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### Multiple Choice (1% each, 20% in total)

1. The market structure of an industry where firms have to invest a fixed cost before producing goods cannot be perfect competitive because
  - (a) the average cost decreases as production level decreases.
  - (b) the average cost is almost always higher than the marginal cost.
  - (c) the goods each firm produced are not perfectly substitute.
  - (d) firms always earn positive profit.
2. Suppose in a country, there is one firm in an industry. Suppose also there is infinite number of firms producing the same good in the rest of world. What is the possible impact on welfare when the country opening up to trade
  - (a) There will be no deadweight loss in the country.
  - (b) The deadweight loss still exists but smaller under trade.
  - (c) The deadweight loss is larger under trade
  - (d) The producer surplus is larger under trade.
3. Suppose there are two countries. In the same industry, each country has only one producer. Producers produce the same good. Two producers have the same cost function and face the same demand function. Suppose there is international trade between two countries and producers choose output to maximize profit. There is also no collusion between firms.
  - (a) Compared with the scenario when there is no trade, the price charged by a firm is lower.
  - (b) Compared with the scenario when there is no trade, the production level of each firm is larger.
  - (c) Compared with the scenario when there is no trade, the deadweight loss is larger.
  - (d) Compared with the scenario when there is no trade, the profit of each firm increases.
4. In the industry with monopolistic competition,
  - (a) the price charged by a firm is larger than the average cost.
  - (b) the price charged by a firm is lower than the average cost.
  - (c) the number of producers increases as the aggregate demand increases.
  - (d) the number of producers decreases as the aggregate demand increases.
5. In the oligopoly economy with two identical producers producing the same product, when two producers collaborate to maximize aggregate profit
  - (a) The aggregate production level is higher than that when there is only one producer.

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(b) The aggregate production level is lower than that when there is only one producer.  
 (c) The aggregate production level is the same as that when there is only one producer.  
 (d) The price is lower than that when there is only one producer.

6. Ryan has an income of \$3,000. When the price of good A is \$50 and the price of good B is \$30, he consumes 30 units of good A and 50 units of good B. After the price of good B decreases to \$15, he consumes 30 units of good A and 100 units of good B. We can use the information provided to conclude that  
 (a) good A is a normal good.  
 (b) good A is a normal good, and good B is an inferior good.  
 (c) good A is an inferior good, and good B is a normal good.  
 (d) both goods A and B are normal goods.

7. Two drivers -Tom and Jerry- each drive up to a gas station. Before looking at the price, each places an order. Tom says, "I'd like 10 gallons of gas." Jerry says, "I'd like \$10 worth of gas." What is each driver's price elasticity of demand?  
 (a) 0, 1.  
 (b) 1, 0  
 (c) 0, infinity.  
 (d) 1, infinity.

8. Suppose buyers of computers and printers regard those two goods as complements. Then an increase in the price of computers will cause  
 (a) a decrease in the supply of printers and a decrease in the quantity demanded of printers.  
 (b) a decrease in the demand for printers and a decrease in the quantity supplied of printers.  
 (c) a decrease in the equilibrium price of printers and an increase in the equilibrium quantity of printers.  
 (d) an increase in the equilibrium price of printers and a decrease in the equilibrium quantity of printers.

9. In the market for widgets, the supply curve is the typical upward-sloping straight line, and the demand curve is the typical downward-sloping straight line. The equilibrium quantity in the market for widgets is 200 per month when there is no tax. Then a tax of \$5 per widget is imposed. As a result, the government is able to raise \$750 per month in tax revenue. We can conclude that the equilibrium quantity of widgets has fallen by  
 (a) 25 per month.  
 (b) 50 per month.  
 (c) 75 per month.  
 (d) 100 per month.

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10. The total cost to the firm of producing zero units of output is  
 (a) zero in both the short run and the long run.  
 (b) its fixed cost in both the short run and the long run.  
 (c) its fixed cost in the short run and zero in the long run.  
 (d) zero in the short run and its fixed cost in the long run.

11. As a result of an open market purchase, bank reserves  
 (a) rise and interest rates fall.  
 (b) and interest rates both fall.  
 (c) and interest rates both rise.  
 (d) fall and interest rates rise.

