

九十二學年度經營管理研究所入學考試試卷

注意事項：經營管理專業科目包括企業管理概論、資訊科技、國際貿易概論等三領域，考生任擇其一作答，但不可跨領域選題作答。

考試科目：經營管理專業科目－企業管理概論

考生注意：本試卷包括選擇題十五題，每小題 3 分，計 45 分；問答題四題，計 55 分；滿分為 100 分。

一、選擇題（45%）每題 3 分

1. 學者赫茲柏格提出兩因子理論，其中激勵子不包括：
 - A. 薪資
 - B. 工作成就感
 - C. 認同感
 - D. 工作責任感。
2. 下列哪位學者提出管理十四項原則，並界定管理功能及管理程序的概念：
 - A. 泰勒
 - B. 馬斯洛
 - C. 梅友
 - D. 費堯。
3. 下列何者不是「非口語溝通」：
 - A. 身體語言
 - B. 號誌燈
 - C. 電子郵件
 - D. 說話音調
4. 許多公司都會要求員工對個人薪資保密，且明文規範嚴禁員工公開討論、比較薪資，以免對全體員工工作士氣造成負面影響，這是藉由：
_____ 所獲得的啟示。
 - A. 需求層次理論
 - B. XY 理論
 - C. 公平理論
 - D. 期望理論
5. 下列哪項工作最具有回饋（feedback）性：
 - A. 資料處理員
 - B. 業務員
 - C. 會計員
 - D. 倉管員

6. 下列何者不是影響購買行為的心理因素：
 - A. 認知
 - B. 社會階層
 - C. 動機
 - D. 學習。
7. 傢俱、電氣用品、服飾等在產品分類上是屬於：
 - A. 選購品
 - B. 便利品
 - C. 工業品
 - D. 特殊品
8. 下列何者屬於人員任用（employment）管理的範疇：
 - A. 人員招募（recruitment）
 - B. 人員甄選（selection）
 - C. 人員配置（placement）
 - D. 以上皆是
9. 描述擔任某項職務的員工所應具備的資格和條件的文件稱為：
 - A. 工作規劃
 - B. 工作說明書
 - C. 工作規範
 - D. 工作內容
10. 藉由各種比率分析，可得知公司將資產轉換成現金來償還債務的速度，其中速動比率（quick ratio）較流動比率（current ratio）更具說服力，因為前者在計算式中減去了一項：
 - A. 折舊
 - B. 存貨
 - C. 應收帳款
 - D. 融資
11. 賓士汽車採取高品質、高品牌形象、高價位策略，此為典型的：
 - A. 推式策略
 - B. 成本領導策略
 - C. 專門化策略
 - D. 差異化策略
12. The competitive model lists five competitive forces. Which of the following is not part of the model：
 - A. life cycle of your product
 - B. potential new entrants
 - C. bargaining power buyers
 - D. threat of substitute products

13. Maslow's hierarchy of needs is arranged in the following order :
- A. physiological, esteem, safety, social, self-actualization.
 - B. physiological, social, safety, esteem, self-actualization.
 - C. physiological, safety, social, esteem, self-actualization.
 - D. esteem, safety, social, physiological, self-actualization.
14. The _____ says that behavior is a function of its consequences.
- A. law of effect
 - B. halo effect
 - C. stereotyping
 - D. attribution theory
15. The aging work force and increasing female labor participation rates are examples of what factor in an organization's general environment ?
- A. economic
 - B. social
 - C. political
 - D. technological

二、問答題（55%）

1. 試依序譯出下列名詞之中文名稱（不須註釋，每小題 1 分，共 10 分）
- (1) ERP
 - (2) SWOT analysis
 - (3) TQM
 - (4) E-Commerce
 - (5) Capital Reserve
 - (6) Management by Objectives
 - (7) Job Evaluation
 - (8) Marketing Mix
 - (9) Business Strategy
 - (10) Inventory Turnover
2. 目前在 SARS 疫情衝擊下，有諸多企業面臨營運困境，若你是其中某個企業的經營者，想要藉由積極面的人力縮減計劃以降低人事成本，一般而言至少有七種方案可供採行，試簡述之。（10 分）
3. (1)何謂組織文化（5 分）？
- (2)如果你是某公司經營者，想要把公司優質的組織文化傳達給全體員工，一般而言至少有四種常見的方法可供採用，試簡述之。（10 分）

