

國立中央大學99學年度碩士班考試入學試題卷

所別：企業管理學系碩士班 一般甲組(一般生) 科目：管理學 共 5 頁 第 1 頁

一般乙組(一般生)

一般戊組(一般生)

*請在試卷答案卷(卡)內作答

*本科考試禁用計算器

請標明題號，順序作答

<I> 回答 1-10 題，每題均為單選，答對一題得 5 分

1. Correctly measuring the productivity of service workers is complex. Consider for example, postal workers: they are often said to be more productive if more letters are delivered per postal workers. But is this really true: what if more letters are lost or delayed per worker at the same time that more are delivered?
- The objection implied above to the productivity measure described is based on the truth of which of the following statements?
- (A) The quality of service rendered can appropriately be ignored in computing productivity.
- (B) Postal workers are representative of service workers in general.
- (C) The delivery of letters is the primary activity of the postal service.
- (D) Productivity should be ascribed to categories of workers, not to individuals.
- (E) The number of letters delivered is relevant to measuring the productivity of postal workers
2. Legislator: The alarming fact is that 90% of the people in the country now report that they know someone who is unemployed.
- Governor: But a normal, moderate level of unemployment is 5%, with 1 out of 20 workers unemployed. So at any given time if a person knows appropriately 50 workers, 1 or more will very likely be unemployed.
- (A) The current level of unemployment is not moderate.
- (B) The fact that 90% of the people know someone who is unemployed is not an indication that unemployment is abnormally high.
- (C) If at least 5% of workers are unemployed, the result of asking a representative group of people cannot be the percentage the legislator cites.
- (D) It is unlikely that the people whose statements the legislator cites are giving accurate reports.
- (E) If an unemployment figure is given as a certain percent, the actual percentage of those without jobs is even higher.
3. Increases in the level of high-density lipoprotein (HDL) in the human bloodstream lower bloodstream cholesterol levels by increasing the body's capacity to rid of excess cholesterol. Levels of HDL in the bloodstream of some individuals are significantly increased by a program of regular exercise and weight reduction.
- Which of the following can be correctly inferred from the statements above?
- (A) Individuals who are overweight have risk of developing high levels of cholesterol in the bloodstream.
- (B) Individuals who do not exercise regularly have a high risk of developing high levels of cholesterol in the bloodstream late in the life.
- (C) Exercise and weight reduction are the most effective methods of lowering bloodstream cholesterol levels in humans.
- (D) A program of regular exercise and weight reduction lowers cholesterol levels in the bloodstream of some individuals.
- (E) Only regular exercise is necessary to decrease cholesterol levels in the bloodstream of individuals of average weight.
4. Which of the following best completes the passage below?
- People buy prestige when they buy a premium product. They want to be associated with something special. Mass-marketing techniques and price reduction strategies should not be used because _____.
- (A) affluent purchasers currently represent a shrinking portion of the population of all purchasers
- (B) continued sales depend directly on the maintenance of an aura of exclusivity
- (C) purchasers of premium products are concerned with the quality as well as with the price of the products
- (D) expansion of the market niche to include a broader spectrum of consumers will increase profits
- (E) price reduction will inevitably hurt the quality of the products

注意：背面有試題

參考用

國立中央大學99學年度碩士班考試入學試題卷

所別：企業管理學系碩士班 一般甲組(一般生) 科目：管理學 共 5 頁 第 2 頁

一般乙組(一般生)

一般戊組(一般生)

*請在試卷答案卷(卡)內作答

*本科考試禁用計算器

5. Manufacturers of mechanical pencils make most of their profit on pencil leads rather than on the pencils themselves. The Write Company, which cannot sell its leads as cheaply as other manufacturers can, plans to alter the design of its mechanical pencil so that it will accept only a newly designed Write Company lead, which will be sold at the same price as the Write Company's current lead.
- Which of the following, if true, most strongly supports the Write Company's projection that its plan will lead to an increase in its sales of pencil leads?
- (A) First-time buyers of mechanical pencils tend to buy the least expensive mechanical pencils available.
(B) Annual sales of mechanical pencils are expected to triple over the next five years.
(C) Write company executive is studying ways to reduce the cost of manufacturing pencil leads.
(D) A rival manufacturer recently announced similar plans to introduce a mechanical pencil that would accept only the leads produced by the manufacturer.
(E) In extensive test marketing, mechanical-pencil users found the new Write Company pencil markedly superior to other mechanical pencils they had used.
6. The plastics commonly used in household garbage bags take, on average, 100 years to decompose in landfills. From an environmental standpoint, the plastic bag industry should be forced to switch to newly developed plastics, which begin to decompose after only 20 years.
- Which of the following pieces of information would be most useful in evaluating the argument above?
- (A) The rate of growth or decline in sales of plastic garbage bags
(B) The number of plastic garbage bags sold last year that eventually would up in landfills
(C) The feasibility of enforcing legislation that regulates the plastic to fully decompose in landfills
(D) The length of time it takes the newly developed plastic to fully decompose in landfills
(E) A comparison of the production cost of one bag made with the old plastics and of one bag made with the new plastics
7. Over the past five years, private college tuition rates have increased, resulting in a large decrease in private college attendance across the country. Private college revenues, however, have progressively increased in each of the five years during the period, and researchers predict further increases in the years to come.
- Which of the following, if true, offers the best explanation for the situation decreased above?
- (A) Most private colleges increase tuition rates appropriately once every two years.
(B) Attendance at vocational schools generally exceeds attendance at private colleges in most cities.
(C) The increase in tuition rates at private colleges has influenced many prospective students to seek a state scholarship to attend a public university.
(D) The decrease in students attending private colleges over the last five years has been more than offset by the increases in tuition.
(E) Private colleges gain a larger percentage of their revenue from alumni contributions than do public universities.
8. Attention Deficit Disorder (ADD) is a condition characterized by an inability to focus on any topic for a prolonged period of time, and is especially common among children five to ten years old. A recent study has shown that 85 percent of seven-year-old children with ADD watch, on average more than five hours of television a day. It is therefore very likely that Ed, age seven, has ADD, since he watches roughly six hours of television a day.
- The argument above is flawed because it
- (A) cites as a direct causal mechanism a factor that may only be a partial cause of the condition in question
(B) fails to indicate the chances of having ADD among seven-year-old children who watch more than five hours of television a day
(C) limits the description of the symptoms of ADD to an inability to focus for a prolonged period of time
(D) fails to consider the possibility that Ed may be among the 15% of children who do not watch more than five hours of television a day
(E) does not allow for other causes of ADD besides television watching