12. Theoretically, one can distinguish a demand-pull inflation from a cost-push inflation by comparing  
 (a) how fast prices rise relative to wages.  
 (b) when prices rise relative to wages.  
 (c) the unemployment rate with its natural rate level.  
 (d) government debt to real GDP.

13. If oil prices fall at the same time that the government increases its purchases, in the short run  
 (a) aggregate output and the price level will both fall.  
 (b) aggregate output will increase, but the price level may either increase or decrease.  
 (c) aggregate output and the price level will both increase.  
 (d) aggregate output will increase, but the price level will fall.

14. The less interest-sensitive is money demand, the \_\_\_\_\_.  
 (a) flatter is the LM curve  
 (b) more effective is monetary policy relative to fiscal policy  
 (c) steeper is the IS curve  
 (d) more effective is fiscal policy relative to monetary policy

15. If currency outstanding equals \$200 million, checkable deposits equal \$1 billion, reserves equal \$150 million, and the required reserve ratio is 0.10, the money multiplier equals  
 (a) 3.14.  
 (b) 3.43.  
 (c) 0.86.

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(d) 4.

16. The total sales of all firms in the economy for a year

- (a) equals GDP for the year.
- (b) is larger than GDP for the year.
- (c) is smaller than GDP for the year.
- (d) Any of the above is possible.

17. The theory of purchasing-power parity implies that the demand curve for foreign-currency exchange is

- (a) downward sloping.
- (b) upward sloping.
- (c) horizontal.
- (d) vertical.

18. When a country allows trade and becomes an exporter of a good, which of the following is not a consequence?

- (a) The price paid by domestic consumers of the good increases.
- (b) The price received by domestic producers of the good increases.
- (c) The losses of domestic consumers of the good exceed the gains of domestic producers of the good.
- (d) The gains of domestic producers of the good exceed the losses of domestic consumers of the good.

19. Suppose that the adult population is 4 million, the number of unemployed is 0.25 million, and the labor-force participation rate is 75%. What is the unemployment rate?

- (a) 6.25%.
- (b) 8.3%.
- (c) 9.1%.
- (d) 18.75%.

20. If a \$1,000 increase in income leads to a \$750 increase in consumption expenditures, then the marginal propensity to consume is

- (a) 0.75 and the multiplier is 1 1/3.
- (b) 0.75 and the multiplier is 4.
- (c) 0.25 and the multiplier is 1 1/3.
- (d) 0.25 and the multiplier is 4.

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### Problem Solving (80%)

1. In a monopolistic competitive economy, each producer faces the following demand function

$$Q = \frac{1}{n} - P,$$

where  $Q$  is the production level,  $n$  is the number of producer and  $P$  is the price charged by a firm. Suppose each producer has the following cost function

$$TC = 1 + Q,$$

where  $TC$  is the total cost. Solve the production level and price charged by a firm. Please also solve the number of producer at equilibrium (it need not to be an integer.) (20%)

2. There are four industrial firms in Happy Valley.

Firm	Initial Pollution Level	Cost of Reducing Pollution by 1 Unit
A	70 units	\$25
B	80 units	\$20
C	50 units	\$15
D	40 units	\$10

The government wants to reduce pollution to 160 units, so it gives each firm 40 tradable pollution permits.

- (a) Graph the demand and supply curves for tradable pollution permits. (4%)
- (b) Who sells permits and how many do they sell at market equilibrium? Who buys permits and how many do they buy? What is the total cost of pollution reduction in this situation? (11%)
- (c) How much higher would the costs of pollution reduction be if the permits could not be traded? (3%)
- (d) What size of a corrective tax would achieve the goal of reducing pollution to 160 units? (2%)

3. Economist Michael Woodford recently says: "If prices or wages are sticky, monetary policy affects real activity, and so the consequences of an increase in government purchases depend on the monetary policy response."

