

**國立臺灣科技大學**  
**八十八學年度碩士班招生考試試題**

系所別：管理研究所碩士班

組別：在職專班

科目：管理學、英文

(15分) 一、國際金融風暴連連，引發經濟危機，企業倒風不斷，台灣亦無法倖免被波及。政府為避免國人信心崩潰，導致經濟危機，乃採取各項措施，包括要求金融機構拯救股市、對問題企業之放款勿雨天收傘等。此引起社會輿論譁然，咸認為此舉無異犧牲金融機構眾多股東之利益。請就企業所負之社會責任，及其是否與股東利益衝突之觀點分析上述之問題。

(15分) 二、請就組織設計的觀點分析貴公司（可虛構）之組織有那些形式與優缺點，並分析其是否適合於貴公司之經營型態與所面臨之經營環境。

(15分) 三、「政府再造」是我國行政院實踐國家現代化工程的重要政策之一。在「政府再造」的各項活動中，監察院曾經對國民卡的規劃實施一案提出糾正（請參閱下列報導）。試針對以下問題提出你的看法：

- (1) 由組織變革理論的觀點來看，「政府再造」亦是一種組織變革的活動。請根據變革理論，說明組織變革的程序應該如何進行，才能確保變革的成功？
- (2) 根據下列報導，你對政府規劃實施國民卡的整個過程有何建言？

## 國民卡決策不當 監院糾正政院

政府部門首度表達反對國民卡立場 指未經法律授權與討論 主管機關決策專斷

【台北訊】監察院昨天就行政院規劃實施國民卡一事，糾正行政院。監察院糾正理由是在法律並無授權之下推動重大措施，不符法制，且未經充分討論，決策專斷，至管機關專恣獨斷，損害政府形象。

監察院的糾正案文指出，縱使國民卡本身技術上可以提供分區管制，然而只要存在被破解的機率，都足以造成個人資料被人以逾越原定目的不當讀取、竄改或利用等重大危險，成為個人隱私的重大侵害，一旦發生侵害，如何釐清各機關與使用人間的責任歸屬及救濟程序，均無法法律規範，研考會沒有事先規劃，也有不當。

行政院方面提出將實施國民卡的政策後，引發外界正反意見的熱烈討論，並造成民間團體多次赴行政院、監察院抗議及陳情。監察院昨天通過的糾正案文同時也是政府部門首度對國民卡措施首次具體明確表達不當、反對立場的「官方意見」。

監察院糾正案文指出，「國民身分證係合一智慧卡」的整體委外專案方式，是依「行政院所屬各機關資訊業務整體委外作業實施辦法」的規定辦理，內容僅是規範行政院所屬各機關內部事項，並非規範機關與廠商間權利義務等事項。

糾正案文表示，對涉及人民基本權利的事項或重大影響國家社會安全者，處理的權源就應有法律的明確授權，才符合「依法行政」的基本要求。

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英文閱讀測驗：下面有兩篇短文，共有十個問題，每題附有四個備選答案。請仔細閱讀，選出最合文意的一個答案。每題 1.5 分，共 15 分。

A very old marketing practice, that of selling items at only one or a few specific prices, seems to be catching on again. The old five-and-tens offered a variety of products, but all were priced at either a nickel or a dime. Variety stores rarely engage in this pricing technique anymore, but discount clothing stores are beginning to try it out.

One Price Clothing Stores, Inc., which began in 1984, opened 127 stores in the southeastern states within four years. The chain sells women's sportswear separates at \$6 each. Shoe Town, another discount chain, advertises 100 pairs of shoes at \$10 per pair.

Uniform pricing is convenient for the seller and appeals to low-income to moderate-income buyers. The seller can minimize overhead costs for price labels, employee training, displays, and so forth. The stores are primarily self-service and can sell garments for less than suggested list prices. They may also offer more expensive items that were purchased as a manufacturer's cancellation or overproduction. There is a quick turnover in merchandise, so steady customers can expect new items regularly.