4. 個案分析

高達八成營收來自喜宴的海霸王連鎖餐廳，由於部份新人懼煞，紛紛將婚宴延期，SARS 蔓延一個多月來，喜宴營收整整掉了一半，整體營收則滑落三成。

海霸王企業機構董事長莊榮德說，海霸王成立 28 年來，歷經中美斷交、退出聯合國、石油危機等重大轉折，「別人要關店，我就很鐵齒，一定不關，但不想關門，就要想辦法」。他說，不敢出門吃飯的消費者，怕 SARS 也是要吃飯，有體力才能和 SARS「拼」，而餐飲業者的任務就是要幫消費者想想可以吃些什麼，補氣、補運。

莊榮德表示，SARS 病毒怕「燒」，於是他親自督軍開發內用與外送兩相宜、熱騰騰的「鎮煞健康鍋」，從湯頭、鍋底、配菜，全部都要通過他的味蕾，並別具巧思的加入民間「補運」的豬腳與麵線當作配料。

研發過程中，莊榮德還親自和兩個擔任副董事長的兒子，前往一家知名餐廳多次比較售價高達 2000 元的雞湯鍋和自家研發的滋味有啥差異，截長補短、一試再試後，推出定價約三折、幾乎賠本賣的 500 元鎮煞健康鍋應戰。

莊榮德強調，在這個時機，企業要生存下去，又不裁員，「不能想賺錢，不能照牌出牌，正算、反算就是不能算毛利」，想的是要幫員工賺些工資而已，不能讓員工沒事做。他估計，即使 SARS 現在就控制住，業績也要等個 2 至 3 個月才能回補，這段業績空檔，若全台 6 家海霸王餐廳，每天共賣出 1000 份鎮煞健康鍋，單日創造約 50 萬業績，則苦無差事的廚師與外場就可不用強迫休假。

堪稱購買不動產高手的他也認為，在景氣谷底，「可以用 1 元的投資買下 3 元的資產」，是介入其它行業或合併的好時機，若此刻其它同業不支倒地，他也樂意逢低買進。

海霸王目前散居各地的土地，包括位於南京東路與撫遠街口 2746 坪營業大樓、南京西路的餐廳、中山北路海霸王餐廳、甲天下台菜不動產，均是 2、30 年前逢低買進的資產。

試就本個案回答下列問題：

- (1) 試舉出並說明莊榮德扮演哪些管理者角色？（15 分）
- (2) 試舉出並說明莊榮德執行哪些管理功能來管理目前的海霸王連鎖餐廳？（5 分）

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三、選擇題（45%）每題 3 分

01. 假設 X 、 M 分別代表一國的出口值、進口值， GNP 則表示國民生產毛額，則「外貿依存度」的定義是：
- A. X/GNP
 - B. M/GNP
 - C. $(X-M)/GNP$
 - D. $(X+M)/GNP$
02. 假設 A、B 二國彼此進行 X、Y 二財的貿易，其提供曲線(offer curve)分別是 A 國： $Y=10X^2+5X$ ，B 國： $Y=-5X^2+20X$ ，則 A 國的貿易型態是：
- A. 出口 X，進口 Y
 - B. 出口 Y，進口 X
 - C. 同時出口 X、Y 財
 - D. 同時進口 X、Y 財
03. 承上(2)題，若貿易條件(Terms of Trade)定義為 $TOT=P_X/P_Y$ ，其中 P_X ， P_Y 分別表示 X、Y 財的價格，則均衡時的 $TOT=?$
- A. 15/1
 - B. 3/1
 - C. 5/1
 - D. 1/1
04. 若一國成長後，福利反而下降，此現象稱為：
- A. 資本深化(capital deepening)
 - B. 貿易條件惡化(TOT deterioration)
 - C. 不利成長(immiserizing growth)
 - D. 荷蘭病(Dutch disease)
05. 進口國面對來自於國外的商品，若發現此進口品接受其產地政府補貼，通常的救濟措施是：
- A. 阻絕性關稅(prohibitive tariff)
 - B. 反傾銷稅(antidumping duty)
 - C. 階梯式關稅(escalated tariff)
 - D. 平衡稅(countervailing duty)

06. Given the following Classical-type table showing the number of days of labor input required to obtain one unit of output of each of the two commodities in each of the two countries:

	<u>bicycles</u>	<u>Computers</u>
United States	4 days	3 days
United Kingdom	5 days	6 days

The United States has an absolute advantage in the production of _____ and a comparative advantage in _____.