- (a) Please explain the first part of the above quote, why is that if prices or wages are sticky, monetary policy affects real activity? (10%)
- (b) Please explain the second part of the above quote, what does it mean by "the consequences of an increase in government purchase depend on the monetary policy response"? (10%)

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4. Consider a close economy described by:

$$Y = C + I + G$$

$$C = a + b(Y - T), 0 < b < 1, \quad I = \bar{I}$$

(a) Compute the output multiplier with respect to government consumption ( $dY / dG$ ), under the assumption that  $G$  is totally financed by raising new lump-sum tax. (10%)

(b) Now, assume a proportional taxation system, i.e.  $T = t \cdot Y$ , where  $t$  is the average income tax rate. Under the assumption that government expenditure is totally financed by issuing bonds, show what would happen to the budget deficit ( $G - T$ ) if  $G$  increases. (10%)



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- 針對宏達電 (HTC) 董事長在總統大選前夕力挺九二共識的爭議，台北市某議員日前在臉書上發文，強調寧願讓韓國人賺他的錢，至少三星的老闆不會介入台灣的選舉，這番話引起網友不同評價。民進黨發言人指出，此位議員的談話屬於個人意見；在民主社會中，任何的政治立場，民進黨都予以尊重，對於消費者的各種選擇，民進黨同樣予以尊重。企研所洪教授欲了解此事件是否會對消費者在選擇購買宏達電的智慧型手機產生影響。於是洪教授隨機訪問 1,000 位消費者對宏達電智慧型手機的選擇意願進行調查。請寫出你認為應該要使用何種統計方法來分析這些資料，並寫出其虛無假設(Null Hypothesis)、對立假設(Alternative Hypothesis)、統計方法假設條件、檢定統計量及其分佈。(20 分)
- 政大企研所每年在寒暑假皆有提供同學們企業實習之機會，此計畫之目的是提供給企研所同學一理論與實務間的整合，縮短產學間的差距。負責之企研所黃教授在實行此計畫多年之後，欲針對此計畫之成效進行評估。過去三年曾有 17 位企研所同學參加此實習團隊，為了客觀的評估其成效，黃教授於是針對此 17 位曾參與實習團隊的同學，配對找出與此 17 位同學相同組別且在校成績類似，但未曾參與實習團隊的 17 位企研所同學，總共 34 位企研所同學一起進行評估。政大企研所每年皆有蒐集畢業同學之就業狀況資料，舉凡每位同學有寄出多少履歷表，每位同學獲得多少面試機會，最後有多少工作機會，第一份薪水數目等等。請寫出你認為應該要如何使用這 34 位畢業同學之就業狀況資料來進行評估。請寫出你認為適當之統計方法，並寫出其虛無假設(Null Hypothesis)、對立假設(Alternative Hypothesis)、假設條件、檢定統計量及其分佈。(20 分)
- 無論是個人或企業，民間或政府組織，從事決策、經營、管理或預測，經常都會經由記錄獲得一些隨時間而改變的資料，如人口的成長、氣候的變化、物價的變動等等時間數列資料。透過對時間數列資料的分析，使我們對此現象過去變動的記錄、週期、規律、趨勢有了充分的瞭解、進而以分析所得做依據從事估計、預測與決策。請寫出較常被使用的兩種時間數列模式，並簡介其方法。(10 分)

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4. 兩事件(Event) A和B分別有機率  $P(A) > 0$ ,  $P(B) > 0$ 。若兩事件是獨立(independent)事件，兩事件是否有可能同時也是互斥(mutually exclusive)事件？請證實。(10分)

5. 企管系尾牙舉辦抽獎，讓參與者離開時抽紅包袋，紅包袋分兩類：第一類裡面裝有至少價值超過800元的禮物兌換卷，另一類則是擺放新台幣100元。蔡主任今年設計了一個很刺激的抽紅包方式，若之前的人抽出的紅包袋是屬於第一類，將立即增加此類的紅包袋3個，為下一個抽獎人帶來更多抽到大獎的機會(但他不知前一個抽獎人是抽出哪一類的紅包袋)。若是抽出為第二類的紅包袋，則也將放入3個裡面有100元的紅包袋混入原本剩下的紅包袋裡面供下一位抽獎。抽獎箱一開始有20個第一類與20個第二類的紅包。請問若你是第二位抽獎的人，且你抽到的是第一類獎品豐厚的紅包袋，請問第一個人抽到的是新台幣100元紅包袋的機率是多少？(13分)