參考用

注：背面有試題

國立中央大學99學年度碩士班考試入學試題卷

所別：企業管理學系碩士班 一般甲組(一般生) 科目：管理學 共 5 頁 第 3 頁

一般乙組(一般生)

一般戊組(一般生)

*請在試卷答案卷(卡)內作答

*本科考試禁用計算器

9. A local department store hires college students for one month every spring to audit its unsold inventory. It costs the department store 20 percent less to pay wages to students than it would cost to hire outside auditors from a temporary service. Even after factoring in the costs of training and insuring the students against work-related injury, the department stores spends less money by hiring the student auditors than it would by hiring auditors from the temporary service.

The statements above, if true, best support which of the following assertions?

- (A) The amount spent on insurance for college-student auditors is more than 20 percent of the cost of paying the college students' basic wages.
- (B) It takes 20 percent less time for the college students to audit the unsold inventory than it does for the outside auditors.
- (C) The department store pays its college-student auditors 20 percent less than the temporary service pays its auditors.
- (D) By hiring college students, the department store will cause 20 percent of the auditors at the temporary service to lose their jobs.
- (E) The cost of training its own college-student auditors is less than 20 percent of the cost of hiring auditors from the temporary service.

10. Which of the following best completes the passage below?

The computer industry's estimate that it loses millions of dollars when users illegally copy programs without paying for them is greatly exaggerated. Most of the illegal copying is done by people with no serious interest in the programs. Thus, the loss to the industry is much smaller than estimated because

- (A) Many users who illegally copy program never find any use for them
- (B) Most of the illegally copied programs would not be purchased even if purchasing them were the only way to obtain them
- (C) Even if the computer industry received all the revenue it claims to be losing, it would still be experiencing financial difficulties
- (D) That total market value of all illegal copies is low in

comparison to the total revenue of the computer industry

- (E) The number of programs that are frequently copied illegally is low in comparison to the number of programs available for sale

<II> The following passage is an excerpt from the paper – "Organizational Boundaries and Theories of Organization" by Santos & Eisenhart, *Organization Science* (Vol.16, No.5, pp491-508).

根據以下文章回答 11-13 題，單複選混合，全對才得分，答對一題得 10 分。

Organizational boundaries are a central phenomenon that has been viewed with multiple theoretical lenses. For some, boundaries are the demarcation of the social structure that constitutes an organization. As such, activities operate under a specific logic of identity that shapes how things are done in the organization and sets the rules for inclusion. For others, boundaries are the demarcation of the resources possessed by the firm, thus shaping organizational growth trajectories. For still others, boundaries determine the sphere of organizational influence, including its degree of industry control and its power over external forces.

However, despite the significance and theoretical richness of organizational boundaries, the research agenda is limited. It has been shaped significantly by transaction cost economics (TCE) and related exchange-efficiency perspectives. This, in turn, has led to research dominated by a focus on boundary decisions as discrete make-or-buy choices, and governance efficiency as a primary or even the only theoretical explanation. While this focus has yielded powerful insights, it has also constrained discourse. In contrast, consideration of alternative theoretical views will likely draw attention to different conceptions of boundaries, and to organizations and environments where the logic of equilibrium-based exchange efficiency is less potent. Also, such views may lead to fresh understandings of organization-environment relations, new theories of organization, and perhaps new theories of the firm.

