

## 國立臺北科技大學 115 學年度碩士班招生考試

系所組別：4201 經營管理系碩士班

## 第一節 管理學 試題 (選考)

第 1 頁 共 5 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 32 題，每題 3 分，共 96 分)

(一) Increased accountability of employees is typically caused by \_\_\_\_\_.

- (A) increased digitization
- (B) discrimination concerns
- (C) increased emphasis on organizational ethics
- (D) security threats to the organization

(二) Which of the following is true regarding the changes that a manager's job is undergoing?

- (A) Digitization hardly affects a manager's responsibilities.
- (B) Innovative efforts are exclusively important for managers serving in high-tech organizations.
- (C) According to managers, employees contribute the least to the success of a customer service organization.
- (D) Managers practicing sustainability integrate economic, environmental, and social opportunities into the business strategy.

## ● Joe the Manager (Scenario) (Please answer questions 三~五)

As a production supervisor, Joe decides on Friday afternoon how many units of output his employees should produce. He also decides which employee will operate which machine. On Monday, he informs his employees of their assignments to specific machines by handing out assignment sheets. He tells the employees that the schedule is going to be difficult this week due to the increased number of units that have to be produced. He goes on to tell them that he is sure they can fulfill the schedule because they are such good and skilled employees. Each day during the week, Joe checks the amount of output that the employees have completed and the number of units that have been rejected.

(三) When Joe decides as to how many units of output his employees should produce, he is performing which of the following management functions?

- (A) leading
- (B) controlling
- (C) planning
- (D) organizing

(四) When Joe checks the amount of output that the employees have completed and the number of units that have been rejected, he is performing which of the following management functions?

- (A) planning
- (B) leading
- (C) organizing
- (D) controlling

(五) When Joe tells the employees that he is sure they can fulfill the schedule because they are good and skilled employees, he is performing which of the following management functions?

- (A) planning
- (B) leading
- (C) controlling
- (D) organizing

(六) Which of the following guidelines should managers follow while building a customer-responsive culture?

- (A) giving service-contact employees continual training on product knowledge, listening, and other behavioral skills
- (B) designing jobs with rigid rules and procedure that employees should stick to in order to satisfy customers
- (C) precisely defining employees' normal job requirements and ensuring they perform those actions alone
- (D) preserving the discretion to make day-to-day decisions on job-related activities at the top level of management

注意：背面尚有試題

(七) Which of the following is an example of a corporate ritual?

- (A) Company executives using company-specific jargon or slogans intended to inspire other employees to perform better.
- (B) Employees swapping stories about the company's history and past heroes who have made significant contributions to the company.
- (C) The assortment of material artifacts that characterize an organization, including the layout of its facilities, how its employees dress, and the types of automobiles provided to top executives.
- (D) Companies hosting annual parties to commemorate employee contributions and reward outstanding performance.

● Software Entrepreneurial Venture (Scenario) (Please answer questions 八~九)

Theodore and James have formed an entrepreneurial venture to develop software for banks and other financial institutions. Their company is growing, and in exploring future opportunities decides to initiate international operations.

(八) The international operations of their firm continues to grow. Theodore and James have realized that decentralized management using foreign nationals to run operations in the host countries works best. Their firm has developed into a \_\_\_\_\_ organization.

- (A) transnational
- (B) multidomestic
- (C) global
- (D) borderless

(九) Theodore and James decide to enter into an agreement with a firm in Europe allowing them to use the rights to their software, brand name, and software specifications in return for a lump sum payment. The firm is a service organization that plans to use the software to assist its customers. Their agreement is a(n) \_\_\_\_\_.

- (A) export agreement
- (B) licensing agreement
- (C) import agreement
- (D) franchise agreement

(十) Executives at Macromix have initiated a diversity skills training program to educate employees about the importance of diversity at the workplace. Which of the following should be the first step to be implemented in the program?

- (A) training employees on how to work effectively in a diverse work environment
- (B) increasing employees' sensitivity and openness to those who are different from them
- (C) teaching people specific skills on how to communicate effectively with their fellow employees
- (D) making employees aware of the assumptions and biases they may have

(十一) The meaning of "glass" that is used in the term "glass ceiling" signifies \_\_\_\_\_.

- (A) that the perceived barrier to top management positions is brittle and vulnerable to changes at the topmost organizational levels
- (B) the gulf in opportunities and rewards afforded to male and female employees that can be "seen through" easily
- (C) that organizations maintain a transparent ethos when defining management roles assigned to male and female employees
- (D) that whatever is blocking the way for women to attain top management positions is not immediately apparent

● Summing Up Social Responsibility (Scenario) (Please answer questions 十二~十三)

Max Proffit, director of research and development for National Products Company, that is into producing hiking gears has learned that a new material has been developed in his department that appears to make the ropes and slings more durable. He has discussed this development with his two assistants, Susie Merriweather and Moe Gaines, and Rush Onward, vice president of product development. Susie has stated her opposition to the use of the new material because its durability has not yet been tested and has not been certified by the company's third-party testing laboratory. Moe argues that the initial tests that their R&D department completed indicate minimal problems with durability. Rush states that in several meetings he has recently attended, the company president had repeatedly emphasized the need to increase earnings per share. Rush tells Max that a decision has to be made within the week about the new material's use by the Company.

