

國立中央大學 110 學年度碩士班考試入學試題

所別： 企業管理學系 碩士班 工商管理甲組(一般生)
企業管理學系 碩士班 工商管理丙組(一般生)

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科目： 管理學

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*請在答案卷(卡)內作答

申論題：共100分，每題25分 *請按題號順序作答

(1) Please analyze the following paragraph by the concepts of management theories. What managerial implications might be obtained from the Dark Side of digitalization? (25 分)

Royal Society for Public Health (RSPH) UK conducted research on the use of social media among the young aged between 14 and 24 in 2017, and the research results show that Instagram does bring about multiple negative effects, which are mainly caused by the information that provokes anxiety and Fear of Missing Out (FOMO). FOMO refers to the fears that people feel when they miss new messages or pleasant experiences that others post, including their friends, peers and family members. In recent years, social media has become popular, and a number of people share the food they eat, the apparel and jewelry they wear and the places they visit via pictures and words on social media anytime and anywhere. The sharing will make people around them feel envy and fear; people around them will be worried that they lag behind the fashion, that they do not participate in the party that involves everybody else, or that they miss the latest products, thus persistently tracing others' social activities. It has been found that FOMO exerts a negative impact on people's overall mood and life satisfaction. Moreover, it brings negative impacts to physical and mental health of people, which can result in mental diseases like dismay and depression.

(2) Please analyze the following paragraph by the concepts of management theories. What managerial implications might be obtained from O2O Model? (25 分)

It's no secret malls have been sluggish in recent years, and the coronavirus pandemic has only made the situation exponentially worse. With retailers filing for bankruptcy and major department stores like Macy's announcing store closures, malls are growing increasingly desperate for tenants to avert a major vacancy crisis. So Simon Property Group, the largest U.S. mall operator, is negotiating with Amazon to convert vacant department stores into fulfillment centers. Clearly, there's lots to be gained for Simon if it continues to pursue a partnership with Amazon. But that relationship could backfire too. For one thing, it could anger Simon's existing tenants, many of which undoubtedly blame (or partially blame) Amazon for their own revenue struggles. And that could lead some retailers to not renew their mall leases when they come due. Furthermore, Amazon fulfillment centers won't draw customers into malls; quite the opposite -- they might turn shoppers away, especially if they wind up replacing beloved department stores. As such, Simon does need to proceed with caution when opening its doors to Amazon. Though the added revenue is an obvious draw, Simon shouldn't forget it's a mall owner, not a warehouse operator. If it alienates its core tenant base, as well as consumers who frequent its shopping centers, it could end up shooting itself in the foot. Still, when so many retailers are permanently closing their doors, you can't blame Simon for finding a more creative way to generate revenue. It's a model mall operators will universally have to adapt to, especially if the coronavirus pandemic continues to batter retailers. Simon may therefore not be in over its head so much as ahead of the game, and teaming up with Amazon right now could help it thrive at a time when malls seriously risk dying out.

(Source: MILLIONACRES by Maurie Backman - 30 Oct., 2020. Why Teaming Up with Amazon Could Be a Smart Move for Simon Property Group <https://www.fool.com/millionacres/real-estate-investing/articles/why-teaming-up-with-amazon-could-be-a-smart-move-for-simon-property-group>)

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(3) Please analyze the following paragraph by the concepts of management theories. What managerial implications might be obtained from the Weber's Bureaucracy Theory? (25 分)

A few years ago, The Economist constructed an index of crony capitalism. It was designed to test whether the world was experiencing a new era of "robber barons"—a global re-run of America's gilded age in the late 19th century. Depressingly, the exercise suggested that since globalisation had taken off in the 1990s, there had been a surge in billionaire wealth in industries that often involve cosy relations with the government, such as casinos, oil and construction. Over two decades, crony fortunes had leapt relative to global GDP and as a share of total billionaire wealth. Behind the crony index is the idea that some industries are prone to "rent seeking". This is the term economists use when the owners of an input of production—land, labour, machines, capital—extract more profit than they would get in a competitive market. Cartels, monopolies and lobbying are common ways to extract rents. Industries that are vulnerable often involve a lot of interaction with the state, or are licensed by it: for example telecoms, natural resources, real estate, construction and defence. Rent-seeking can involve corruption, but very often it is legal. The rich world has lots of billionaires but fewer cronies. Only 14% of billionaire wealth is from rent-heavy industries. Developing economies account for 43% of global GDP but 65% of crony wealth. A reason for vigilance is technology. In our index we assume that the industry is relatively free of government involvement, and thus less susceptible to rent-seeking. But that assumption is being tested. Alphabet, the parent company of Google, has become one of the biggest lobbyists in Washington and is in constant negotiations in Europe over anti-trust rules and tax. Uber has regulatory tussles all over the world. If technology were to be classified as a crony industry, rent-seeking wealth would be higher and rising steadily in the Western world. Whether technology evolves in this direction remains to be seen. But one thing is for sure. Cronies, like capitalism itself, will adapt.

(Source: The Economist (2016) "Our crony-capitalism index. The party winds down. Across the world, politically connected tycoons are feeling the squeeze", *The Economist*, London, 7 de mayo, <https://www.economist.com/international/2016/05/07/the-party-winds-down>)

(4) Please analyze the following paragraph by the concepts of management theories. What managerial implications might be obtained from the Social Capital perspective? (25 分)

Although most studies have pointed out the trade-off between environmental and industrial competitiveness, they have neglected to discuss the role of emerging countries and their impact on triggering green innovation on the global market. Given the limitation of country-specific resources, there is an increasing interest in studying collaborative green innovation in emerging countries. While companies in developed countries use innovations to command price premiums for green products and open up new market segments, the companies in emerging countries play important roles as major manufacturers in the international markets. As parts of supply chains, emerging countries have many opportunities, but they also face substantial environmental burdens, which may erode their global competitiveness. For example, Country-A is a well-known electronic and information technology manufacturer. Country-A's companies have produced many electronic products for multinational organizations and collaborated with developed countries in order to meet environmental requirements. The environmental improvements of operations, however, come at additional costs imposed on these companies. With the relative scarcity of resources and the increased pressures for environmental sustainability, how to build corporate capacities from environmental collaborations with developed countries becomes of primary concern to Country-A's companies.

(Source: Chen, P.-C. and Hung, S.-W. (2014), "Collaborative green innovation in emerging countries: a social capital perspective", *International Journal of Operations & Production Management*, Vol. 34 No. 3, pp. 347-363.)

注意：背面有試題