

考試科目	經濟學	所別	科管研 4191 甲組	考試時間	3月19日 星期日 第1節
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國立政治大學圖書館

經濟學 (甲) 95

- 1、請儘量輔以圖表或方程式來說明獨佔廠商的供給函數和他的生產函數之間有何關係？(10)
- 2、有一獨佔廠商，其邊際成本曲線 $MC = 2Q$ ，產業的需求曲線是 $P = 12 - Q$ 。請問在以下兩種情況下，均衡的價格 P 、產量 Q 、廠商的利潤 分別是多少？(20)
 - (1) 獨佔者無法區別需求者，只能設定統一的市場價格。
 - (2) 獨佔者可以區別需求者，能夠個別進行差別定價。
- 3、將你要脫手的一件古董拿到 YAHOO 電子市集上去拍賣所得的價格一定會比你去尋訪古董商所得的價格高嗎？為什麼？為什麼不？有哪些因素在影響？(10)
- 4、強雄的能力樣樣都比麻瓜來得強，他一個小時可以打 1000 字或是賺 1 千元，麻瓜一個小時只能打 200 字或是賺 200 元。請問強雄還需要和麻瓜交易嗎？交易能使雙方得利嗎？請用具體的數字來說明。(20)
- 5、何謂「市場失靈」？如果市場不失靈那會怎樣？哪些因素會使得市場失靈？為什麼？請分別說明之。(20)
- 6、何謂公共財？知識是否具有公共財的特性？可口可樂的製程知識是否為公共財？(10)
- 7、請偶像明星當產品代言人可以產生什麼作用？對生產函數及效用函數分別會有什麼影響？(10)

備考	試題隨卷繳交
命題委員：	201 (簽章)

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考試科目	微積分	所別	科管所 學士後甲組 一般生	考試時間	3月19日 星期日 第三節
<div style="float: right; border: 1px solid black; padding: 2px;">國立政治大學圖書館</div> <ol style="list-style-type: none"> 1. 一水池盛鹽水 100 加侖，每加侖含鹽 1 磅，今以每加侖 2 磅之鹽水以每分鐘 5 加侖之速率注入池中，並隨時將池中鹽水加以攪拌均勻，同時以原速率流出，求此注放行動開始後任何時間池中之含鹽量。(10 分) 2. 求由曲線 $y^2=x^3$ 與過點 (4, 8) 的切線所包圍成區域之面積。(10 分) 3. 一長方體之表面積(共 6 個面)為 1500cm^2；邊長和(共 12 個邊)為 200cm，試問體積最大為多少?最小為多少?(10 分) 4. 計算曲線 $y=\sin x$ 與 $y=\sin 2x$，在 $x=0$ 至 $x=\pi$ 之間所圍成之平面區域面積。(10 分) 5. A store can sell 225 cameras if it sells them for \$ 75 each. For every dollar the price is raised, three sales are lost. What price x (whole dollars) should be charged to maximize the revenue? (10 分) 6. 有一燈塔距海岸線 3 公里，以每分鐘 8 圈旋轉，試問當燈光與海岸線成 45° 角時，燈光沿海岸線移動之速度。(10 分) 7. Find the real root of $x^3-6x+6=0$ to three decimal places. (10 分) 8. 有甲乙兩車，於早上 10:00 自台北同時出發，沿高速公路於下午兩點在台南交會，試問兩車在 10:00~14:00 中間是否有一點時間，兩車速度一樣，請證明你的答案。(10 分) 9. 假設美國 Apple 公司今年初又開發出一個新商品“i-Pod Movie”，它與之前的 i-Pod 同樣受到歡迎且轟動全球，並於今年三月開始在台灣銷售。(1) 請試著推導出一個「全新商品之市場擴散」的方程式(並同時說明你的假設與推導邏輯)。(2) 請將方程式中的一些參數代入數字(也請說明一下為何採用那個數值)來推估一下至 2009 年 3 月時總計在台的 i-Pod Movie 銷售量。(20 分) 					
備考	試題隨卷繳交				
命題委員：	: 202 (簽章)				

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考試科目	經濟學	所別	科管研乙 4192	考試時間	3月19日 星期日	第 / 節	第 / 節
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國立政治大學圖書館