(十二) Moe Gaines's support of using the new uncertified material is an indication that he \_\_\_\_\_.

- (A) has a weak ego strength
- (B) is following the company's code of ethics
- (C) is in favor of green management
- (D) supports social screening

(十三) Susie's opposition to the use of the new uncertified material is an indication that she \_\_\_\_\_.

- (A) has a weak ego strength
- (B) is interested in quitting her job
- (C) is a supporter of the classical view of social responsibility
- (D) has an internal locus of control

- (十四) Pat is the manager of a large project that has been underway for the last eight months. It has now become apparent that, due to various external factors, the project is unlikely to succeed. Even though the best option would be to withdraw from the project, Pat continues to pump money and resources into it in the hope that the project's prospects will change. He reasons that he doesn't want all those months of hard work to go to waste. This is an example of the \_\_\_\_\_.
- (A) availability bias
  - (B) self-serving bias
  - (C) sunk costs error
  - (D) hindsight bias
- (十五) Sarah's sales figures show that she has been the top performer in her department for the last eight months. Two months prior to her annual performance review, Sarah's sales numbers fell due to her ill health causing her manager to rate her performance as just satisfactory. This is an example of the \_\_\_\_\_.
- (A) randomness bias
  - (B) self-serving bias
  - (C) representation bias
  - (D) availability bias
- (十六) Sophie is in charge of recruitment at her company. During an interview, the first thing Sophie noticed about the applicant was that he was improperly dressed. Although the candidate possessed the necessary qualifications and answered all of her questions effectively, Sophie decided to reject him. This situation illustrates the \_\_\_\_\_.
- (A) anchoring effect
  - (B) representation bias
  - (C) self-serving bias
  - (D) randomness bias
- (十七) Which of the following is an example of a procedure?
- (A) Without exception, all employees in customer-facing roles must be formally attired at all times.
  - (B) Employees working with power tools must wear safety glasses at all times.
  - (C) We promote from within, whenever possible. If qualified applicants are available internally, a job posting will be issued by the HR department providing the necessary details about all vacancies.
  - (D) Before going on a leave of absence, fill up the application form available on the company's online leave management system. All applications will be approved/rejected within two days by the employee's immediate supervisor.

● Lightspeed.com (Scenario)(Please answer questions 十八~二十)

Edwin Edwards is a team leader for Lightspeed.com, an e-business that has employees in every global time zone. Some of the factors that the team has to contend with are deadlines, strong work ethic, the creativity-innovation chain, high-speed turnaround, and professionalism. As team leader, Edwin sees team members via video conference only a few times per year. A frustration that he is encountering is that he works with all of these people and does not have control over their "actual" work or the few organizational rules, regulations, and policies. Yet, due to the position he is in, he feels he gets all of their complaints. The team does not deal well when a member offers an "off-the-wall" solution to a team problem; team members seem to have more trouble with this than any other team-conflict issue. What he likes most about leading the team is that they seem to prefer getting their objective accomplished instead of wasting time trying to decide who should be doing what.

- (十八) When Edwin feels frustrated that he does not have control over team members' "actual" work or the organizational rules, regulations, and policies, he is contending with \_\_\_\_\_.
- (A) unclear goals
  - (B) abundant resources
  - (C) external control
  - (D) diversity of opinions
- (十九) When a member offers an "off-the-wall" solution to a team problem, Edwin has to contend with what cultural variable?
- (A) tolerance of risk
  - (B) tolerance of the impractical
  - (C) focus on ends
  - (D) tolerance of conflict
- (二十) Considering the characteristics of well-written goals, which of the following would be a well-written goal for the above scenario?
- (A) To achieve a 25 percent growth in revenue, which is defined as the number of items sold multiplied by their price.
  - (B) To accelerate our growth to the maximum possible level over the next three years.
  - (C) To invoice merchandise worth \$ 200,000, every month, for the next three years.
  - (D) To minimize costs, maximize profits, and maximize return on investment.

(二十一) Nike, Inc. is a sportswear and equipment manufacturer that serves a multitude of sports disciplines. Which of the following statements from Nike would be the best example of a strategic goal?

- (A) achieving a return on investment of 17 percent
- (B) a seven percent increase in average annual income
- (C) a ten percent increase in average annual sales
- (D) accelerating growth through focused execution

(二十二) Which of the following is an example of a single-use plan?