6. 企管系一名碩班生於暑假期間在一廣告公司實習，需被安排依序往返於A與B兩組專案團隊間實習做支援(意即一個禮拜在A團隊，下一個禮拜在B團隊，再下一個禮拜回A，……依此類推)，同時每週該名碩士生需提出一份模擬的企畫書與部門內已固定安排的實習生們做競賽，勝出者可獲得些許的獎金。總經理當初在面試該碩士生時告知他說，要是他提出的企畫內容能夠連續兩週勝出其他實習生，則允諾將會從那時候開始調高其薪水。在簡單衡量過A與B兩組專案實習生實力後，該名碩班生認為他每次有 $1/4$ 的機會可以在與A組實習生競賽中勝出，而 $1/3$ 的機會在B組中勝出。若該名碩士生可向總經理提出一開始參與的專案團隊，請問你會建議該碩班生一開始從A團隊開始實習或是B團隊開始實習，較有可能盡快調高薪水？(請以機率的概念來回答此問題) (12分)

7. (a) 請說明中央極限定理(Central Limit Theorem) 的含義。(5分)

(b) 假設教育部對全台高中生作英文能力的鑑定，其平均為60分，而標準差為9。研究人員從某一高中抽樣100人，而其平均分數為62分。以上的資訊，是否能夠顯示此高中培育出的高中生英文程度，相較於其他高中生成效較為彰顯？(10分)

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This table presents the area between the mean and the Z score. When  $Z=1.96$ , the shaded area is 0.4750.

Z	0.00	0.01	0.02	0.03	0.04	0.05	0.06	0.07	0.08	0.09
0.0	0.0000	0.0040	0.0080	0.0120	0.0160	0.0199	0.0239	0.0279	0.0319	0.0359
0.1	.0398	.0438	.0478	.0517	.0557	.0596	.0636	.0675	.0714	.0753
0.2	.0793	.0832	.0871	.0910	.0948	.0987	.1026	.1064	.1103	.1141
0.3	.1179	.1217	.1255	.1293	.1331	.1368	.1406	.1443	.1480	.1517
0.4	.1554	.1591	.1628	.1664	.1700	.1736	.1772	.1808	.1844	.1879
0.5	.1915	.1950	.1985	.2019	.2054	.2088	.2123	.2157	.2190	.2224
0.6	.2257	.2291	.2324	.2357	.2389	.2422	.2454	.2486	.2517	.2549
0.7	.2580	.2611	.2642	.2673	.2704	.2734	.2764	.2794	.2823	.2852
0.8	.2881	.2910	.2939	.2967	.2995	.3023	.3051	.3078	.3106	.3133
0.9	.3159	.3186	.3212	.3238	.3264	.3289	.3315	.3340	.3365	.3389
1.0	.3413	.3438	.3461	.3485	.3508	.3531	.3554	.3577	.3599	.3621
1.1	.3643	.3665	.3686	.3708	.3729	.3749	.3770	.3790	.3810	.3830
1.2	.3849	.3869	.3888	.3907	.3925	.3944	.3962	.3980	.3997	.4015
1.3	.4032	.4049	.4066	.4082	.4099	.4115	.4131	.4147	.4162	.4177
1.4	.4192	.4207	.4222	.4236	.4251	.4265	.4279	.4292	.4306	.4319
1.5	.4332	.4345	.4357	.4370	.4382	.4394	.4406	.4418	.4429	.4441
1.6	.4452	.4463	.4474	.4484	.4495	.4505	.4515	.4525	.4535	.4545
1.7	.4554	.4564	.4573	.4582	.4591	.4599	.4608	.4616	.4625	.4633
1.8	.4641	.4649	.4656	.4664	.4671	.4678	.4686	.4693	.4699	.4706
1.9	.4713	.4719	.4726	.4732	.4738	.4744	.4750	.4756	.4761	.4767
2.0	.4772	.4778	.4783	.4788	.4793	.4798	.4803	.4808	.4812	.4817
2.1	.4821	.4826	.4830	.4834	.4838	.4842	.4846	.4850	.4854	.4857
2.2	.4861	.4864	.4868	.4871	.4875	.4878	.4881	.4884	.4887	.4890
2.3	.4893	.4896	.4898	.4901	.4904	.4906	.4909	.4911	.4913	.4916
2.4	.4918	.4920	.4922	.4925	.4927	.4929	.4931	.4932	.4934	.4936
2.5	.4938	.4940	.4941	.4943	.4945	.4946	.4948	.4949	.4951	.4952
2.6	.4953	.4955	.4956	.4957	.4959	.4960	.4961	.4962	.4963	.4964
2.7	.4965	.4966	.4967	.4968	.4969	.4970	.4971	.4972	.4973	.4974
2.8	.4974	.4975	.4976	.4977	.4977	.4978	.4979	.4979	.4980	.4981
2.9	.4981	.4982	.4982	.4983	.4984	.4984	.4985	.4985	.4986	.4986
3.0	.4987	.4987	.4987	.4988	.4988	.4989	.4989	.4989	.4990	.4990
3.1	.4990	.4991	.4991	.4991	.4992	.4992	.4992	.4992	.4993	.4993
3.2	.4993	.4993	.4994	.4994	.4994	.4994	.4994	.4995	.4995	.4995
3.3	.4995	.4995	.4995	.4996	.4996	.4996	.4996	.4996	.4996	.4997
3.4	.4997	.4997	.4997	.4997	.4997	.4997	.4997	.4997	.4997	.4998
3.6	.4998	.4998	.4999	.4999	.4999	.4999	.4999	.4999	.4999	.4999
3.9	.5000									