- A. both goods; bicycles
- B. both goods; computers
- C. neither good; bicycles
- D. neither good; computers

07. Suppose that the labor requirements per unit of output in each of the two industries in each of three countries are as follows:

	<u>Wheat</u>	<u>Cloth</u>
Spain	2 days	3 days
France	2 days	2 days
United States	1 day	3 days

In this situation, with an international terms of trade of 1 cloth : 2 wheat, _____ would export cloth and import wheat; if the terms of trade were 1 wheat : 0.75 cloth, _____ would export cloth and import wheat.

- A. France and the United States; Spain
- B. Spain and France; France.
- C. France and the United States; Spain and the United States
- D. Spain and France; Spain and the United States

08. Suppose that a country's factors of production are "completely specific" to the industries in which they are located (i.e., factors in the X industry would contribute nothing to Y output if they were in the Y industry and factors in the Y industry would contribute nothing to X Output if they were in the X industry). In addition, suppose that the country has an autarky P_X/P_Y that is greater than the world P_X/P_Y . In this situation, if the country is opened to international trade, it will

- A. export good X and will obtain "gains from specialization" but not "gains from exchange".
- B. export good X and will obtain "gains from exchange" but not "gains from specialization"
- C. export good Y and will obtain "gains from specialization" but not "gains from exchange".
- D. export good Y and will obtain "gains from exchange" but not "gains from

specialization” .

09. Which one of the following could NOT theoretically be offered to help in explaining the “Leontief paradox?”
- A. a relatively strong U.S. demand for relatively labor-intensive goods
 - B. relatively high U.S. tariffs on relatively labor-intensive imports
 - C. U.S. importation of goods that are relatively natural resource-intensive in their production processes
 - D. a relatively strong U.S. demand for relatively capital-intensive goods and /or a relatively strong foreign demand for relatively labor-intensive goods
10. In the Linder theory of trade, a country sends goods to other countries which _____, and the greatest trade of a country is expected to be with countries which have per capita income levels _____ that of the original country.
- A. also produce those goods; similar to
 - B. also produce those goods; very different from
 - C. do not produce those goods; similar to
 - D. do not produce those goods; very different from
11. The heavy export of a product by developing countries is most likely to occur in which of the following “stages” of the product cycle theory?
- A. ”new product” stage
 - B. ”maturing product” stage
 - C. ”standardized product” stage
 - D. cannot be determined a priori—equally likely to occur in the “new product,” ”maturing product,” and “standardized product” stages
12. If, at constant relative prices in a two-commodity and two-factor world, growth in a country’s labor force causes an expansion in output of the labor-intensive good and a contraction in output of the capital-intensive good, this situation is an example of the
- A. Stolper-Samuelson theorem.
 - B. Rybczynski theorem.
 - C. Heckscher-Ohlin theorem.
 - D. Leontief paradox.
13. Which of the following is NOT an example of a nontariff barrier to the free flow of goods and services in accordance with comparative advantage?
- A. import quotas
 - B. government procurement provisions that favor home products
 - C. specific duty of \$1.00 per unit on each imported item
 - D. voluntary export quotas (VERs)

14. Other things equal, a larger share of a tariff is more likely to be “paid” by the foreign exporting country B rather than the domestic importing country A if
- A. the supply curve of A’s producers is very inelastic.
 - B. the supply curve of B’s producers is very elastic.
 - C. the demand curve of A’s consumers is very elastic.
 - D. the demand curve of B’s consumers is very elastic.
15. If two countries remove all tariffs on each other’s products and establish a common set of tariffs against the rest of the world, but take no further steps toward economic integration, these two countries have formed
- A. a free-trade area.
 - B. a customs union.
 - C. a common market.
 - D. an economic union.

四、問答題（55%）

1. 請以圖形分析大國課徵進口關稅的經濟效果(10分)。又如何決定大國的最適關稅？(5分)
2. 假設世界僅有兩個國家(分別稱為美國與歐洲)有能力生產新型噴射客機，且這兩個國家各自擁有一家飛機製造商(分別稱為波音公司與空中巴士)。假設這兩家廠商所能選擇的決策有兩種：一為生產；一為不生產。由於生產新型噴射客機所需投入的固定成本龐大，因此我們假設此一市場僅能容納一家飛機製造商生存並獲利。若市場同時存在兩家廠商時，由於廠商相互競爭，每家廠商所生產的量均不足以支應龐大的固定成本，因而使得這兩家廠商利潤均為負值。下表列出兩國政府不對廠商之出口作干預時的報酬矩陣(payoff matrix)其中左邊的數字代表波音公司的利潤，右邊的數字代表空中巴士的利潤。