The number of customers of moderate means is growing as the service sector of the economy employs more people and the manufacturing sector employs fewer. Working people whose jobs pay a bit more than minimum wages want to dress well at bargain prices. These consumers appreciate having clear information about prices before they begin to shop. They also know that, although the merchandise is discounted, it is neither damaged nor irregular.

Do one-price stores represent a wave of the future? Obviously, the success of several chains indicates that these stores fill a need met by neither traditional department stores nor discount clothing stores. Their customers, however, will probably find occasions when they need the assistance of salespeople or wish to buy in a higher price range. One type of retailer will not be able to satisfy all of the needs of most consumers. But the one-price stores may also attract the affluent buyer who is looking for a bargain.

The fashion retailing business covers a wide range of merchandise, prices, and customers, and there is ample room for experimentation. The success of the one-price stores depends on availability of merchandise and consumer acceptance. If they can continue to offer new items on a regular basis and attract a group of steady customers, they may do very well.

1. Today you would expect to find uniform pricing in a  
(A) discount shoe store. (B) variety store.  
(C) fast-food chain. (D) department store.
2. One-Price Clothing Stores, Inc.  
(A) has opened more than 100 stores. (B) has been in operation since 1986.  
(C) sells all garments at \$10 each. (D) sells woman's suits at \$6 each.
3. Merchandise in one-price stores is typically  
(A) damaged. (B) discounted.  
(C) not exchangeable. (D) irregular.
4. The future success of segmented pricing depends on  
(A) consumer acceptance. (B) choice of location.  
(C) elimination of competition. (D) employee training.
5. The main idea of the selection is that segmented pricing is  
(A) the wave of the future.  
(B) putting department stores out of business.  
(C) an alternative way of selling merchandise.  
(D) risky but will never be replaced.

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The gross national product rose by \$14.2 billion in the first quarter of this year, Commerce Department figures disclosed today. The final total of \$648.8 billion for the nation's output of goods and services differed little from the preliminary figure published a month ago, although some of the components were altered both upward and downward.

The quarterly increase was the fourth largest since World War II and the second largest of the current business expansion. The biggest single factor in the large rise was a \$5.7 billion jump in consumer purchases of durable goods. This was mainly by the spurt in automobile buying following the strike-induced shortages in late months of last year.

The report also showed that inventories were accumulated at a rate of \$6.8 billion in the first quarter, up from \$5.7 billion in the fourth quarter of last year and more than double the rate of each of the first three quarters of last year. This reflected both steel stockpiling and the buildup of depleted dealer stocks of cars. This is an inventory rate that undoubtedly will not be maintained.

The large rise in the gross national product increase of \$14.2 billion occurred despite a drop of \$2.7 billion in net exports caused by the dock strike.

Outside of consumer purchases, which rose \$11.6 billion overall, the biggest single increase in the first quarter was a jump of \$1.9 billion in business investment in equipment. Other components of the gross national product such as residential construction and government purchases of goods and services increased moderately.

6. The Commerce Department publishes its gross national product statistics
  - (A) every month.
  - (B) every three months.
  - (C) every six months.
  - (D) every twelve months.
7. The last quarter of the preceding year showed a total gross national product of approximately
  - (A) \$14 billion.
  - (B) \$50 billion.
  - (C) \$505 billion.
  - (D) \$635 billion.
8. The gross national product increase during the first quarter was the
  - (A) greatest since the start of the present business boom.
  - (B) second greatest since the Korean War.
  - (C) third greatest of the decade.
  - (D) fourth greatest since the 1939-1945 period.
9. Concerning accumulation of inventory,
  - (A) the first quarter of this year was double the final quarter of last year.
  - (B) each of last year's quarters was about the same.
  - (C) the causes of the increase in this year's first quarter were comprised of factors that will probably not continue to operate.
  - (D) the first quarter increase was due to the piling up of steel parts of used cars.
10. The greatest increase of all components of the gross national product during the first quarter was made in
  - (A) home construction.
  - (B) investment in equipment for business.
  - (C) an increase in consumer purchases.
  - (D) government purchase of services and goods.