Source: Adapted by permission from *Statistical Methods* by George W. Snedecor and William G. Cochran, sixth edition  
© 1967 by The Iowa State University Press, Ames, Iowa, p. 548.

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1. 請閱讀以下報導，並回答相關問題。

<亞洲大展店 失敗十六次也要做>

攤開 Uniqlo 創辦人柳井正為迅銷集團十年後所畫出的樣貌，是在二〇二〇年攻佔五兆日圓營收，其中一到一・五兆來自日本，三・五到四兆來自海外。若以迅銷集團今年七月公布，二〇一〇年預計達成的八千多億營業額來看，目前海外 Uniqlo 只貢獻不到一〇%。這顯示未來十年，全球擴張，尤其是亞洲的大幅擴張將是 Uniqlo 重要策略。

事實上，過去十年間，Uniqlo 曾多次嘗試站上全球舞台卻挑戰失利。

二〇〇一年九月，第一家 Uniqlo 海外店在倫敦成立，之後三年更擴張到二十一家，但卻持續虧損；〇三年時，柳井正只得決定關閉十六家店。〇二年，他們前進上海。卻因為錯估當地消費者，失敗收場；〇五年，他們到美國紐澤西開了三家分店，表現依舊不好。直到〇六年，Uniqlo 轉戰紐約蘇活區，旗艦店請來創意人佐藤可士和、設計師片山正通等打造全新樣貌，終於受到海外消費者青睞，獲得了大成功。接著巴黎、倫敦的旗艦店陸續成立；第四座世界最大的旗艦店，則在今年五月於上海開幕。他們以旗艦店建立品牌形象與知名度，其他店面再陸續開展。今年八月，海外預計達到一四〇家店。然而，由日本第一要到世界第一，路程看來還很遙遠。

首先，《鑽石週刊》分析，〇九年的財報數字顯示，Uniqlo 海外事業的營業利益率只有四・二%；今年 (2010) 八月雖提升到一〇%，但也只有國內事業的一半水準。這主要是海外店鋪不足，達不到經濟規模，設立公司的成本相對高昂，目前海外擁有最多分店的中國，也只有五十五家店。「這意味迅銷集團還在海外事業的草創期」《鑽石週刊》分析。其次，隨著海外事業的擴大，是否能快速備齊需要的人才；是否有足夠的匠人才支援大量快速的生產擴張，維持高品質，都是挑戰。  
(以下略。資料來源：天下雜誌 <http://m.cw.com.tw/article.jsp?id=5011790>)

