

國立中山大學 103 學年度碩士暨碩士專班招生考試試題

科目名稱：管理實務【企管系乙班碩士班】

題號：447001

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請勿於試題紙上作答

一、多重選擇題 (40%)。每題 4 分，不倒扣。請作答於答案卷中

1. Which of the following is an example of the informal organization?
 - A) behavioral rules
 - B) norms
 - C) organizational goals
 - D) A and B only

2. The effect(s) of pressure to perform on organizations can be:
 - A) pressure causes managers to question current procedures and policies
 - B) pressure induces managers to behave unethically with customers
 - C) pressure induces managers to behave unethically with employees
 - D) pressure causes managers to find better ways to manage

3. A local community is a stakeholder of an organization because it provides:
 - A) tax revenue for the organization
 - B) colleges for workers' families
 - C) homes for workers
 - D) all of the above

4. Under the practical rule, which of the following is a question a manager should ask him/herself in regards to a business decision?
 - A) Would my family members and friends approve of this decision?
 - B) Will anyone find out I made the decision?
 - C) Am I willing to see the decision communicated to all people and groups affected by it?
 - D) Does the decision fall within the accepted values and standards that typically apply in business today?

5. Which of the following is a recommended way for organizations to create an ethical culture?
 - A) design ethics courses for all employees
 - B) create an "ethics ombudsman" position
 - C) encourage managers to act as role models for ethical behavior
 - D) have a written code of ethics

6. Which of the following are important aspects of the administrative model of decision making:
 - A) satisficing.
 - B) incomplete information.
 - C) bounded rationality.
 - D) brainstorming.

7. Which of the following is a method for motivating employees?
 - A) input control
 - B) behavior control
 - C) output control
 - D) both B and C, but not A

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- 8 Most managers face jobs characterized by:
- A) high variety
 - B) fragmentation
 - C) brevity
 - D) the need to rely on experience
- 9 Which of the following is likely examples of intrinsic motivators:
- A) interesting work.
 - B) a feeling of accomplishment
 - C) praise.
 - D) autonomy.
- 10 In attempting to promote innovation in a work group, the supervisor should do all of the following:
- A) provide guidance to the group.
 - B) provide coaching to the group.
 - C) provide detailed procedures to the group.
 - D) provide the resources the group needs.

二、單選題 (60%)。每題 2 分，請作答於答案卷內

- 1 BURGER KING's developed a fat-fryer machine that reduced the amount of oil used to cook French fries by 30 percent over its current cookers. This is an example of an attempt to improve the organization's:
- A) Effectiveness.
 - B) Efficiency.
 - C) Planning.
 - D) Organizing
- 2 When a CEO draws a picture of the reporting relationships that will occur under a management reorganization, this is an example of:
- A) Planning.
 - B) Leading.
 - C) Organizing.
 - D) Demonstrating.
- 3 Iris, who runs her own small business, treats all her employees, customers, and suppliers fairly, regardless of their age, gender, or ethnicity. She is acting in the _____ role by doing this.
- A) Decision-maker
 - B) Liaison
 - C) Leader
 - D) Figurehead

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- 4 A plant supervisor orders some raw materials whenever his raw materials inventory reaches a certain point. This is an example of which type of decision?
- A) Intuition
 - B) Satisficing
 - C) Nonprogrammed
 - D) Programmed
- 5 In general, the more complicated the technology, the _____ the need for a flexible organizational structure; and the _____ routine the technology, the _____ appropriate is the use of a formal organizational structure.
- A) greater; more; less
 - B) less; more; less
 - C) greater; more; more
 - D) greater; less; less
- 6 Managers should design flexible structures for their organization when:
- A) its environment is stable
 - B) its technology is simple
 - C) its workforce is highly skilled
 - D) its strategy is well understood
- 7 Subway Corporation made the basic decision that it would combine the jobs of "chef" and "food server" into a single job description. This was an example of:
- A) continuous-process technology.
 - B) a divisional structure.
 - C) a product structure.
 - D) job design.
- 8 The idea behind the concept of "job enrichment" is that _____ a worker's responsibility will _____ the worker's involvement in his or her job and _____ the worker's interest in the quality of the goods the worker produces.
- A) increasing; decrease; decrease
 - B) decreasing; increase; increase
 - C) increasing; increase; decrease
 - D) increasing; increase; increase
- 9 In general, the greater the uncertainty in the organization's environment, the _____ complex the organization's strategy; and the less skilled its workforce, the _____ likely that the organization will use a flexible organizational structure.
- A) less; less
 - B) more; more
 - C) less; more
 - D) more; less

