

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【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(請在答案卡上作答)(共 10 題，每題 2 分，合計 20 分)

1. 兩種最普遍的作業計畫為_____。

- (A)長期及短期計畫
- (B)功能及層級計畫
- (C)經常性及單一用途計畫
- (D)政策及方案

2. 發訊者因其和收訊者在組織地位中的差異，而蓄意挑選或操縱資訊，藉由投其所好，以討好收訊者，此種現象稱之為_____？

- (A)資訊過濾
- (B)資訊超載
- (C)選擇性扭曲
- (D)組織地位

3. 在一次會議中，周副總對這次的任務團隊說明：「此次的專案對本公司而言非常的重要，是公司能夠有效擴張的指標，請各位務必全心投入；若是不聽從指揮並在規定時間內完成工作或者執行任務時犯下嚴重錯誤的人，在之後可能會被處以降職、減薪，最嚴重甚至是解雇的處份！請大家務必全力以赴！」在組織中，主管的此種處分即是所謂的_____。

- (A)Expert power
- (B)Coercive power
- (C)Legitimate power
- (D)Referent power

4. “企業經理人為降低風險而進行聚合式併購的動機，可能只是為了降低他們的「雇傭風險」”，此描述為企業併購的哪一種原因？

- (A)效率理論
- (B)代理人問題
- (C)資訊及信號理論
- (D)市場力

5. _____是指，因為決策者未充分考量其他競爭者的行為，而導致對採購或競標之標的物付出過高的價格，而蒙受鉅額損失。

- (A)贏家的詛咒
- (B)不理性的擴大承諾
- (C)過分自信的判斷
- (D)看待問題時採取有限的觀點或框架

6. 賦權(empowerment)現象的產生，代表著低階員工的自我裁量權變大。請問此現象的產生和哪一個管理學派理論的興起最有關係？

- (A)組織行為學派
- (B)行政管理學派
- (C)科學管理學派

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(D)管理科學學派

7. 百貨公司經理想要 VIP 客戶在周年慶期間多來店內消費，因此針對前來店裡的 VIP 顧客，免除其原本需要支付的停車費用，這是屬於增強理論中的哪種類型？

- (A)Positive Reinforcement
- (B)Punishment
- (C)Extinction
- (D)Negative Reinforcement

8. 下列何種比率分析可以衡量公司利用資源的程度？

- (A)流動性比率
- (B)獲利率
- (C)資產管理比率
- (D)槓桿比率

9. 小王和他的同事們因為擔心公司一旦進行組織再造之後，他們將面臨拆夥的命運，因此強烈的反對公司進行變革。請問小王抗拒變革的原因是屬於？

- (A)員工因素
- (B)管理階層因素
- (C)心理因素
- (D)群體的因素

10. 若組織策略為積極尋找市場的「前瞻者」，其配適之人力資源策略為_____。

- (A)協助型策略
- (B)累積型策略
- (C)內部發展型系統
- (D)市場導向型系統

二、問答題 (請以中文作答，字跡請勿潦草以免影響閱讀與對內容的理解，共計 3 大題，故請妥善調配時間) (80 分)

1. 請先閱讀以下關於「社會影響」研究的摘錄內容：

Money is a valuable resource, and having more money is preferable to having less. If a consumer has a choice of paying either \$2 or \$7 for a coffee drink, it is in the consumer's best interest to opt for the \$2 option. However, social influence research suggests that if everyone in line at the coffee shop is paying \$7, the target consumer is likely to set aside their own self-interest, conform to the group, and also pay \$7. Research also shows that this tendency of conformity is much weaker if only one consumer pays \$7. But what if everyone in line is paying \$2? And how about if only one individual is paying \$2? While paying \$2 may seem selfish, would consumers prioritize their self-interest as others do?

Understanding how consumers are influenced by others is a crucial area of interest for marketers (Bearden and Etzel 1982; Cialdini and Goldstein 2004; Dahl 2013; Goldstein, Cialdini, and Griskevicius 2008; Shalev and Morwitz 2012). Social influence, in which an individual's behavior is altered by observing the actions of others, sometimes even against their personal preference, is a widely observed phenomenon among consumers. In fact, the entire influencer and celebrity industry is built on the assumption that consumers are susceptible to the influence of others (Chung, Ding, and Kalra 2023).

試題請隨卷繳回，請留意背面是否有題

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Understanding the consumer psychology of social influence, as well as the various factors that affect it, can enable marketers to create more effective marketing campaigns, develop better communication strategies, and make more accurate predictions regarding consumer responses to marketing campaigns.

Among the research on the role of social influence in consumption, a significant body of research has attempted to elucidate the relationship between the number of people involved in a behavior that could potentially influence a target person and the extent to which a target person is influenced by that behavior (Asch 1956). In general, studies have found supportive evidence for the fundamental intuition that the impact of the influence group on the behavior of a target person is an increasing concave function of the group size (Bond 2005; Latané 1981). That is, all else being equal, the influence I of a group of size N is expected to be stronger than the influence of a group of size $N - 1$ ($IN > IN-1$). This intuition also implies that when multiple people are involved in a behavior, their combined influence is likely to be greater than that of a single individual (i.e., for $N > 1$, $IN > I1$). In other words, social influence is scope sensitive to the size of the influence group.