經濟學 (乙) 95

- 1、請儘量輔以圖表或方程式來說明獨佔廠商的供給函數和他的生產函數之間有何關係？(10)
- 2、有一獨佔廠商，其邊際成本曲線 $MC = cQ$ ，產業的需求曲線是 $P = a - bQ$ 。請問在以下兩種情況下，均衡的價格 P 、產量 Q 、廠商的利潤分別是多少？(20)
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 - (2) 獨佔者可以區別需求者，能夠個別進行差別定價。
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- 5、何謂「市場失靈」？如果市場不失靈那會怎樣？哪些因素會使得市場失靈？為什麼？請分別說明之。(15)
- 6、試用圖表說明「季芬財一定是劣等財，劣等財卻不一定是季芬財」。(10)
- 7、請以賽局報酬矩陣 (20)
 - (1) 說明「囚犯困局」的現象。
 - (2) 說明「為何人人都不喜歡污染，但是自利的人卻還是會丟垃圾？」

備考	試題隨卷繳交
命題委員：	203 (簽章)

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考試科目 企業管理學 所別 科學組(考後組) 考試時間 3月19日 星期 A 第三節

國立政治大學圖書館

Good-Bye to Venture Capital

Technology finance has turned rational—so I'm outta here.



Howard Anderson is the William Porter Distinguished Lecturer at MIT's Sloan School of Management, where he teaches courses on early-stage companies. He founded the Yankee Group and cofounded YankeeTek Ventures and Battery Ventures. He plans to raise no new monies for his venture funds.

GOOD-BYE! We venture capitalists like to think of ourselves as giants striding across the technology landscape, showering money on terrific young entrepreneurs, adding value, creating jobs, nurturing real companies. We are financial samurai. But I am giving it up. Why?

First, technology supply is bloated. Innovation is not dead, but demand for new technologies is moribund and will continue to be weak for at least the next five years. During the boom times, VCs financed more than 5,000 new companies a year in information technology, communications, biotechnology, and the Internet. The problem is that the buyers of new technology cannot possibly utilize all this stuff. There is a very real limit to what can usefully be deployed. IT and communications spending is no longer growing at 15 percent per year; growth will be in the middle single digits for at least the next five years. Therefore, few software and communications companies will enjoy the double-digit growth that inflames company valuations and makes VCs rich.

Second, there's a good reason why technology spending is stagnant. The hype machine is broken. For years, technologists told the world that "information is strategic"; we said that if companies didn't overspend to protect against Y2K they were committing corporate hara-kiri. Executives spent like crazy people. No longer. Their new mantra: spend no more than last year.

Third, the financial markets for technology companies are no longer exuberantly irrational. VCs *haterational* markets: rational markets value companies at two and a half times their sales at an initial public offering or one and a half times their sales at a merger. We need a little irrationality to earn a living—but the total

capitalization for the leading technology companies is now one-sixth of what it was five years ago.

Fourth, these changes in venture funding are structural, not cyclical. VCs actually *like* cyclical markets; we can buy in cheaply and wait for exuberance to bail us out. Traditionally, we knew that if we picked the right sector we could make 10 times our money. In fact, we knew if we picked the best two or three companies in that sector, we could make 50 times our money—but you get my point. But those days are, regrettably, over.

Here's why: it takes about \$50 million to get a startup software company to break even—and even great software companies rarely grow more than 100 percent a year. In irrational times, a software company with \$50 million in sales would have been worth \$180 million, or 600 percent of a VC's investment. Which is good, but not great. Unfortunately, in rational times, the company would be worth \$47 million to the investors, or only 157 percent of their investment. *But that's over five years!* Per year, it's a return of only 11 percent—and that's for a winner. Remember: in venture funds, only 20 percent of investments are winners. Forty percent are in the middle, 20 percent are losers, and another 20 percent are write-offs.

Venture funds all strive to rank in the top quartile. But the returns of the top-quartile funds depend on when they were launched. Take a look at these numbers for venture capital returns from Cambridge Associates:

Year	Percentage increase
1984	12.9
1988	22.7
1994	49.6
1997	67.5
1999	-8.7
2000	-8.3

If you were a VC between 1994 and 1997, you couldn't help but make money. But by 2000, you were underwater.

Finally, it's not just supply of new technology that is too abundant. Ten years ago there were 240 member firms in the National Venture Capital Association. Today, that membership has nearly doubled, and our fund size under management has increased eightfold. There's too much venture money pursuing too many deals. There's nowhere for all that money to go: we can't spend the money we've raised.

