

國立中山大學 108 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】

—作答注意事項—

考試時間：100 分鐘

- 考試開始響前不得翻閱試題，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，不得另攜帶紙張，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，其後果由考生自行負擔。
- 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，唯不得攜帶具有通訊、記憶或收發等功能或其他有礙試場安寧、考試公平之各類器材、物品（如鬧鈴、行動電話、電子字典等）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 12 題，前五題每題 3 分，後七題每題 5 分）（共 50 分）

- () 1. 環境生態是公司經營管理時所需要注意的外部環境之一。公司在這方面的責任是？
- A. 清除以前公司所生產的產品對環境所造成的傷害。
 - B. 釐清環境生態與國民生產毛額成長趨勢的關係。
 - C. 爭取政府在保護環境生態上的獎勵。
 - D. 了解管制日益嚴格的环境生態法規。
- () 2. 強而有力的供應商應具備的特質包括哪些？
- A. 產品極為獨特並且具有差異化的特質、廠商如果要更換供應商必須花費高額的移轉成本、生產的產品是其它競爭者無法提供給某個產業、在該產業中僅由幾家供應商來主導。
 - B. 所需投入的資本非常高、常常集中採購而且數量相當龐大、產品具有差異化的特質、廠商如果要更換供應商必須花費高額的移轉成本。
 - C. 廠商如果要更換供應商必須花費高額的移轉成本、在該產業中僅由幾家供應商來主導、經濟規模龐大、有高額的利潤。
 - D. 在該產業中僅由幾家供應商來主導、生產的產品是其它競爭者無法提供給某個產業、常常集中販售而且數量相當龐大、所需投入的資本非常高。
- () 3. 下列哪項有關策略聯盟敘述是正確的？
- A. 指的是所購併的事業與主併公司在技術、市場，或產品方面具有相關性。
 - B. 透過與一個或多個處於生產銷售鏈相同階段的類似公司之合作來追求成長。
 - C. 以單一領先技術集中資源於某項可產生利潤的單一產品與單一市場。
 - D. 指的是兩個或更多的公司提供他們的技術與專業到共同合作的專案中。
- () 4. 下列哪項有關組織文化敘述是正確的？
- A. 指的是外界或員工對公司強烈的感覺。
 - B. 指的是每位員工應遵守的規則。
 - C. 類似一個組織的能力。
 - D. 類似一個人的個性。
- () 5. 星巴克分析消費行為的轉變，發現年輕人喜歡喝茶的商機，決定除了賣咖啡之外，也開始賣茶。此一決策分析主要屬於SWOT 分析的哪一層面？
- A. 優勢
 - B. 劣勢
 - C. 機會
 - D. 威脅
- () 6. 下列哪項有關Organizations as Communities敘述是正確的？
- A. 指的是Managers should follow norms of mutual respect.
 - B. 指的是Managers and workers should labor in harmony, without one party dominating the other and with the freedom to talk over and truly reconcile conflicts and differences.
 - C. 指的是Managers should inform workers about promotion mechanism, transnational in outlook, competent in working with people from different cultures, and always aware of regional developments.
 - D. 指的是 an organization should build various communities for people from different cultures.

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- () 7. _____ occurs when a company differentiates itself by creating a unique customer experience.
- A. Positioning
 - B. Branding
 - C. Customization
 - D. Value
- () 8. The benefits of market research include _____.
- A. it can estimate the size of finance debt
 - B. it can integrate internal and external sources
 - C. it can estimate the size of the target market
 - D. all of the above
- () 9. Which of the following is one of the rationales for going international?
- A. Need to reduce risks.
 - B. Maintain control of key inputs.
 - C. Perception of slow growth and increased competition in domestic markets.
 - D. Maintain control of distribution.
- () 10. A coffee shop “Lei’s Time” announced that customers can pay by phone using LINE Pay. After the announcement, customers quickly noticed that “Lei’s Time” accepted payment via LINE Pay only when the transaction amount exceeded 100 dollars. This indicates a gap between
- A. customer expectation and management perception of customer expectation.
 - B. customer expectation and internal management communication.
 - C. actual service delivery and how service quality was communicated.
 - D. actual service delivery and service quality specifications.
- () 11. _____ occurs when a company uses a sub-brand to target a new market segment within the same product category
- A. Category extension
 - B. Diversification strategy
 - B. Line extension
 - C. Co-Branding
- () 12. What is the benefit of shared vision to an organization?
- A. It ensures that the team's goals are achievable.
 - B. It supports a groupthink attitude.
 - C. It serves as a guide for decision making.
 - D. It creates an ethnocentric environment.

