes a learning process that improves the knowledge being utilized (Eisenhardt & Martin, 2000). Finally, knowledge conversion leads to an increase in the overall organization's IC through processes by which knowledge is converted into another form, and transferred to others (Nonaka & Takeuchi, 1995).”

摘自 Hsu, I. C. (2012). Relationship between Intellectual Capital and Knowledge Management: An Empirical Investigation. *Decision Sciences*, 43(3), 489-524.

為什麼作者說 “the literature in KM and IC areas has developed in parallel”?

(以下何者不正確)

- (A) 因為 KM 跟 IC 研究調查的重點不一樣
- (B) 因為 IC 的研究只專注在知識資源的分配，不重視 IC 如何影響績效。
- (C) 因為 KM 的研究並不考慮不同的知識種類的影響。
- (D) 因為沒有人同時調查過 KM 跟 IC

10. 承上，作者可以推斷：

- (A) organizational capital, human capital, and social capital affect IC.
- (B) knowledge integration, within-firm knowledge sharing, interfirm knowledge transfer, and knowledge creation facilitate organizational capital.
- (C) enhancing the amount of knowledge and understanding its management in firm success and competitiveness are the objectives shared by both KM and IC.
- (D) KM affects IC and IC affects KM.

二、問答題 (共 50 分)：

1. 企業組織是由人所構成，人與人之間的溝通、尤其高階主管的溝通協調角色，自然有其重要

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性，有效的溝通有助於組織目標的達成。

- (1) 請將「溝通模式(溝通的過程)」中包含的要素和動作，以文字並搭配圖示加以說明。(10%)
- (2) 在溝通的過程中，有哪些來自個人的溝通障礙？請舉出三種，除討論其內涵外，並請試著提出建議的解決辦法。(15%)

2. 請先閱讀以下關於轉移理論 (transportation theory) 的內容：

Transportation into a narrative world is a state of immersion into a story (Green and Brock 2000). It was proposed as a mechanism whereby narratives can affect beliefs. Transportation entails imagery, affect, and attention focus. It has three main components, which are cognitive engagement, emotional engagement, and mental imagery.

Green and Brock (2000) demonstrated how persuasive influence in literature is a function of transportation and relies on a narrative world with plot and characters. In particular, they found that transportation could augment story-consistent beliefs and favorable evaluations of protagonists. Highly transported readers will find fewer inconsistencies in the story than less-transported readers. Transportation and the corresponding beliefs were generally unaffected by labeling a story as fact or as fiction.

Moreover, Green, Brock, and Kaufman (2004) explored the theoretical linkage between transportation and media enjoyment and suggested that the experience of being immersed in a narrative world can create an increase in enjoyment. According to their study, it is believed that transportation somewhat resembles the experience of flow (Csikszentmihalyi 1997), which is brought about by absorption in an activity and is often marked by a deep sense of enjoyment. Since individuals are often drawn into stories that are frightening, the enjoyment of transportation experience does not necessarily have to happen in the positive narrative context.

Transportation is conceived as a convergent process (Green and Brock 2000; Green and Brock 2002), where all mental systems and capacities become focused on events occurring in the narrative. The first consequence of transportation is that the audience loses access to real-world facts in favor of accepting the narrative world that the author has created. The second consequence is that the transported audience may experience strong emotions, even though they know the events in the story are not real. The third consequence is that people who return from being transported will be somewhat changed by that experience.

摘自 Yang, F., Venden Bergh, B. and Lee, J. (2017). Do violent movies scare away potential visitors? *International Journal of Advertising*, 36(2), 314-335.

- (1) 無論是在組織的對內溝通、對外的商品行銷，甚或教學、理念推廣等諸多領域，越長越常見運用「說故事」的手法，相關研究中時常以「轉移理論」來解釋故事為何能夠發揮效果，請先根據上述文章，扼要討論「轉移理論」的內涵和作用。(15%)
- (2) 您有碰過喜歡藉著說故事來刻劃組織願景，或是以故事形式包裝來跟下屬溝通的主管嗎？您認為主管在運用說故事手法進行溝通時，有哪些需要注意的事項，才有助提升其說故事的溝通成效？(10%)