Venture capitalists view themselves as pragmatists, but if they think the dynamics of the business haven't changed, they're as self-deluding as the next person.

Ever wonder what we did for a living in early-stage venture funding? I bet you think we spent the day searching for the next insanely great company. But we spent most of our lives in endless meetings with people who were lying to us: scientists who swore that their patents were solid and entrepreneurs who insisted that they had no competition. We lied right back at them: said our money was different.

That was the old way, and it was tons of fun, and we all made too much money. I'll miss it. But now the markets are too rational, and the returns are too small and uncertain. So, time to leave. ■

TECHNOLOGY REVIEW, JUNE 2005

BY INVITATION 43

備 考 試 題 隨 卷 繳 交

命 題 委 員 :

204

(簽 章)

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考試科目	企業管理學	所別	科學研究所後進組	考試時間	3月19日 星期日 第三節
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國立政治大學圖書館

RESEARCH BRIEF

Predicting Customer Choices

Recent research has greatly improved management's ability to anticipate customer wants. Rohit Verma and Gerhard Plaschka

Vanishing mass markets, the proliferation of products and services and new technologies are requiring many companies to redefine their beloved core business doctrine: "Give customers what they want." At the same time, in the best-selling book *The Paradox of Choice*, Schwartz (2004) suggests that every consumer decision, from buying a bottle of shampoo or ordering a cup of coffee to choosing a healthcare provider or setting up a retirement plan, is becoming increasingly complex thanks to the abundance of choices available. Much the same is true for customers in many business-to-business markets.

This dramatic explosion in options has ironically become a challenge for customers and businesses alike; Schwartz goes so far as to argue that fewer alternatives are better than many for the well-being of society. However, the underlying problem in predicting customer choices resides largely in the fact that many people make purchasing decisions on the basis of (potentially) many different criteria simultaneously (McFadden 1986), including brand, quality, performance, price, service, features, channel and so on.

Given resource constraints, it is virtually impossible for any firm to excel in all product aspects at once — that is, to provide the highest quality, fastest delivery and greatest variety at the lowest price. Firms must make trade-offs on the basis of what they do best, what their competitors are offering, and the criteria they think matter most to their customers (Verma, Plaschka and Louviere 2002). However, managers often struggle to determine the "best" configuration of product-service offerings that will appeal to their chosen target markets. To create, capture and maintain demand for their offerings, businesses have to balance three key challenges (Verma and Plaschka 2003).

Ambiguity — What do our customers really want? Companies lacking a clear understanding of customer choices often take a scattershot approach, hoping that at least one of their offerings will succeed. Unfortunately, this type of approach is neither efficient nor profitable for most firms. Markets are frequently flooded with products and services that offer relatively little in the way of added value to customers and that weaken the seller's bottom line.

Risk — Will our envisioned offerings be successful? Managers face complex choices when deciding which of their product-service bundles to offer. Potential product-service drivers (such as price or specific product-service features) can have several variants, and managers often use experience, benchmarking analysis or simply gut feelings to decide what will be attractive to customers. Such "informed guessing" may spur new and innovative ideas, but it also may be unproductive and unreliable.

Conformance — Can we deliver what we promised? Although it is important for companies to understand market value drivers, they must also support customer preferences and align them with effective supply-chain management practices. Even if companies succeed in identifying and delivering attractive product-service packages, their efforts may prove futile unless

they can efficiently deliver on their promises under resource constraints.

The Science of Choice Modeling

During the last few years, new research has expanded the toolbox that is available to businesses seeking to understand the drivers of customer choices. The latest tools and methodologies allow managers to predict with remarkable precision the market performance of new or existing products, services or experience-based offerings. Recent works on the "art and science" of choice modeling approaches have greatly improved management's ability to predict customer choices — even under seemingly complex and erratic market conditions.

