

國立中山大學 115 學年度 碩士班考試入學招生考試試題

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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Section A. MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question. 2.5% each, 70% in total.

1. A manager evaluates multiple alternatives under time and information constraints. Once an option is found that is “good enough,” the manager ends the search and makes a decision, despite knowing that better options may exist.

This behavior most clearly reflects:

- A) Intuition
- B) Escalation of commitment
- C) Satisficing
- D) Perfect rationality

2. When revising a strategy, a manager places disproportionate emphasis on a recent project failure while largely discounting long-term performance data.

This judgment error is best explained by:

- A) Confirmation bias
- B) Availability bias
- C) Anchoring bias
- D) Framing bias

3. A manager decides to permanently switch suppliers after a single delivery delay. This decision is made despite extensive historical data showing that the original supplier has performed reliably over time.

This decision is best explained by:

- A) Rational updating based on new information
- B) Neglect of base-rate information due to recent outcomes
- C) Satisficing under conditions of uncertainty
- D) Ethical risk aversion

4. Organizations facing high environmental uncertainty are most likely to benefit from which structural characteristic?

- A) High formalization
- B) Centralized authority
- C) Flexibility and decentralization
- D) Clear hierarchy

5. An organization emphasizes innovation in official messages and public statements. In day-to-day work, however, employees are rewarded primarily for compliance and error avoidance.

This pattern most clearly reflects a gap between:

- A) Artifacts and symbols
- B) Espoused values and enacted practices

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- C) National culture and organizational culture
- D) Strategy and structure

6. A multinational corporation gives its foreign subsidiaries substantial autonomy to make decisions based on local market conditions, customer preferences, and regulations.

This management orientation is best described as:

- A) Ethnocentric
- B) Polycentric
- C) Global standardization
- D) Boundaryless

7. Which characteristic is most clearly an example of deep-level diversity?

- A) Gender
- B) Age
- C) Work values
- D) Ethnicity

8. Employees report feeling demotivated because promotion decisions are made without clear, consistent, or transparent procedures.

This concern most directly reflects a problem with:

- A) Distributive justice
- B) Procedural justice
- C) Interactional justice
- D) Restorative justice

9. A firm successfully increases demographic representation across teams. However, minority employees report that they remain excluded from informal networks and influence channels.

This outcome is best explained by the fact that:

- A) Diversity initiatives reduce employee motivation
- B) Structural diversity was addressed without corresponding inclusion mechanisms
- C) Legal compliance requirements discourage participation
- D) Increased role ambiguity undermined collaboration

10. Employees resist a newly introduced system mainly because they believe it will reduce their status and threaten their job security.

This resistance is best explained by:

- A) Poor communication about the change
- B) Perceived threats to personal interests
- C) Lack of leadership vision
- D) Low organizational commitment

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11. Which factor most distinguishes an entrepreneurial opportunity from a creative idea?
- A) Originality
 - B) Personal passion
 - C) Ability to create value
 - D) Resource availability
12. An innovation spreads more rapidly when it is perceived as:
- A) Complex
 - B) Risky
 - C) Compatible with existing practices
 - D) Mandated by top management
13. Setting specific, challenging goals improves performance mainly by:
- A) Eliminating uncertainty
 - B) Increasing focus and motivation
 - C) Reducing role conflict
 - D) Enhancing control systems
14. A firm's strategy had produced strong performance for several years. After major changes in market conditions, however, the same strategy no longer leads to satisfactory results.
- This failure is most directly explained by:
- A) Declining employee skills
 - B) Poor leadership execution
 - C) Loss of strategic fit
 - D) Weak organizational culture
15. A firm attempts to compete by offering low prices while also providing highly differentiated products. Over time, operational complexity increases and profitability declines.
- This outcome is best explained by the fact that:
- A) Training investment was insufficient
 - B) Strategic trade-offs were ignored
 - C) Environmental uncertainty increased
 - D) Incentives were poorly designed
16. Two firms adopt similar competitive strategies and operate in the same industry. Over time, however, only one firm is able to sustain superior performance.
- This difference is best explained by:
- A) Favorable market timing
 - B) Differences in underlying resources and capabilities
 - C) Stronger ethical leadership
 - D) Larger organizational size

