

## 國立臺北科技大學 114 學年度碩士班招生考試

系所組別：4201 經營管理系碩士班

## 第二節 管理學 試題 (選考)

第 1 頁 共 3 頁

**注意事項：**

1. 本試題共二大題，共 100 分。
2. 不必抄題，作答時請將試題題號及答案依照順序寫在答案卷上。
3. 全部答案均須在答案卷之答案欄內作答，否則不予計分。

## 一、單選題：(共 15 題，每題 3 分，共 45 分)

- (一) The term \_\_\_\_\_ refers to repetitive sequences of activities that express and reinforce the important values and goals of the organization.
- (A) Employee mentoring
  - (B) Organizational culture
  - (C) Corporate rituals
  - (D) Business ethics
- (二) In workplace parlance, the term "glass ceiling" refers to \_\_\_\_\_.
- (A) the theoretical organizational level beyond which no discrimination exists
  - (B) the perceived difference in cognitive abilities between male and female employees
  - (C) the invisible barrier that separates women and minorities from top management positions
  - (D) the cumulative difference between opportunities and rewards offered to male and female employees
- (三) John Doe is employed with the IT department in Abel and Associates, that provides financial consultancy services to several wealthy investors. He is approached by a shady investor who offers attractive incentives for stealing some sensitive information regarding the investment patterns of one of the clients of the company. Which of the following statements best reflects John's thoughts if he is at the preconventional level of moral development?
- (A) My job is to protect the information that this company deals in and I should not violate my duties.
  - (B) I am liable to be criminally prosecuted for my involvement in stealing the information.
  - (C) If I do go through with the act, I will be letting down my manager and coworkers badly.

(D) Going through with this act would be highly unfair not just to the client, but also to my employers.

(四) How can managers increase the likelihood of making change happen successfully?

- (A) They should realize that they are just change agents not change leaders.
- (B) They should discourage entrepreneurial mindsets.
- (C) They should adapt the changes made by their competitors.
- (D) They should give individual employees a role in the change process.

● New Ideas (Scenario) (Please answer questions 五~七)

Although New Ideas, Inc., has been in business for 30 years, the company and its employees seemingly have been in a constant state of change. Louis Snyder has been President of New Ideas, Inc. for the last 15 years. During these 15 years, he has had to change the strategic focus of the company three times. The employees have started becoming vocal about the decrease in their bonus checks and their desire for increased profits. It seems as though his competition is always introducing new products into the market and his company's niche products have to be constantly changed in order to keep up with the competition. Moreover, the government has been active in passing new legislation to increase the control of the product packaging and product contents. The technology used to manufacture the products has also been continually changed to make the process more efficient.

(五) The technology change in the manufacturing process of New Ideas, Inc.'s products to make the process more efficient is the result of a competitor lowering its price. Therefore, it was a(n) \_\_\_\_\_.

- (A) internal force of change
- (B) external force of change
- (C) economic force of change
- (D) marketplace force of change

(六) Mr. Snyder has had to change the strategic focus of the company three times. The change in strategic focus of the New Ideas, Inc., is a(n) \_\_\_\_\_.

- (A) marketplace force of change
- (B) internal force of change
- (C) economic force of change
- (D) external force of change

(七) New Ideas, Inc., focuses on new ideas, uses technology that changes frequently, and has strong competition in the market. This situation describes what metaphor of change?

- (A) a calm water metaphor
- (B) a black-water rapid metaphor
- (C) a white-water rapids metaphor
- (D) a rapid water metaphor