The CM framework pioneered by Daniel McFadden, co-recipient of the 2000 Nobel Prize in economics, focuses on both the economic reasons for individual choices and the ways researchers can measure and predict these choices (Manski 2001; McFadden 1986). McFadden's work, and corresponding developments in experimental choice analysis by Jordan Louviere and his co-researchers, have led to diverse applications, including design and development of new products and services; transportation planning in urban environments and evaluation of alternative pricing strategies (Louviere and Woodworth 1983; Adamowicz et al. 1998; Ben-Akiva and Lerman 1985; Louviere, Hensher and Swait 2000). For example, in a recent article, Hall et al. (2004)

Rohit Verma is an associate professor and Thayne Robson Fellow, David Eccles School of Business, University of Utah. Gerhard Plaschka is an associate professor of strategy and venture management, Kellstadt Graduate School of Business, DePaul University Chicago. Contact them at rohit.verma@business.utah.edu and gplaschka@mindfolio.com.



FALL 2005 MIT SLOAN MANAGEMENT REVIEW 7

- 25/4
1. 要正確地了解顧客對廠商產品的需求，有哪三個挑戰？為什麼？
 2. 顧客選擇的模型化近年來有什麼樣的進展？

備 考 試 題 隨 卷 繳 交

命 題 委 員 :

205

(發章)

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考試科目	企業管理學	所別	4192 行政學(考)	試時間 3月19日 星期三 第三節
<p>三、</p> <p>1. 人力資本, 顧客資本, 結構資本可以什麼形式(科目)呈現在財務報表上? 2. 若知識已佔企業成本的七成, 那應如何被管理</p> <p>(25%)</p> <p>人力資本指的是員工腦中的知識, 顧客資本牽涉到企業和顧客兩者之間關係的認定, 而結構資本則是保留在組織內部, 可以傳承給新員工的知識。根據史都華的說法: 「結構資本是晚上不會下班回家的知識」。這項資本包括流程、系統以及彰顯組織經驗累積的政策等元素。</p> <p>智慧資本必定會和知識工作者和知識管理(請見二一七頁)概念連在一起。他們的根源都來自彼得·杜拉克(Peter Drucker)的作品。他在一九六九出版的《不連續時代》(The Age of Discontinuity)一書中, 首度提出「知識工作者」這個名詞, 用以描述受過高度訓練、有智慧並且知道自己價值所在, 以及對組織能有什麼貢獻的專業管理人員。知識工作者是對應於過去企業上班族模式的另一種新概念。</p> <p>再追溯到更久遠的年代, 還是會遇見杜拉克。知識勞工這個概念的基礎, 可以清楚從杜拉克一九五四年出版的《管理的實踐》(The Practice of Management)一書中發現。他在書中寫道: 企業主管的價值、動機及熱情, 和企業的成功是息息相關的。個人並非是沒有思考能力, 只知執行被要求之事的公務員, 而是一個獨立自主、願意奉獻心力的個體。</p> <p>杜拉克在《不連續時代》一書寫道: 「知識工作者將自己視為另一類專業人士, 和過去的律師、醫師或公務員沒什麼兩樣。」他受過同樣的教育, 收入更高, 機會也可能更多。他很容易意識到自己必須仰賴組織來獲得所得和機會, 如果不是組織願意投資的話, 他可能就沒有工作機會了。但他也知道, 組織也同樣要仰賴他的專才。」</p> <p>杜拉克是首度點出「知識工作者」概念的人, 但他主要的貢獻還是在於他提出知識是力量來源, 以及知識所有權的概念。智慧資本是力量, 如果知識取代勞工成為經濟社會的計量單位, 那麼資本社會的結構就會改變。「在知識社會中, 知識工作者是真正的『資本家』, 靠自己的工作維生。整體而言, 這些知識工作者——也就是今日社會上受過教育的中等受薪階級——透過年金基金和投資信託等管道, 掌握了生產方式的所有權。」</p> <p>杜拉克後來又進一步闡述他的想法, 最著名的是在他一九九二年的《杜拉克談未來管理》(Managing for the Future)一書中提出的看法: 「從現在開始, 所有的關鍵都在於知識。世界不再是勞力密集、也不是原料或能源密集, 而是知識密集的世界。」</p> <p>但企業必須面臨的一個挑戰是, 智慧資本是一項稀少貴重的資源。企業對智慧資本的興趣大增不難理解, 而且可能在工業發展演化的過程中, 這樣的興趣還來得太晚了。「當然, 長久以來知識一直都有其影響力。但有兩件事情已經改變,」財星雜誌的史都華說。「首先, 從產品附加價值貢獻度的角度來看, 知識已經變成最重要的一部分。過去, 成本通常有八成是原料成本, 二成才是知識成本, 現在這項比重已經變成知識七成, 原料三成; 其次, 企業也愈來愈知道如何管理知識。」</p>	備考	試題隨卷發交	命題委員: 206 (簽章)	

