

國立中山大學 114 學年度 碩士班考試入學招生考試試題

科目名稱：管理實務【企管系企管乙班碩士班】

— 作答注意事項 —

考試時間：100 分鐘

- 考試開始鈴響前不得翻閱試題，並不得書寫、劃記、作答。請先檢查答案卷（卡）之應考證號碼、桌角號碼、應試科目是否正確，如有不同立即請監試人員處理。
- 答案卷限用藍、黑色筆(含鉛筆)書寫、繪圖或標示，可攜帶橡皮擦、無色透明無文字墊板、尺規、修正液（帶）、手錶(未附計算器者)。每人每節限使用一份答案卷，請衡酌作答。
- 答案卡請以 2B 鉛筆劃記，不可使用修正液（帶）塗改，未使用 2B 鉛筆、劃記太輕或污損致光學閱讀機無法辨識答案者，後果由考生自負。
- 答案卷（卡）應保持清潔完整，不得折疊、破壞或塗改應考證號碼及條碼，亦不得書寫考生姓名、應考證號碼或與答案無關之任何文字或符號。
- 可否使用計算機請依試題資訊內標註為準，如「可以」使用，廠牌、功能不拘，唯不得攜帶書籍、紙張（應考證不得做計算紙書寫）、具有通訊、記憶、傳輸或收發等功能之相關電子產品或其他有礙試場安寧、考試公平之各類器材入場。
- 試題及答案卷（卡）請務必繳回，未繳回者該科成績以零分計算。
- 試題採雙面列印，考生應注意試題頁數確實作答。
- 違規者依本校招生考試試場規則及違規處理辦法處理。

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題號：447001

※本科目依簡章規定「不可以」使用計算機(問答申論題)

共 1 頁第 1 頁

一、中文試題

1. Simplex 有限公司在印度獨立後立即被孟德拉集團收購。從那時起，公司便擁有了豐富的行業經驗和歷史記錄。為了加速增長，公司於 2005 年經過多輪會議和討論後，決定啟動 ERP 系統，旨在吸引大型專案。管理層對資源分配進行了有效的預測和深入思考，以減少浪費。為此，該公司制定了多項應對措施，以應對不利情況。儘管採取了多項成本削減措施，該公司在 2008 年仍因全球經濟大衰退而在多個專案中遭受損失。管理層對可能的結果極為謹慎，並及時審查計劃，以在困難時期達成既定目標。到 2010 年，該系統成功實施，隨後幫助公司高效、準時地執行了多個專案。請問你(妳)認為 Simplex 有限公司的執行團隊在 2008 年後為何仍能成功地執行專案？(25%)
2. 戈爾先生是 Sanduja 有限公司的人力資源經理。新年一開始，他評估公司需要額外 30 名員工來填補不同的職位空缺。據此，他在 LinkedIn 上刊登了一則廣告，邀請應聘者申請這些職位。總共收到了 120 份申請，戈爾先生針對這些申請進行了初步審查。其中 15 名申請人的條件不符合公司的要求，並向他們發送了婉拒信，說明了原因。其餘的候選人被邀請參加初步面試。受邀的候選人被要求填寫空白的申請表格。之後，他們參加了四項測試。第一項測試的目的是了解應聘者對工作的興趣程度。第二項測試的目的是檢驗應聘者是否在某一特定領域具有專長。第三項測試旨在確定應聘者是否具備自我學習的能力。第四項測試的目的是評估應聘者與他人相處的能力，以及他是否能影響他人並接受他人的影響。請問戈爾先生的招聘流程及方式有何可優化之處？(25%)

二、英文試題(請以中文回答)

1. Sana is the branch manager of ABC Handicrafts Pvt. Ltd. The company's objective is to promote the sales of Indian handloom and handicraft products. It sells fabrics, furnishings, ready-mades and household items are made of traditional Indian fabrics. Sana decides quantities, variety, color and texture of all the above items and then allocates resources for their purchase from different suppliers. She appoints a team of designers and crafts people in the company, who developed some prints for bed covers in bright color on silk. Although the products looked very attractive and impressive, they were relatively expensive on the front of affordability for an average customer. Sana suggested that they should keep the silk bed covers for special festive occasions and offer the cotton bed covers on a regular basis to keep costs under control. If you were the vice president (VP) of the branch in the ABC Handicrafts Pvt. Ltd, do you agree with Sana's suggestion? Why or why not? (25%)
2. After completing her Bachelors in Fashion Designing from a well-known college in France, Aditi has opened a boutique in a posh market in Kolkata. She has divided the work in smaller units and each employee is well trained to perform his/her task efficiently. The salespersons are allowed to close a deal with a buyer by giving a maximum of 5 percent discount, whereas the decision to give any further discount rests with Aditi as the final authority. In the earlier period of her business venture, employees were asked to put in extra hours of work. In return she had promised to give them a special incentive within a year. Therefore, when the business was doing well, she honors her commitment by giving bonus to her employees. She also instructed her employees that communication from top to bottom should follow the official lines of command. However, she tends to be more biased towards her female employees, when it comes to solve the conflicts among employees. If you were a business consultant, what advice would you give for Aditi regarding the management of her business? (25%)