問題：

- (15%) 試說明企業在走向全球化 (Globalization) 時有哪些方式可採用？應注意哪些問題？
- (15%) 試以 Uniqlo 為例，說明：企業如何運用管理功能 (Management Functions) 架構以達到全球化的成功？

備註	試題隨卷繳交
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考試科目	管理學	所別	4151, 4152 企管系	考試時間	2月26日(日)第三節
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2. 「溝通 (Communication)」對管理績效的直接影響對許多管理者而言是無庸置疑的。請問：

- a.) (10%) 「無效的溝通是由送訊者所造成的。」你同意這句話嗎？為什麼？
- b.) (10%) 在探討組織的溝通網路時，「葡萄藤 (grapevine)」是一種非正式但卻重要的溝通網路。請問如果你是管理者，你將如何善用這種葡萄藤溝通方式？

3. BO 公司為一家全球聞名的高端影音設備製造公司，其中有些精緻優雅的手工打造產品甚至被收藏在一些有名的博物館供人觀賞。除了產品聞名之外，該公司的設計團隊組成更是一項特色。一般傳統的組織設計方式是由行銷人員進行消費者及市場研究，再決定產品設計方向，但 BO 公司聘用自由契約(freelance)的設計師來創造公司的產品，這些設計師並非公司的專職同仁，但卻有很大的權力來否決任何他們認為不好的產品，以該公司的首席設計師為例，他每月出現在公司辦公室的時間可能只有兩三天，但他對公司的產品設計卻有很大的影響力及決定權，他說：「我喜歡這種自由契約的工作方式，因為我不是公司系統內的一員，所以可以有許多不同的觀點！」在 BO 公司，這個設計團隊共有六位，他們主導公司的產品設計，此大大影響公司的生存及聲譽。

儘管這樣的設計團隊組成在 BO 公司能有效運作，但在其他許多公司卻不一定行得通，對大多數公司而言，把這麼重要的權力交給非公司的專任同仁，這是對管理當局非常具有風險及挑戰性的事，要管理類似這樣的自由契約設計師團隊，需要有很好的管理能力，才能達成公司的使命目標。請問：

- 一、 從組織設計之要素來分析，這種自由契約式的組織設計方式，其優點為何？缺點為何？(20%)
- 二、 您認為這樣的組織設計方式較適合哪些類型的組織？較不適用於哪些類型的組織？(10%)
- 三、 身為 BO 公司的總裁，應具備哪些管理能力來管理這個設計團隊？(10%)
- 四、 如果您是 BO 公司的總裁，您認為有效激勵這個設計團隊的方案為何？(10%)

備註	試題隨卷繳交
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考試科目	微積分	所別	4152 企管系乙組	考試時間	2 月 26 日(星期日) 下午 13:20 ~ 15:00	第 3 節
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- During a medical procedure, the size of a roughly spherical tumor is estimated by measuring its diameter and using the formula  $V = \frac{3}{4}\pi R^3$  to compute its volume. If the diameter is measured as 2.5 cm with a maximum error of 2%, how accurate is the volume measurement? (10%)
- Suppose that you own a parcel of land whose market price  $t$  years from now will be  $V(t) = 20e^{\sqrt{t}}$  thousand dollars. If the prevailing interest rate remains constant at 7% compounded continuously, when will the present value of the market price of the land be greatest? (10%)
- An editor has been allotted \$60,000 to spend on the development and promotion of a new book. It is estimated that if  $x$  thousand dollars is spent on development and  $y$  thousand on promotion, approximately  $f(x, y) = 20x^{3/2}y$  copies of the book will be sold.
  - How much money should the editor allocate to development and how much to promotion in order to maximize sales? (10%)
  - Suppose the editor is allotted \$61,000 instead of \$60,000. Estimate how the additional \$1,000 will affect the maximum sales level. (10%)
- John is considering a 5-year investment, and estimates that  $t$  year from now it will be generating a continuous income stream of  $3000 + 50t$  dollars per year. If the prevailing annual interest rate remains fixed at 4% compounded continuously during the entire 5-year term, what should the investment be worth in 5 years? (20%)
- An oil well that has just been opened is expected to yield 300 barrels of crude oil per month and at that rate, is expected to run dry in 3 years. It is estimated that  $t$  months from now, the price of crude oil will be  $28 + 0.3\sqrt{t}$  dollars per barrel. If the oil is sold as soon as it is extracted from the ground, what is the total revenue generated by the well during its operation? (20%)
- A patient is given an injection of 10 units of a certain drug every 24 hours. The drug is eliminated exponentially so that the fraction that remains in the patient's body after  $t$  day is  $f(t) = e^{-t/5}$ . If the treatment is continued indefinitely, approximately how many units of drug will eventually be in the patient's body just prior to an injection? (20%)