國立政治大學圖書館

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3. 試題由郵寄遞者請以掛號寄出, 以免遺失而示慎重。

考試科目	企業管理學	所別	社會管理組	考試時間	11月29日 星期四 第三節
<p>四、</p> <p>1. 組織瘦身對企業有什麼長短期的影響？</p> <p>2. 組織瘦身在過去三十年和企業界出現的那些變化有關？(例如：去層級化，還有那些?)</p> <p>組織瘦身是意識型態的自然產物。在一九八〇年代，市場力量被推高至儼然自然力的地位。獲利動機突然間變成真正的社會力量，影響遠超過社會主義的經濟平等想法。當時組織追求縮編的意願異常狂熱，對人力成本極度重視，導致當時的受害者和倖存者都認為，這種偏激的作法無法持續太久。許多企業縮編後的收益的確大幅提高，但許多受新家庭的情況卻持續惡化。</p> <p>到一九九五年六月為止的一年內，約有一半的美國主要企業都宣布裁減人力，裁員人數相當於整體企業人力的八%。而「企業瘦身」這個名詞，就變成企業解雇大量正職員工(但改聘臨時工、外籍勞工或由委外承包商聘僱勞工)的代名詞。</p> <p>企業瘦身的中心思想是一個老掉牙的假設：即企業的唯一目的就是要增加股東的財富。人稱「鏈鋸艾爾」(Chainsaw Al)的艾爾·鄧列普(Al Dunlap)是力行組織瘦身概念的著名例子，他曾在美國廣播公司的「夜線」節目中表示：「企業存在的目的是替股東賺錢，他們是公司的所有人，也是承擔所有風險的人。」</p> <p>看到資本主義醜陋的一面後，連羅奇自己也改口說，許多企業瘦身的作法已經過頭了，而且目的也不正確。「關廠、裁員以及其他縮編的方式短期內的確有助提升獲利，」羅奇說。「可是，他們生產力能否持久增強是相當有爭議的：你不可能一直縮減員工人數。而且，在一個持續擴張的全球經濟環境下，美國企業也無法仰賴組織縮編的「空洞化」手法來維持市占率。」羅奇的結論是什麼呢？「現在，我對於我們是否已如願來到天堂這件事，有了不同的想法。」</p> <p>一九九五年四月二十四日，美孚石油(Mobil Oil)宣布季盈餘六億三千六百萬美元，較去年同期成長一九%，成長力道足以讓美孚當年的獲利創下歷史新高。一週後該公司宣布提高股利九%，並引述了資產負債結構改善、成本持續縮減和未來成長樂觀等理由。接著隔天五月二日，美孚就宣布要裁員四七〇〇人，相當於該公司九.二%的人力。在宣布這項消息後，美孚石油股價當天的市值大漲三.八八美元，或四.一%。</p> <p>類似這種不必要的「放血」行為引起社會大眾的憤怒，最後組織瘦身不得不以更政治正確的「最適規模」(right sizing)一詞作為掩飾，但這種伎倆騙不了人，企業界做得太過火，引發不小的反衝力。儘管純粹重商和自由市場主義在美國的優勢地位是不太可能被取代的，但他們已逐漸遭到愈來愈大的阻力。</p> <p>然而，傷害已經造成。肆無忌憚的裁員，導致許多企業流失一些最有經驗的中階經理人，有些人認為這些中階經理人掌握企業的記憶。若從比較樂觀的角度來看，這股組織瘦身熱潮也許痛苦，但卻是促成社會大眾重新評估企業存在之基本目的的必要過程。</p>					
備考	試題隨卷繳交				
命題委員：	207 (發章)				

(75%)

國立政治大學圖書館

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考試科目	管理個案	所別	科管(碩士後組) 4193	考試時間	3月18日 星期六	第二節
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國立政治大學圖書館

- 一. Robin Hood 當前面臨那些狀況 (issues)? 請依合乎管理學架構的方式將這些狀況有系統地分類。
- 二. 這些狀況背後的原因為何? 請深入分析。
- 三. Robin 可以有那些應對方案, 請加以敘舉。
- 四. 如果你是 Robin, 你的行動選擇為何? 執行步驟為何? [每題各 25%]

It was in the spring of the second year of his insurrection against the High Sheriff of Nottingham that Robin Hood took a walk in Sherwood forest. As he walked he pondered the progress of the campaign, the disposition of his forces, the Sheriff's recent moves and the options that confronted him.