注意：背面尚有試題

- (八) Amanda, a single parent, is looking for a new job. Considering that she has two school-going children, she is particularly keen on finding an employer who can provide her with alternative work arrangements such as flexible work hours and telecommuting. In terms of the decision-making process, these represent Amanda's \_\_\_\_\_.
- (A) alternatives
  - (B) heuristics
  - (C) problems
  - (D) decision criteria
- (九) Toby is hunting for a new apartment. He is specifically looking for one that is located in the heart of the city and should be available for \$600 per month. However, Toby is also willing to pay up to \$850 per month for a place that is situated slightly away from the city center. According to him, the second option "will also do." This is an example of \_\_\_\_\_.
- (A) rational decision making
  - (B) intuitive decision making
  - (C) non linear thinking
  - (D) bounded rationality
- (十) Because Johnson's customers are demanding price concessions and enhanced service levels in return for their continued business, he decides that he wants to compete by offering unique products that are widely valued by customers. What strategy is Johnson following?
- (A) stability
  - (B) cost leadership
  - (C) focus
  - (D) differentiation
- (十一) Your oldest supplier, Zorro Distributors, is a family-owned firm. Recently, the firm's president, Diego De La Vega, made the decision to retire. To his disappointment, none of his five children stepped forward to take his place at the helm of the firm. Sr. De La Vega is concerned that if he sells his company to a larger distributor, many of his employees will lose their jobs. As a long-time business partner of Zorro, your company, Taco Rocket, makes a generous offer to acquire Zorro Distributors, with a commitment to maintaining its current operations. If the acquisition is successful, Taco Rocket's action would be classified as \_\_\_\_\_.
- (A) horizontal integration
  - (B) unrelated diversification
  - (C) backward vertical integration
  - (D) forward vertical integration

- (十二) \_\_\_\_\_ refers to how standardized an organization's jobs are and the extent to which employee behavior is guided by rules and procedures.
- (A) Formalization
  - (B) Centralization
  - (C) Decentralization
  - (D) Specialization
- (十三) Which of the following leadership styles describes a leader who provides little direction or support?
- (A) selling
  - (B) delegating
  - (C) participating
  - (D) telling
- (十四) Goal-setting theory says that \_\_\_\_\_.
- (A) difficult goals, when accepted, result in higher performance than do easy goals
  - (B) to be effective, goals set should be easily achievable for the top performers
  - (C) a generalized goal of "do your best" is likely to be most effective in ensuring high performance
  - (D) goals should be loosely defined and moderately challenging to maximize motivation
- (十五) Herzberg called the factors that create job dissatisfaction \_\_\_\_\_ factors; when these factors are adequate, people won't be dissatisfied, but they won't be satisfied either.
- (A) motivating
  - (B) neutral
  - (C) hygiene
  - (D) intrinsic

## 二、問答題(共 55 分)

(一)(15%) Amy is a student and she wants to buy a notebook for research. There are some viable choices: Asus B8430UA, Acer VX5-591G-5703, HP 440 G4, DELL XPS 13, Lenovo Miix 510 and Toshiba A40-C-01000M. She picks up some criteria and allocates weights to them. According to the following tables, please make an optimal decision for her. Please list the calculation process for each product. Any product missing the calculation process will receive a score of 0.

Criterion	Weight
Price	10
Battery life	9
Memory and storage	8
Carrying weight	6
Display quality	4
Warranty	3

Alternatives	Price	Battery life	Memory and storage	Carrying weight	Display quality	Warranty
ASUS B8430UA	8	8	8	7	7	10
Acer VX5-591G-5703	9	9	8	5	9	9
HP 440 G4	10	5	9	8	8	10
Lenovo Miix 510	8	6	7	9	10	8
DELL XPS 13	2	10	8	10	8	8
Toshiba A40-C-01000M	7	7	10	6	7	10

(二)波特的競爭策略框架(Porter's framework of competitive strategies)主要有四種類型：

1. (8%) 請畫出該競爭策略的矩陣圖，並說明矩陣中的所有策略。
2. (10%) 針對矩陣圖的每一個策略舉出企業、商品或服務作為例子，並解釋之。

(三)張偉是一家綠能科技公司的新任技術部經理，負責領導一個專注於研發新能源技術的團隊。該團隊的成員大多是高級工程師，擁有豐富的專業知識，但對新任經理的領導能力存有疑慮，且團隊內部的合作關係並不穩定。此外，技術部的專案工作具有高度創新性和不確定性，專案需求變化快速，對領導者的決策和應變能力要求極高。張偉剛接手該團隊，對團隊成員的個性與工作習慣尚不熟悉，正在尋找合適的管理方法。

1. (10%) 請畫出菲德勒權變模型(Fiedler contingency model)，並簡要說明該模型的核心概念。
2. (12%) 根據模型的三個構面分析張偉目前的領導情境，並說明為什麼他應採取哪種領導風格來應對挑戰。