本考試： 不需使用計算機， 使用計算機

備 考	試 題 隨 卷 繳 交
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考試科目	管理實務個案	所別	企管系 丙組 4153	考試時間	2月26日(日)第一節
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管理實務個案，共三大題，共 100 分。

一、A 公司為一家電子消費產品品牌商，其四大產品事業的 (X1, X2, X3, X4) 营收比例分別為 40%, 30%, 25%, 5%，其淨利率分別為 6%, 20%, 25%, 35%，近年由於 X1 產品利潤逐漸降低，故 A 公司考慮將 X1 事業部裁撤或轉賣，若此策略可行，請解釋可能的理由與假設前提為何？並說明執行時應該注意的事項為何？(25 分)

二、B 公司為一連鎖通路商，其在 T 國擁有約 3,000 家門市，B 公司近期擬藉由其通路密度之優勢，跨入電信網路服務業務，成立 B-Mobile 電信服務，請問此項作法若可行的話，其可能的理由與假設前提為何？(25 分)

三、M 公司是一家金融市場專業投資銀行，公司文化是以團結合協為主，故績效評量主要是以 360 度評量方式來決定員工的獎金與升遷。A 君在去年從 X 公司被挖角至 M 公司擔任董事，主要是希望借重他在業界二十多年的經驗，來改善 M 公司的業務不振之狀況。在經過一年對 M 公司的觀察與瞭解，A 君覺得若可以把在先前服務公司中的 B 君也挖到 M 公司來，應該會對 M 公司的業績會有助益。為了說服這個戰功彪炳且擅於開發客戶的 B 君，除了動之以情外，更承諾 B 君若可以在一年之內把 M 公司的業績大幅提昇的話，他可以向董事會建議在一年後升遷 B 君為執行董事 (Managing Director)，並負責 M 公司的證券市場事業單位之營運。由於 B 君已經認識 A 君將近二十年，A 君可算是 B 君在金融產業中的心靈導師 (Mentor)，因此對這項優渥的提議，B 君欣然接受。

在 B 君加入後，經過一整年的努力，M 公司在證券市場業務的市場佔有率從去年的 2% 提升到今年的 12%，排名由第 10 名提升到第 2 名。由於許多新的業績確實是 B 君所努力而來的，故 A 君打算向董事會建議升遷 B 君為執行董事，但最後董事會決定升遷另一部門的 C 君為執行董事。理由是 B 君雖然戰功彪炳，但其 360 度評量之分數相對較差，無法達到 M 公司對升遷所設定的門檻。董事會建議 A 君應該向 B 君提醒雖然單打獨鬥對 B 君的業績是蠻好的，但要升任執行董事，必須要帶領下屬且要與其他部門進行橫向溝通，故希望 B 君能適度調整其行為為團隊合作的模式，則明年應該可以升遷他。由於 A 君也只比 B 君早一年進入 M 公司，當下也不方便進一步爭取，也就接受董事會的決議。

A 君回辦公室後馬上打電話給 B 君告知此結果。B 君得知結果後，忿忿不平的向 A 君抗議：「當初說好只要達到事先預設的業績目標，就會升遷我擔任執行董事，為什麼說我團隊合作分數不夠，就不能升遷，這不是當初你挖角我來所談的條件！你為何沒有向董事會幫我爭取呢？」然後 A 君只聽到嘟嘟的聲音。

- (1) 若你是 M 公司董事會的成員，請問你是否同意今年升遷 B 君？請說明你贊成或反對之理由。(25 分)
- (2) 假若時間可以從來，請問 A 君應該怎麼處理此事？(25 分)

備註	試題隨卷繳交
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