The revolt against the Sheriff had begun as a personal crusade, it erupted out of Robin's conflict with the Sheriff and his administration. However, alone Robin Hood could do little. He therefore sought allies, men with grievances and a deep sense of injustice. Later he welcomed all who came, asking few questions and only demanding a willingness to serve. Strength, he believed, lay in numbers.

He spent the first year forging the group into a disciplined band, united in enmity against the Sheriff, and willing to live outside the law. The band's organization was simple. Robin ruled supreme, making all important decisions. He delegated specific tasks to his lieutenants. Will Scarlett was in charge of intelligence and scouting. His main job was to shadow the Sheriff and his men, always alert to their next move. He also collected information on the travel plans of rich merchants and tax collectors. Little John kept discipline among the men, and saw to it that their archery was at the high peak that their profession demanded. Scarlock took care of the finances, converting loot to cash, paying shares of the take and finding suitable hiding places for the surplus. Finally, Much the Miller's son had the difficult task of provisioning the ever-increasing band of Merry-men.

The increasing size of the band was a source of satisfaction for Robin, but also a source of concern. The fame of his Merry-men was spreading, and new recruits poured in from every corner of England. As the band grew larger, their small bivouac became a major encampment. Between raids the men milled about, talking and playing games. Vigilance was in decline, and discipline was becoming harder to enforce. 'Why?' Robin reflected, 'I don't know half the men I run into these days.'

The growing band was also beginning to exceed the food capacity of the forest. Game was becoming scarce, and supplies had to be obtained from outlying villages. The cost of buying food was beginning to drain the band's financial reserves at the very moment when revenues were in decline. Travelers, especially those with the most to lose, were now giving the forest a wide berth. This was costly and inconvenient to them, but it was preferable to having all their goods confiscated.

Robin believed that the time had come for the Merry-men to change their policy of outright confiscation of goods to one of a fixed transit tax. His lieutenants strongly resisted this idea. They were proud of the Merry-men's famous motto: 'Rob the rich and give to the poor.' 'The farmers and the townspeople,' they argued, 'are our most important allies.' 'How can we tax them, and still hope for their help in our fight against the Sheriff?'

備	考	試 題 隨 卷 繳 交
命 題 委 員 :		208 (簽章) 年 月 日

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考試科目	管理個案	所別	科管(碩士後組) ₄₁₉₃	考試時間	3月18日 第二節 星期六
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國立政治大學圖書館

Robin wondered how long the Merry men could keep to the ways and methods of their early days. The Sheriff was growing stronger and better organized. He now had the money and the men, and was beginning to harass the band, probing for its weaknesses. The tide of events was beginning to turn against the Merry men. Robin felt that the campaign must be decisively concluded before the Sheriff had a chance to deliver a mortal blow. 'But how', he wondered, 'could this be done?'

Robin had often entertained the possibility of killing the Sheriff, but the chances for this seemed increasingly remote. Besides, killing the Sheriff might satisfy his personal thirst for revenge, but it would not improve the situation. Robin had hoped that the perpetual state of unrest, and the Sheriff's failure to collect taxes, would lead to his removal from office. Instead, the Sheriff used his political connections to obtain reinforcement. He had powerful friends at court, and was well regarded by the regent, Prince John.

Prince John was vicious and volatile. He was consumed by his unpopularity among the people, who wanted the imprisoned King Richard back. He also lived in constant fear of the barons, who had first given him the regency, but were now beginning to dispute his claim to the throne. Several of these barons had set out to collect ransom that would release Richard the Lionheart from his jail in Austria. Robin was invited to join the conspiracy in return for future amnesty. It was a dangerous proposition. Provincial banditry was one thing, court intrigue another. Prince John's spies were everywhere. If the plan failed the pursuit would be relentless, and retribution swift.

The sound of the supper horn startled Robin from his thoughts. There was the smell of roasting venison in the air. Nothing was resolved or settled. Robin headed for camp promising himself that he would give these problems his utmost attention after tomorrow's raid.

備考	試題隨卷繳交
命題委員：	209 (簽章) 年 月 日

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