- (A) a plan developed to ensure worker safety at the company's facilities
- (B) affirmative action hiring policies of a company
- (C) the procedure to be followed for firing low-performing employees
- (D) a plan developed to implement new environmental regulations

● Un Taco Pequeno (Scenario) (Please answer questions 二十三~二十五)

Imagine that you are the president of Taco Rocket, a new and successful chain of 100 Mexican fast-food restaurants in the United States. The success you have experienced in the last five years has you thinking of what to do with the business next. Should you expand the business at the current rate or open new and different restaurants?

(二十三) Noting the growing popularity of South-East Asian food, you decide to open a new outlet called Rice Rocket. Which of the following, if true, could prove to be a threat to this plan?

- (A) You don't have the necessary expertise; you will have to recruit chefs and staff familiar with Asian food preparation.
- (B) A competitor, Pan Asia, has a similar product lineup and first mover advantage in the market.
- (C) A survey indicates that the Taco Rocket brand name evokes trust and consumer loyalty.
- (D) Rice Rocket will necessitate a complete overhaul of your existing supply process.

(二十四) 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. You approach your old friend with a generous offer to buy Zorro and continue its current operations. Should your offer be accepted, Taco Rocket would be undertaking \_\_\_\_\_.

- (A) horizontal integration
- (B) unrelated diversification
- (C) backward vertical integration
- (D) forward vertical integration

(二十五) Because of the good profits and a fear of growing too fast, you decide to keep Taco Rocket in the same business and do not change the menu. You hope to retain the same market share and return-on-investment record. This is considered a \_\_\_\_\_ strategy.

- (A) stability
- (B) retrenchment
- (C) renewal
- (D) turnaround

(二十六) \_\_\_\_\_ is the final step in the management process, which provides a critical link back to \_\_\_\_\_.

- (A) Leading; organizing
- (B) Planning; controlling
- (C) Controlling; planning
- (D) Organizing; planning

● Controlling Operations (Scenario) (Please answer questions 二十七~二十九)

Charles is the operations manager of a firm which operates as a leaf tobacco merchant and processor worldwide. Charles believes that the firm's productivity can be increased substantially from the current level. He wants to exert control to improve organizational performance and productivity.

(二十七) Charles wants to prevent problems before their occurrence. Which of the following is the most desirable type of control to achieve this goal?

- (A) feedforward control
- (B) feedback control
- (C) concurrent control
- (D) reactive control

(二十八) Charles interacts directly with the employees in the work area to identify problem areas. He works with various departments to obtain a holistic idea of the business. This type of direct supervision is an example of \_\_\_\_\_ control.

- (A) proactive
- (B) feedforward
- (C) feedback
- (D) concurrent

- (二十九) Charles discovers major flaws in the packaging department. He consults the production manager and formulates control measures to improve packaging. Here, Charles is using the \_\_\_\_\_ control.
- (A) concurrent
  - (B) feedforward
  - (C) feedback
  - (D) proactive
- (三十) A disadvantage of \_\_\_\_\_ departmentalization is poor communication across the different groups.
- (A) geographic
  - (B) functional
  - (C) customer
  - (D) process
- (三十一) Which of the following is true regarding task forces?
- (A) The team takes on newer issues or problems as older ones get resolved.
  - (B) They tackle specific short-term problems affecting several departments.
  - (C) They have a longer life span than cross-functional teams.
  - (D) Team members are not required to perform any other tasks while serving on the task force.
- (三十二) Elizabeth was hired as a customer care executive, along with five others, by a telecommunication provider during a period when they were extremely short-staffed. However, her employers soon realized that she was impatient, easily irritated, and lacked motivation. They even began to receive complaints about her behavior from angry customers. In hiring Elizabeth, her employers were guilty of a(n) \_\_\_\_\_.
- (A) reception error
  - (B) reject error
  - (C) accept error
  - (D) admission error

二、單選題：(共 2 題，每題 2 分，共 4 分)

- Jack and Jill (Scenario) (Please answer questions 三十三~三十四)

Jack Jones and Jill Smith are both managers at a medium-sized medical supply firm. Jack emphasizes to his people that the work must be done, regardless of circumstances, and encourages his employees to meet their sales quotas. He is generally liked, but because sales are unstructured, sometimes his employees resent his rather heavy-handed approach. Jill has tried hard to build a good rapport with her employees and knows each of their families. She encourages her employees to work hard, but to be certain to take time out for themselves and their families.

(三十三) Fiedler's contingency model would classify Jack as \_\_\_\_\_ oriented.

- (A) employee
- (B) relationship
- (C) task
- (D) organization

(三十四) Fiedler's contingency model would classify Jill as \_\_\_\_\_ oriented.

- (A) production
- (B) task
- (C) relationship
- (D) organization