While this intuition is a widely accepted notion in the literature, its implicit assumption that social influence operates independently of a consumer's pre-existing intentions and preferences may not hold true. In reality, consumers have their own intentions and preferences that may interact with the effect of group size on social influence. For example, the price a consumer is willing to pay for a coffee drink could be influenced by others' payments, but it could also be shaped by the consumer's individual preferences. Therefore, it is essential to consider whether the alignment or misalignment of the influencer's behavior and the target's pre-existing preference affects the relationship between group size and its level of social influence. In the opening scenario, if a consumer prefers to pay a low price but observes others paying \$7, how would the influence of the group change with its size? In comparison, if the consumer who prefers to pay a low price observes others paying only \$2, would the social influence of the group vary with its size?

In this research, we examine how a group's influence is determined not only by its size but also by the alignment of its behavior with the target's pre-existing preferences. Expanding the earlier finding that an influence group's effect follows an increasing concave function of its size, we present evidence that in certain situations, this concave function can become flat, making a single individual largely as influential as a larger group. We propose that the occurrence of this phenomenon depends on whether the focal behavior of the influence group is consistent with the pre-existing preference of the target person, specifically whether the focal behavior is selfish or unselfish.

In the current research, we define selfish behavior as actions that primarily benefit the self without regard for the well-being of others (Crocker, Canevello, and Brown 2017). For example, downloading pirated music and returning a worn garment can both be considered selfish because such actions save the individual money while depriving the singer or retailer of potential revenue. Similarly, paying a low price to a merchant can be seen as selfish because it allows the consumer to enjoy the same product at a reduced cost but reduces the merchant's earnings, and allocating less money to a partner is also deemed selfish because it favors the allocator's interest over that of the recipient. In the current research, we describe behaviors that do not prioritize selfish interest as "unselfish" rather than "selfless." Selflessness predominantly implies a willingness to sacrifice self-interest for the betterment of others, whereas unselfishness can encompass both selfless behaviors and impartial actions that treat oneself and others fairly.

內容取自：Yang, Z., & Zhang, Y. (2024). Easy to be selfish: when and why is one individual as influential as multiple individuals. *Journal of Consumer Research*, 51(3), 595-615.

(1) 請根據節錄文章之內容，說明「社會影響」與「影響群體規模」之間的一般關係。(10分)

試題請隨卷繳回，請留意背面是否有題

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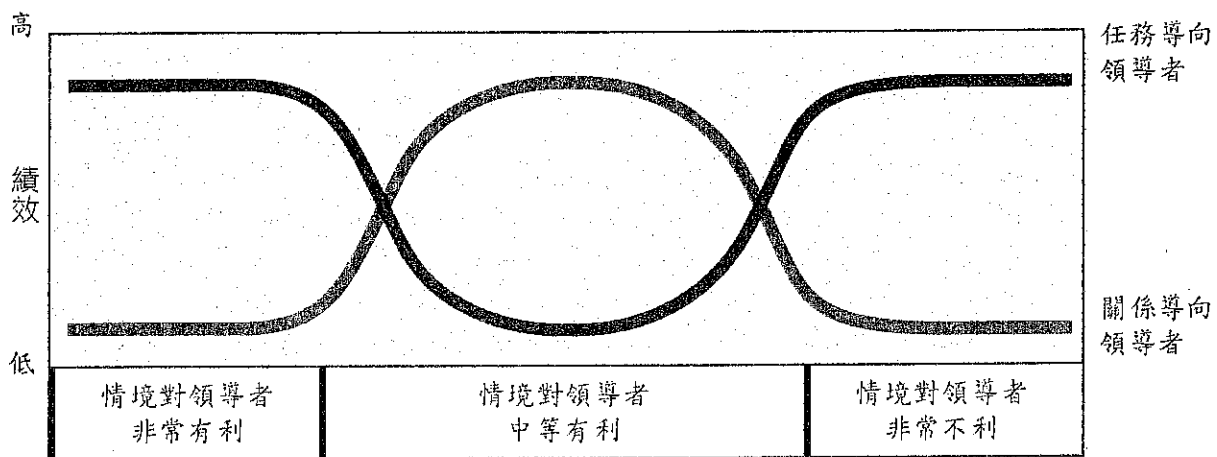
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- (2) 請問在自利行為與非自利行為的個別情境中，單一個人和多數人的相對影響力？請提出你的預測和對應的邏輯性推論。(20分)
- (3) 在管理實務中，無論是在組織內部推動制度或行為改變，或是在市場中影響消費者行為，管理者有時會透過「關鍵人物示範」，有時則會營造「多數人一致行動」的情境。請根據本研究，說明管理者應如何判斷何時「一個人就夠」，何時「必須是一群人」，並說明其背後的理論邏輯。(20分)

2.



- (1) 請問這張圖如何解釋(5分)?
- (2) 請在三種情境下(對領導者有利/中等有利/不利)各舉一例說明之(10分)

3. Peter Druker 提出「目標管理(MBO)」後就一直一直是管理人在營運規劃時常使用的工具，一個有效的 MBO 有什麼要件(10分)? 如果你要為行傳所規劃一個「迎新活動」，你會如何運用這些要件訂定出什麼樣的目標(5分)?