

國立中山大學 113 學年度 碩士班暨碩士在職專班招生考試試題

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】

—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，請斟酌作答。
- 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(50分)：請選擇最適合的答案，每題2分，不倒扣

1. Which of the following feature is **NOT** linked to organic organizations?
 - A. Cross-functional teams
 - B. High formalization
 - C. Wide spans of control
 - D. Cross-hierarchical teams
2. The first studies of management are called the classical approach. Which of the following scholar of the classical approach first devised a classification scheme to label 17 basic hand motions called therbligs?
 - A. Max Weber
 - B. Frederick Taylor
 - C. Frank Gilbreth
 - D. Michael Porter
3. Emma Lee acts as a CEO of a semiconductor manufacturing firm and focuses on collecting, receiving and disseminating information. Based on Prof. Mintzberg's managerial role theory, which of the following roles that Emma Lee has exhibited?
 - A. Big data roles
 - B. Decisional roles
 - C. Interpersonal roles
 - D. Informational roles
4. Management skills can support managers in strengthening their firms' performance. Alice Chang serves as a first-line manager. Which of the following is the most important skills that Alice Chang should have?
 - A. Conceptual skills
 - B. Human skills
 - C. Technical skills
 - D. Communication skills
5. Authority refers to the rights inherent in a management position to tell people what to do and to expect them to do it. Which of the following authority entitles a manager to direct the work of an employee?
 - A. Line authority
 - B. Staff authority
 - C. Committee authority
 - D. Team authority
6. Global trade mechanisms serve to ensure that trade continues efficiently and effectively. Which of the following global trade mechanism emphasizes promoting long-term economic development and poverty reduction by providing members with technical and financial support?
 - A. The International Monetary Fund
 - B. The WTO
 - C. The OECD
 - D. The World Bank Group

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7. According to different types of international organizations, which of the following type centralizes its management and other decisions in the home country?
 - A. Multidomestic corporation
 - B. Global company
 - C. Transnational organization
 - D. Borderless organization
8. With regard to departmentalization, a firm has departments such as marketing, production, R&D and Human resources. Which of the following departmentalization is adopted by this firm?
 - A. Process departmentalization
 - B. Functional departmentalization
 - C. Geographical departmentalization
 - D. Customer departmentalization
9. Human resource management serves to strengthen a firm's human capital. Which of the following step of the human resource management process is **NOT** used to retain competent and high performing employees?
 - A. Performance management
 - B. Compensation
 - C. Career development
 - D. Orientation
10. Mike Huang is a CEO of a smartphone producer and wants to get into a global market with minimal investment. Which of the following strategy is best suitable for Mike Huang's company?
 - A. Foreign subsidiary
 - B. Franchising
 - C. Strategic alliance
 - D. Global sourcing
11. Which of the following is **NOT** a recruiting source?
 - A. Internet
 - B. College recruiting
 - C. Employee referrals
 - D. Layoffs
12. Regional trading alliances facilitate international trade and support globalization. Which of the following regional trading alliance particularly focuses on reducing trade barriers between the US, Canada and Mexico?
 - A. The EU
 - B. The RCEP
 - C. The USMCA
 - D. The CPTPP
13. With regard to employees' performance appraisal methods, which of the following method utilizes feedback from supervisors, employees and coworkers?
 - A. 360-degree appraisal
 - B. Multi-person comparison
 - C. Critical incident
 - D. Written essay

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14. According to the Maslow's hierarchy of human needs model, which of the following need is the highest-level need?
 - A. Esteem needs
 - B. Physiological needs
 - C. Self-actualization needs
 - D. Social needs
15. With regard to contemporary organizational designs, which of the following design is not defined by or limited to, horizontal, vertical or external boundaries imposed by predefined structure?
 - A. Project organizational structure
 - B. Team organizational structure
 - C. Matrix organizational structure
 - D. Boundaryless organizational structure
16. Most managers, at one point or another, will have to change some things in their workplace. Which of the following changes involve changing attitudes, expectations, perceptions and behaviors of individual and group?
 - A. Technology
 - B. People
 - C. Strategy
 - D. Structure
17. Which of the following leadership emphasizes motivating followers to work toward established goals by exchanging rewards for their productivity?
 - A. Charismatic leadership
 - B. Transactional leadership
 - C. Ethical leadership
 - D. Transformational leadership
18. Comparing the concept of centralization with that of decentralization, which of the following situation needs centralization?
 - A. Decisions are significant.
 - B. Lower-level managers do not want a say in decisions.
 - C. Environment is complex and/or uncertain.
 - D. Company is geographically dispersed.
19. Which of the following feature is **NOT** related to intuitive decision making?
 - A. Rational decisions
 - B. Affect-initiated decisions
 - C. Values or ethics-based decisions
 - D. Experience-based decisions
20. Tony Wu is a senior manager of an Internet firm and makes use of the BCG matrix to evaluate the firm's business. If the firm's business has high market share with low growth potential, which of the following category within the BCG matrix can best describe such a business?
 - A. Stars
 - B. Cash cows
 - C. Question marks
 - D. Dogs

