

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：管理學【行銷傳播所碩士班乙組】

— 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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一、單選題(共 5 題，每題 3 分，共 15 分)

1. 為何愈來愈多的企業重視ESG並投入ESG相關的作為？

- (A) 因為可以向外界展示企業內部參與減碳，有能力聘用綠色人才來追蹤和管理跟環境保護相關的數據，也可以使大眾了解企業在「環境保護」、「社會責任」與「公司治理」方面的作為。
- (B) 因為可以將資源與預算投入在環保相關的形象廣告、公關活動上，來彰顯企業非常重視「環境保護」、「社會責任」與「公司治理」等重要理念。
- (C) 因為可以藉由突出企業在某方面的綠色產品、永續行動之亮點，增加消費者對品牌的好感度與購買意願。
- (D) 因為企業可以盤點自身ESG的各項指標，從不同面向瞭解企業營運之風險與機會，提升企業永續經營之價值，進而正向影響企業的轉型，增加企業生存與成長的機會。

2. 聯合國推出的永續發展目標(SDGs)與企業的社會影響力有甚麼關係？

- (A) SDGs反映了社會對永續發展的需求，鼓勵企業在創新和技術上提出解決方案來滿足這些需求，改善人們的生活質量和福祉，擴大市場，擁有永續經營的新機遇和競爭優勢。
- (B) SDGs 一共有 17 項永續發展目標。企業達到所有的SDGs目標有助於改善企業的形象和聲譽，吸引更多的消費者購買產品。
- (C) SDGs可使消費者肩負起永續責任。比如，英國石油公司(BP)曾發起提高減碳意識的「了解你的碳足跡」活動，推出碳足跡計算器，讓消費者負起減碳責任。
- (D) 做到SDGs，可以拿國家永續發展獎、TCSA永續綜合績效獎及氣候領袖獎、天下永續公民獎、遠見ESG企業永續獎等台灣四大永續獎，彰顯企業遵守環保法規與勞動法規，增加公信力。

3. 金豐盛分析消費行為的轉變，發現目標客群對即食雞胸接受度高，因此決定在超商販售冷藏即食雞胸。此一決策分析主要屬於SWOT 分析的哪一層面？

- (A) 優勢
- (B) 機會
- (C) 劣勢
- (D) 威脅

4. 企業當年度的營運成果可從哪張報表看得出來？

- (A) 資產負債表股東權益變動表
- (B) 現金流量表
- (C) 資產負債表
- (D) 損益表

5. 組織文化

- (A) 類似一個組織的能力。
- (B) 指的是每位員工應遵守的規則。
- (C) 類似一個人的個性。
- (D) 指的是外界或員工對公司強烈的感覺。

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二、單選題(共 7 題，每題 5 分，共 35 分)

6. What strategy does a company employ when it differentiates itself by creating a unique customer experience?
- (A) Branding.
 - (B) Positioning.
 - (C) Personalization.
 - (D) Digital marketing.
7. Companies choose to go international for _____
- (A) Improved efficiency.
 - (B) Market expansion.
 - (C) Productivity enhancement.
 - (D) Risk reduction.
8. To be reimbursed for business expenses, Luke must obtain and complete an expense-reimbursement form, attach the original transaction receipts to the completed form, and submit the documentation to his manager for approval. What is Luke doing?
- (A) Following company procedures.
 - (B) Developing company policies.
 - (C) Evaluating company feedback.
 - (D) Assessing company guidelines.
9. Which of the following is a disadvantage of investing in bonds:
- (A) They are issued by corporations or governments.
 - (B) Their returns do not keep up with inflation.
 - (C) You must pay a penalty for early withdrawal.
 - (D) They may take a long time to provide a return.
10. Brand Image refers to _____
- (A) primary ingredients and supplementary features.
 - (B) means to trace the value creation process for brands, to better understand the financial impact of brand marketing expenditures and investments.
 - (C) activity of designing and producing containers or wrappers.
 - (D) consumers' perceptions about a brand based on strength, favorability, and uniqueness of brand associations.
11. Assume that the average cost of airfare is \$400 per chaperone and incidentals are \$150 per day per chaperone. All vacation packages are for 6 days. If a ratio of one chaperone per 15 travelers is kept, what is the minimum amount that must be included in the vacation package price charged to each customer to cover the cost of a chaperone?
- (A) \$150.
 - (B) \$104.
 - (C) \$87.
 - (D) \$60.

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12. When using manufacturing-based criteria to assess product quality, which of the following should be regularly monitored?

- (A) Customers' subjective perceptions of the reliability of the product when in use.
- (B) Objective, third-party tests of the performance of the product.
- (C) The conformance of the finished product to agreed-to product specifications.
- (D) Warranty repair histories of the finished product.