		空中巴士	
		生產	不生產
波音	生產	-5, -5	100, 0
	不生產	0, 100	0, 0

- (1) 請問兩國政府均不補貼出口的 Nash 均衡為何?請說明本例中是否有先行者優勢(first mover advantage)? (6分)
- (2) 若歐洲的政府決定無論波音公司是否生產，只要空中巴士生產，歐洲政府都承諾給予 10 單位的出口補貼，請寫出新的報酬矩陣，並指出新的 Nash 均衡。以本例說明「利潤移轉論(profit shifting argument)」(9分)

3. 假設有一國家，以固定要素比例生產 X、Y 二財，每生產一單位 X 財須同時使用 5 單位勞動與 1 單位資本，而每生產一單位 Y 財須同時使用 3 單位勞動與 2 單位資本，若該國的要素稟賦有勞動 2900 單位，資本 1000 單位，則
- (1) 該國充份就業的均衡產出水準 X、Y 財各是多少? (5 分)
 - (2) 若勞動增為 3600 單位，則新的均衡產出之 X 財、Y 財各是多少? 試以本例說明 Rybczynski 定理。(10 分)
- 4.(1) 何謂有效保護率(effective rate of protection)? (5 分)
- (2) 假設國產汽車的生產使用 A 與 B 二種進口中間原料，分別占汽車價格的 30%與 40%。現若汽車的名目進口關稅率是 40%，A 與 B 兩種中間原料的名目關稅率為 30%與 10%。請計算汽車的有效關稅保護率。(5 分)

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一、選擇題(45%) 每題 3 分

1. The customer-focused approach changes manufacturing processes from:
 - A. mass production to mass customization
 - B. national production to global production
 - C. mass customization to mass production
 - D. global production to national production

2. _____ is a comprehensive system approach to production scheduling and inventory control.
 - A. Just-in-time
 - B. Total quality management
 - C. Customer-focus approach
 - D. Mass customization

3. Which of the following are major benefits of business-to-commerce Organizational Structure and Information Systems?
 - A. information management personnel
 - B. general-purpose software
 - C. networks
 - D. Intranet

4. Which of the following is a guide for current computer operations and a blueprint for future directions?
 - A. information infrastructure
 - B. information strategic plan
 - C. information architecture
 - D. enterprise wide resource planning

5. Which of the following is not a component of computer-based information systems?
- A. strategies
 - B. procedures
 - C. databases
 - D. telecommunications
6. _____ refers to the physical equipment used for the input, processing, output and storage activities of a computer system.
- A. Software
 - B. Hardware
 - C. Input devices
 - D. Central processing unit
7. Which of the following is NOT a characteristic of system control programs?
- A. controls the use of hardware
 - B. controls the use of software
 - C. controls the use of data resources
 - D. locates files within the directory structure
8. Which of the following is the correct sequence from smallest to largest?
- A. byte, field, record, file
 - B. bit, byte, record, field
 - C. field, byte, record, file
 - D. byte, file, record, database
9. Communication networks:
- A. control the telecommunications system and the entire transmission process
 - B. are the links among computers and communication devices
 - C. are the physical media through which transmission occurs
 - D. consist of hardware that transmits information from one location to another
10. The Internet began as one network known as:
- A. USENET
 - B. BITNET
 - C. DARPA
 - D. ARPANET

11. Which of the following are the most notable technologies of interorganizational systems?
- A. Electronic Data Interchange
 - B. Virtual Private Network
 - C. Value Added Network
 - D. only Electronic Data Interchange and Extranet
12. Which of the following is a barrier to global electronic commerce?
- A. establishing trust among buyers and sellers across international borders
 - B. cultural diversity among buyers and sellers
 - C. language barriers
 - D. all of these are barriers
13. Which of the following systems deal with repetitive business processes such as order processing?
- A. management information systems
 - B. supply chain management systems
 - C. transaction processing systems
 - D. batch processing
14. The process of looking for unknown relationships and patterns in data is known as:
- A. data drilling
 - B. data mining
 - C. quantitative analysis
 - D. data analysis
15. Which of the following involves studying the thought processes of humans?
- A. Artificial Intelligence
 - B. Expert Systems
 - C. Fuzzy Logic
 - D. Virtual Reality

二、問答題(55%)

1. 請列舉並描述”三種”企業在現今資訊時代所會面臨之商業壓力 (business pressures) (15%)
2. 請說明資料(data)、資訊(information)及知識(knowledge)之差異 (15%)
3. 請敘述系統軟體(system software)與應用軟體(application software)之不同 (10%)
4. 請隨意列出通信系統(telecommunications)之”五種”應用功能並簡略說明之 (15%)