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21. Which of the following corporate strategy is used to support firms in expanding the number of markets served or products offered?
 - A. Growth strategy
 - B. Stability strategy
 - C. Renewal strategy
 - D. Maintaining strategy

22. Which of the following refers to the invisible barrier that separates women and minorities from top management positions?
 - A. Incivility
 - B. Mockery and insults
 - C. Sexual harassment
 - D. Glass ceiling

23. Which of the following is **NOT** a feature of non-programmed decisions?
 - A. Unique
 - B. Nonrecurring
 - C. Repetitive decisions
 - D. Involving custom-made solutions

24. Managers and organizations can do many things to protect and preserve the natural environment. According to the shades to green model, which of the following approach reflects the highest degree of environmental sensitivity and illustrates social responsibility?
 - A. The market approach
 - B. The activist approach
 - C. The legal approach
 - D. The stakeholder approach

25. With regard to a country's type of economic system, which of the following system shows that economic decisions are planned by a central government?
 - A. Planned economy
 - B. Free market economy
 - C. Monopoly economy
 - D. Shared economy

二、申論題 (50 分)：請扼要切題的回答，切忌長篇大論不知所云

1. The concept of platforms plays an important role in today's economy. Read the following article adapted from the MIT Sloan Management Review (Cusumano, Yoffe and Gawer, 2020) and answer the given questions.

Innovation platforms facilitate the development of new, complementary products and services, such as PC or smartphone apps, that are built mostly by third-party companies without traditional supplier contracts. By complementary, we mean that these innovations add functionality or assets to the platform. This is the source of their network effects: The more complements there are or the higher quality they are, the more attractive the platform becomes to users and other potential market actors.

Transaction platforms are intermediaries or online marketplaces that make it possible for participants to exchange goods and services or information. The more participants and functions

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available on a transaction platform, the more useful it becomes. These platforms create value by enabling exchanges that would not otherwise occur without the platform as an intermediary.

Hybrid companies contain both innovation and transaction platforms. Their strategies are novel because, in the early years of the PC and the internet, innovation and transaction platforms were distinct businesses. Connecting buyers and sellers, advertisers and consumers, or users of social networks appeared to be a fundamentally different activity from stimulating outside companies to create complementary innovations. In the past decade, however, a growing number of successful innovation platforms have integrated transaction platforms into their business models. Rather than lose control over distribution, the owners of these platforms have sought to manage the customer experience, like Apple has done with its App Store. Likewise, some successful transaction platforms have opened their application programming interfaces (APIs) and encouraged third parties to create complementary apps and services. The owners of these platforms, such as Facebook and WeChat, recognize that not all innovation can or should be internal. Other prominent examples of hybrid strategies include Google's decision to buy Android, Amazon's decision to create multiple innovation platforms around Amazon Web Services and Alexa-Echo home AI devices, and Uber's and Airbnb's decisions to allow third-party companies to offer services that complement their ride-sharing and room-sharing platforms. Today, the most valuable global companies (which we mentioned above) all follow hybrid strategies.

- 1.1 Please briefly introduce the Porter's five forces model. (5%)
 - 1.2 Please clarify the terms "innovation platform" and "transaction platform". (6%)
 - 1.3 Based on the article information, evaluate if the five forces model is still appropriate for analyzing platform competition (14%)
2. The resource-based view (RBV) has clarified the strategic process of creating sustained competitive advantage. Read the following article adapted from the Research-Technology Management (Chesbrough, 2017) and answer the given questions.

The Taiwan Semiconductor Manufacturing Corporation (TSMC) provides manufacturing services; its clients design semiconductor chips that TSMC then fabricates. Designing chips is a complex process that requires a variety of design tools, such as reference designs and process recipes. As TSMC became an important player in the semiconductor design and manufacturing ecosystem, many of the third-party companies who make these tools began to ensure their offerings would run on TSMC's processes. This expansion in third-party tool offerings creates more design options for TSMC's customers—a clear benefit—but these offerings also increase the complexity customers must manage, increasing the risk of expensive chip redesigns or modifications—a clear risk. TSMC has addressed this risk with its Open Innovation Platform, which combines the company's design and manufacturing services with those provided by third-party companies and then tests them all together. The tests certify to customers that their designs will function correctly. This service avoids very expensive "turns" of the chip design, in which the chip must be redesigned in order to be manufactured properly at volume. The result is faster time to market for TSMC's customers at a lower design cost.

- 2.1 Please briefly introduce the resource-based view. (7%)
- 2.2 Based on the article information, please introduce the concept of open innovation and evaluate if the resource-based view still applies. (18%)