三、單選題(共 10 題，每題 2 分，共 20 分)

13. 下列項目何者為企業功能？

- (A) 規劃
- (B) 研發
- (C) 激勵
- (D) 以上皆是

14. 下列何者不是 Henry Mintzberg 所提出的管理者十大角色

- (A) Chandler
- (B) Entrepreneur
- (C) Figurehead
- (D) Disseminator

15. 有人提出：「丹丹漢堡口味偏甜，不適合台北人口味，所以來台北不會成功的。」這是屬於 SWOT 中的

- (A) 機會
- (B) 威脅
- (C) 優勢
- (D) 劣勢

16. 策略聯盟和合資，指的是？

- (A) 兩家或更多個別公司之間的非正式協議，公司仍需獨力奮戰成長。
- (B) 暫時集結了不同獨立公司的網路，透過資訊科技的結合，以分享技術、攤銷成本，並進入彼此的市場。
- (C) 兩家或更多個別公司之間的正式協議，透過互補讓參與的個別公司受益。
- (D) 將營運範疇拓展到相關或無關的產品或市場區隔，能幫助企業分散風險。

17. 在多角化公司的策略層級中，「競爭策略」是屬於哪一層級的策略？

- (A) 公司層級
- (B) 功能層級
- (C) 事業部層級
- (D) 總公司層級

18. 一群專家透過一系列問卷而形成共識，並達成一致性的看法，此種預測方法是：

- (A) Devil's advocate
- (B) Step leader questionnaire
- (C) Brandstorming
- (D) Delphi Method

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19. 若以五力分析(Five forces model)來分析屬於搜尋引擎產業的 Google 搜尋引擎時，分析替代品威脅時，下列何者是替代品威脅的考量標的？

- (A) Apple
- (B) Yahoo!
- (C) Meta (Facebook + Instagram)
- (D) ChatGPT

20. 有關授權的敘述下列何者為非？

- (A) 組織規模愈大愈需要授權
- (B) 決策愈重要愈不需要授權
- (C) 任務愈複雜愈不需要授權
- (D) 員工素質愈高愈需要授權

21. 為避免公司內不合理的薪資結構，不用哪一種方法？

- (A) 工作分析
- (B) 職位分類
- (C) 工作評價
- (D) 工作規範

22. 哪一項不是支持創新的文化特性？

- (A) 重視手段與過程
- (B) 容忍風險
- (C) 接受模糊
- (D) 強調開放式系統

四、問答題(共 30 分)

請先閱讀下列文章

“Is It Greenwashing?”

In recent years, especially companies that sell inherently environmentally harmful products or services have been using green advertising to promote green corporate images or portray products and services as environmentally friendly (e.g., Leonidou et al. 2011). These companies increasingly use a new, promising green advertising strategy by employing environmental compensation claims (e.g., Polonsky, Grau, and Garma 2010). Compensation claims suggest that the harmful environmental impact of the advertised product or service can be neutralized with an environmentally friendly measure. For instance, airlines advertise that they engage in environmental projects such as planting trees, recycling, or supporting sustainability research with the goal to offset consumers' carbon dioxide (CO₂) emissions that originated from their flights (e.g., Air New Zealand 2019). On the one hand, they advertise abstract compensation claims that promote their services by offering compensation measures that are temporally distant and therefore not observable or verifiable by consumers such as tree planting. On the other hand, they make use of concrete compensation claims that promote their services by offering immediate and observable compensation measures, such as recycling measures on board of airplanes (Neureiter and Matthes 2023).

Consumers could perceive environmental compensation claims as misleading or unsubstantiated and thus may perceive greenwashing in these ads—that is, consumers' perception of companies' involvement in an “act of disseminating disinformation to consumers regarding the environmental practices of a company or the environmental benefits of a product or service” (Baum 2012, 423).

試題請隨卷繳回，請留意背面是否有題

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In addition, this study examines two forms of political consumerism: first, consumers' intentions to join environmental boycotts—defined as deliberately refraining from purchasing to harm a company or punish it with lost sales; second, consumers' intentions to join environmental buycotts—understood as increasing purchase behavior to reward a company with an increase in sales (e.g., Copeland and Boulianne 2022; Hoffmann et al. 2018). Thereby, this study sheds light on circumstances that motivate consumers to use their voice to “communicate their views to decision-makers” (Copeland and Boulianne 2022, 3).

By using a multimethod approach, we showed that consumers are equipped to perceive greenwashing in environmental compensation claims, especially when the advertising company is obviously inherently environmentally unfriendly. While they seem to have a clear understanding that abstract compensation claims are greenwashing, concrete compensation claims are not so easily detected. However, for companies where the environmental harm is obvious, such as airlines, environmental knowledge helps consumers to perceive greenwashing in both claims. As a consequence, consumers' intentions to join environmental boycotts can increase and purchase intentions can decrease. To conclude, companies—especially inherently environmentally harmful ones—should pay greater attention to substantiating their green claims to avoid consumers' perceptions of greenwashing and the negative consequences that can follow.

節錄自 Neureiter, A., Stubenvoll, M., & Matthes, J. (2024). Is it greenwashing? Environmental compensation claims in advertising, perceived greenwashing, political consumerism, and brand outcomes. *Journal of Advertising*, 53(4), 511-529.

- (1)請簡單摘要此文章的內容(請使用中文作答，所有名詞請可依自己的意思不離原意的翻譯，但請勿直接使用英文原詞)(10 分)
- (2)若你是企業主管，在 ESG 的世代，你如何應用此文章的內容？請從管理學中「溝通」的概念與文章中 abstract and concrete compensation claim 的觀點進行說明(20 分)