二、問答題(共 2 大題)(共 50 分)：

1. 請先閱讀以下關於「無為慣性 (inaction inertia)」概念的摘錄內容：

Decisions are hardly ever made in a vacuum. On the contrary, they often follow on previous decisions within the same domain. Ample research has shown that this sequential element of our day-to-day decision-making has implications for how and what we decide. Thus, behavioral decision-making cannot be understood if one looks only at the options under current consideration and not at the temporal embedment of most decisions. A well-known fact is that decisions in the past often promote similar decisions in the present. For example, as shown by “the foot-in-the-door-effect” (Freedman & Fraser, 1966), a decision to honor a large request is much more likely when the decision maker previously honored a smaller request within the same domain. The notion that previous decisions to act influence our current decisions to act, is also present in the sunk cost effect, which describes the tendency “to continue an endeavor once an investment in money, effort, or time has been made” (Arkes & Blumer,

背面有題

試題請隨卷繳回

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1985, p. 124). Interestingly, effects of past decisions on current decisions are also found for past decisions not to act. People are less likely to act on a 10% discounted offer because they did not act on a 50% discounted offer. This specific finding is referred to as inaction inertia (Tykocinski, Pittman, & Tuttle, 1995).

“Inaction inertia occurs when bypassing an initial action opportunity has the effect of decreasing the likelihood that subsequent similar action opportunities will be taken” (Tykocinski, Pittman, & Tuttle, 1995, p. 794). For example, participants who failed to purchase a ski pass for \$40 were less likely to purchase the \$90 ski pass than those who failed to buy the \$80 ski pass (Tykocinski, Pittman, & Tuttle, 1995). Thus, because the initial, more attractive action opportunity is missed (initial inaction), the second less attractive action opportunity is not taken (inertia).

This inaction inertia effect is found for numerous decisions, ranging from the decision to buy a pair of shoes to signing up for a course, and from renting an apartment to saving air miles. Since the first demonstration (Tykocinski et al., 1995), the insights into this phenomenon have grown substantially. We now know that inaction inertia occurs because the missed prior opportunity is used as a reference point when evaluating the present opportunity. For example, research has shown that the more attractive the missed opportunity was, the more people perceive the current offer as a loss, and the more people anticipate regret imagining that they would act on this current opportunity (Tykocinski et al., 2004; Tykocinski & Pittman, 1998, 2001; Tykocinski et al., 1995). Also, the more attractive the missed opportunity was the more people regret missing it and the more they devalue the current opportunity (Arkes et al., 2002; Kumar, 2004; Zeelenberg et al., 2006). Thus, the comparison of the current opportunity to the missed opportunity and the difference in attractiveness between the two opportunities are crucial elements for inaction inertia to occur (Van Putten et al., 2007). Based on these basic findings we suggest that a crucial factor for inaction inertia to occur is the fact that the current opportunity has to be tightly coupled to the past opportunity. Consequently, manipulations that reduce the tight coupling should weaken the influence of the past opportunity resulting in an attenuation of the inaction inertia effect.

摘自：

Van Putten, M., Zeelenberg, M., & Van Dijk, E. (2007). Decoupling the past from the present attenuates inaction inertia. *Journal of Behavioral Decision Making*, 20, 65-79.

Van Putten, M., Zeelenberg, M., & Van Dijk, E. (2008). Multiple options in the past and the present: The impact on inaction inertia. *Journal of Behavioral Decision Making*, 21, 519-531.

- (1) 在行銷、人力資源管理、經濟、財務、政治、國際談判、心理等諸多領域，都可見「無為慣性」的現象。請先根據上述文章，說明何謂「無為慣性」，以及為什麼會產生「無為慣性」。(請以中文作答)(10分)
 - (2) 您個人的決策是否也曾受「無為慣性」影響？請分享一次印象深刻或近期的經驗。(5分)
 - (3) 業者常會訴諸各式各樣的促銷活動來吸引消費者並刺激短期銷售，而過去研究也多肯定促銷的短期效益；然而，消費者若基於各種可能理由而錯失了具有吸引力的促銷機會，則可能對未來的產品銷售造成威脅，或業者一旦再次進行促銷而促銷幅度不如以往時，亦可能產生負面回應。針對此一議題，若業者基於成本考量，即將推出較之前吸引力略低的新促銷方案時，您會給予業者什麼建議來減輕「無為慣性」的影響？(15分)
2. 領導是影響組織績效的重要因素之一，所謂領導，傳統上是指組織中主管人員對其部屬影響之過程。關於什麼樣的人能成為領導者，學者們有不同的觀點，請分別簡述特質理論、屬員理論、行為理論及情境(權變)理論之立論重點。(20分)