Our purpose is to provide a deeper understanding of organizational boundaries. We attempt to do so by

所別：企業管理學系碩士班 一般甲組(一般生) 科目：管理學 共 5 頁 第 4 頁

一般乙組(一般生)

一般戊組(一般生)

*請在試卷答案卷(卡)內作答

*本科考試禁用計算器

first developing four fundamental conceptions of boundaries and then using the implications of these conceptions as a springboard to a renewed research agenda. We define the organizational boundary simply as the demarcation between the organization and its environment. This definition sets aside implicit assumptions that the central organizational boundary decision is the locus of a transaction, the primary logic for these decisions is exchange efficiency, and that the essence of organization is incentive alignment, property and decision rights, and superior monitoring. In contrast, we give alternative theories more equal footing, and so reveal a more varied view of boundaries, theoretical logics, and internal organization. More fundamentally, we argue that a broader view of boundaries can fuel a deeper understanding of organizations.

We begin with a discussion of four distinct conceptions of boundaries: *efficiency*, *power*, *competence*, and *identity*. Each deals with a fundamental organizational issue—i.e., cost (efficiency), autonomy (power), growth (competence), and coherence (identity). Although all four conceptions make predictions for both horizontal boundaries (defined by the scope of product/markets addressed) and vertical boundaries (defined by the scope of activities undertaken in the industry value chain), each also provides a unique view of boundaries. These are a locus of transactions (efficiency), sphere of influence (power), resource portfolio (competence), and mind-set (identity). Thus, the conceptions are not only lenses to view the demarcation of the organization from the environment, but are also distinct reflections of the essence of internal organization. We also note that the conceptions differ in strategic relevance. While the efficiency conception is often tactical and focused on discrete transactions, the other conceptions are more strategic and concerned with broader outcomes such as growth and dominance. The conceptions also have distinct environmental assumptions related to dynamism and competition. Finally, we observe that the conceptions are related. They can be complementary, coevolutionary with one another (especially identity), and synergistic (especially competence) in that the use of one perspective by

organizational actors is advantageous for using another. Building on these conceptions, we then turn to the implications of this expanded view for future research. By juxtaposing the conceptions with the extant literature, we develop a renewed research agenda. This agenda includes examination of nonefficiency conceptions, thereby opening up new theoretical logics, types of environments, and types of organizations. It also emphasizes relationships among conceptions, leading to a deeper appreciation of longitudinal and processual research methods. Finally, the agenda calls for normative work to align theory with empirical evidence and stimulate alternative theories of the firm, and problem-driven research exploring contemporary boundary phenomena to reveal “outside the box” theory.

Overall, we attempt to contribute a parsimonious and yet complete typology of organizational boundaries and a better view of the relationships among conceptions, and a renewed research agenda on this central phenomenon. We conclude with the observation that, given their pivotal position between the organization and the environment, boundaries are likely to be a particularly fruitful focus for reinvigorating the study of organizations.

11. According to the passage, why the research agenda for organizational boundary has not been diversified as it should have been.
 - (A) The past research only offered theoretical explanation.
 - (B) The past research viewed organizational boundary as the sphere of organizational influence.
 - (C) The past research focused mainly on transaction efficiency.
 - (D) The past research failed to align theory with empirical evidence.
12. The definition of organizational boundary simply as the demarcation between organization and its environment is an attempt that the authors used to
 - (A) emphasize the central organizational boundary decision as the locus of transaction.
 - (B) shape research by transaction cost economics (TCE) and related exchange-efficiency perspectives.
 - (C) give alternative theories more equal footing and

參考用

國立中央大學99學年度碩士班考試入學試題卷

所別：企業管理學系碩士班 一般甲組(一般生) 科目：管理學 共 5 頁 第 5 頁

一般乙組(一般生)

一般戊組(一般生)

*請在試卷答案卷(卡)內作答

*本科考試禁用計算器

provide a more varied view of boundaries.

(D) imply the essence of organization as incentive alignment.

13. The authors of the passage would most likely agree with which one(s) of the following statement about "four conceptions of boundaries"

(A) They are efficiency, power, competence, and identity.

(B) The conception of competence is more strategic orientation than the conception of efficiency.

(C) These four conceptions are distinct reflections of the essence of internal organization.

(D) These four conceptions are contradictory to each other.

<III> 14-15 題，每題 10 分。

14. 「企管研究所入學考試的管理學試題，應該測出考生對管理學的基本認識(了解管理理論、了解管理學派的發展)，因為管理學是研讀 MBA 課程的基礎」

以下何項論述如果成立，最能削弱(weaken)上述說法(單選)

(A) 郭台銘、Bill Gates、Steve Jobs 都沒有 MBA 學歷，但經營企業都非常成功。

(B) 郭台銘、Bill Gates、Steve Jobs 都沒有修過管理學，但經營企業都非常成功。

(C) 郭台銘、Bill Gates、Steve Jobs 都不了解管理學派的發展，但經營企業都非常成功。

(D) 大學主修電機系的老王，進入企管研究所前對管理學一無所知，兩年後順利取得企管碩士學歷，碩士畢業半年仍在待業中。

(E) 管理學考試無法測出考生對管理學的基本認識

15. 「郭台銘、Bill Gates、Steve Jobs 都沒有 MBA 學歷，但經營企業都非常成功，你為什麼要到學校學企業管理？」。回答此問題，以合理化你就讀企管研究所的動機(字數限制：50 字)。

參考用