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17. A matrix structure is most likely to create which coordination challenge?
- A) Clear authority lines
 - B) Dual reporting relationships
 - C) Reduced communication
 - D) Centralized control
18. Decentralization primarily increases which organizational outcome?
- A) Formalization
 - B) Managerial workload
 - C) Flexibility and responsiveness
 - D) Bureaucratic control
19. Highly routine and standardized tasks are best supported by which structure?
- A) Organic
 - B) Network
 - C) Mechanistic
 - D) Boundaryless
20. Structured interviews improve hiring quality mainly because they increase:
- A) Applicant comfort
 - B) Predictive validity
 - C) Managerial discretion
 - D) Speed of decision making
21. In a team setting, members begin to exert less effort after realizing that their individual contributions cannot be clearly identified or evaluated.
- This behavior is best described as:
- A) Groupthink
 - B) Process loss
 - C) Social loafing
 - D) Role ambiguity
22. In a team, members avoid questioning dominant viewpoints in order to maintain harmony and avoid conflict. As a result, the team makes poor decisions.
- This pattern most clearly illustrates:
- A) Group norms
 - B) Group polarization
 - C) Groupthink
 - D) Cohesion
23. A manager delivers instructions and assumes they are understood, but does not verify whether the message was correctly received or interpreted. As a result, communication breaks down.
- This failure most directly reflects a problem with:
- A) Channel selection

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- B) Feedback
- C) Encoding
- D) Listening

24. Nonverbal cues are especially important because they:

- A) Replace verbal messages
- B) Reduce ambiguity in communication
- C) Are culture-free
- D) Increase formal authority

25. To gain approval for a proposal, a manager cultivates relationships, forms coalitions, and mobilizes informal support across departments instead of relying on formal authority or positional power.

This behavior most clearly reflects:

- A) Legitimate power
- B) Coercive power
- C) Political skill
- D) Reward power

26. A leader deliberately adapts their leadership style across different teams. However, when working with highly experienced employees, the leader fails to gain commitment and engagement.

This outcome is best explained by:

- A) A lack of charismatic appeal
- B) A misalignment between leadership style and follower readiness
- C) Excessive delegation of authority
- D) A weak or unclear vision

27. When making decisions, a manager relies on a few success stories rather than systematically collected performance data.

What is the strongest critique of this approach?

- A) Using data eliminates the need for managerial judgment
- B) Anecdotal evidence provides more accurate causal explanations
- C) Ignoring systematic evidence increases the risk of biased decisions
- D) Statistical analysis requires specialized technical expertise

28. An organization introduces individual performance bonuses. In the short term, employee output increases. Over time, however, collaboration declines and overall performance worsens.

Which explanation best integrates these outcomes?

- A) Employees generally lack intrinsic motivation
- B) The reward system crowded out cooperative norms
- C) Performance goals were poorly defined
- D) Monitoring mechanisms were insufficient

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Section B. SHORT ESSAY. Write up your answers in English or in Chinese. 30% in total.

Below is an excerpt adapted from the Wall Street Journal article “Why AI Will Widen the Gap Between Superstars and Everybody Else” (Call, October 12, 2025).

Workplace tensions and resentment may increase if top performers benefit more from artificial intelligence (AI) tools than other employees. While conventional wisdom suggests AI will level the playing field, research indicates that AI often amplifies existing differences. When new productivity tools arrive, it is usually the most capable and experienced employees who master them first and find creative ways to use them more effectively. In contrast, average employees tend to stick to basic functions and adopt tools more slowly.

Employees with greater domain expertise can formulate more precise questions, critically evaluate AI outputs, and refine results through multiple iterations. As a result, they are more likely to extract valuable insights and catch mistakes. Average performers, without such expertise, may rely on generic outputs or fail to recognize errors, limiting the usefulness of AI for their work.

In addition, high-status employees are often granted greater autonomy and discretion in their work, allowing them to experiment with AI tools earlier and more freely. If their AI experiments do not succeed, they are more likely to receive tolerance rather than criticism. When AI assistance is invisible to observers, managers and colleagues may attribute strong results to individual ability rather than the use of technology. High-status employees thus receive disproportionate credit for AI-augmented work, while similar outputs by lower-status employees may be discounted.

Without deliberate organizational actions to support all employees, AI risks creating a two-tier workforce in which a small group captures most opportunities while others fall further behind.

(The passage above has been edited for examination purposes.)

1. (10%) Summarize the main argument of the passage in your own words. If written in Chinese, the response should not exceed 150 Chinese characters; if written in English, it should not exceed 120 words. Do not copy sentences directly from the passage.
2. (10%) Under what organizational or managerial conditions might the use of AI reduce, rather than widen, differences between high-performing employees and average employees? In your answer, identify and name at least one relevant concept or theory in management, and explain in detail why the effect of AI on performance differences would change under this condition.
3. (10%) From a manager's perspective, propose one practical action an organization could take to reduce the unequal effects of AI described in the passage, and explain the underlying logic.

Reference

- Call, M. (2025, October 12). *Why AI will widen the gap between superstars and everybody else.* The Wall Street Journal.