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10. When an issue is controversial and when different managers might be expected to champion different courses of action, the preferred technique is:
- A) production blocking
 - B) brainstorming
 - C) team learning
 - D) nominal group
11. When Alan Jackman got promoted as the head of the sales team at Mac Software Inc., he chose three of his closest friends in the team to form the core sales group with him. Which of the following predictions would be consistent with the LMX theory?
- A) Such an arrangement eventually becomes unstable.
 - B) Team members who are not a part of Alan's core group are actually far more competent than his friends who form the core team.
 - C) There will be a higher turnover among team members who are not a part of the core group.
 - D) Job satisfaction is more likely to be higher for the team members who are not a part of the core group.
12. Adam has to tell the members of his department that the office timings have changed from flexible timings to a strict nine-to-five day. He calls a meeting to explain the change. Participants begin arguing and asking multiple questions about the new timing policy. The next day, Adam realizes that most people still do not have a clear idea about the change, as a result of the confusion at the meeting. Which of the following explains why the message was not understood?
- A) The channel was not appropriate for the delivery of this message.
 - B) The sender did not decode the message appropriately.
 - C) The noise in the process interfered with the transmission of the message.
 - D) The recipients did not encode the message correctly.
13. Research evidence suggests that teams typically outperform individuals when _____.
- A) projects are short-term and need quick solutions
 - B) tasks are simple and do not involve critical thinking
 - C) tasks require multiple skills, judgment, and experience
 - D) one or more members are allowed to dominate the other team members
14. _____ refers to the ability to combine ideas in a unique way or to make unusual associations between ideas.
- A) Diversity
 - B) Innovation
 - C) Creativity
 - D) Alteration
15. Florance is a chain of flower shops in the Chicago area. The company recently acquired Knick-knacks, which owns three gift shops. Which of the following is most similar to this acquisition?
- A) Faced with mounting raw material costs, I&A Products took over its supplier, BR Corporation.
 - B) Dallas Shoes buys out RunTime Shoes and expands its distribution channels through RunTime outlets.
 - C) Toy World acquired Unicorn Children's Books and now retails both toys and books

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from co-branded outlets.

- D) Construction firm Donaldson acquired Fabrica Textiles as it seemed like a good investment.
- 16 Which of the following statements best captures the notion of private enterprise?
A) Individuals pursue their own interests with minimal government restriction.
B) Business can do anything they want, free of legal restraints.
C) Certain business activities remain "private."
D) businesses will do better than big business in the long run.
- 17 Which of the following has NOT been identified as a basic consumer right?
A) Consumers have a right to low prices.
B) Consumers have a right to choose what they buy.
C) Consumers have a right to safe products.
D) Consumers have a right to be informed about a product.
- 18 Which of the following types of payments are usually received by an exporter as an ongoing payment calculated as a percentage of the license holder's sales?
A) royalties
B) direct investments
C) flat fees
D) agent fees
- 19 Alice's job doesn't depend on conceptual skills, so she is likely not a _____.
A) top manager
B) middle manager
C) lower-level manager
D) first-line manager
- 20 Tootsie Roll Industry's corporate principle, "We run a trim operation and continually strive to eliminate waste, minimize costs, and implement performance improvements," is an example of _____.
A) value-added analysis
B) competitive product analysis
C) benchmarking
D) total quality management
- 21 Who does MBO involve in the organization?
A) managers only
B) managers and subordinates
C) everyone working as a team
D) subordinates only
- 22 The collective bargaining process begins when _____.
A) union and management representatives agree to contract terms
B) the union is recognized as the official bargaining agent
C) the contract is ratified by the members
D) the bargaining zone is identified

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- 23 Data warehousing is _____.
- A) a marketing strategy that creates sales agreements that stipulate *where* products will be delivered to customers
 - B) the study of consumer needs and wants and the way in which sellers can best meet them
 - C) the process of dividing a market into categories of customer types
 - D) the process of collecting, storing, and retrieving data in electronic files
- 24 A(n) _____ is a detailed statement of estimated receipts and expenditures for a period of time in the future.
- A) statement of retained earnings
 - B) budget
 - C) income statement
 - D) balance sheet
- 25 Why are long term loans attractive?
- A) Because the number of parties involved is limited, loans can often be arranged very quickly.
 - B) The firm need not make public disclosure of its business plans or what the loan is for.
 - C) both A and B
 - D) none of the above
- 26 Which of the following skills involves the ability to work well with other people, both individually and in a group?
- A) planning skills
 - B) technical skills
 - C) assessment skills
 - D) human skills
- 27 When changing the organizational processes, the manager should _____.
- A) hire more employees to create more value
 - B) eliminate the high-cost activities in the value chain
 - C) implement a vertical decision making system
 - D) eliminate the non-value adding activities
- 28 Barbara is the product manager of an energy company which operates in the Americas. She is concerned about the increased employee theft observed in the factory. A study has shown that \$30000 worth of merchandise was accounted to employee theft in the year 2010. Barbara consults a criminologist to identify the reasons for employee thefts. Which of the following is the most likely interpretation that the criminologist would present?
- A) People steal because the opportunity presents itself through lax controls.
 - B) Favorable circumstances tempt people to commit crimes.
 - C) People steal because they can rationalize whatever they're doing.
 - D) People have financial-based pressures which motivate them to steal.

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- 29 Jane wants to expand her career opportunities in the international operations of a company. She is 19 years old and currently attends a university. She has only lived in her home country and has never traveled to any foreign country. While talking with her advisor at the university, Jane deduces that she has a(n) _____ attitude, as she has never traveled abroad and only relates well to people from her home country.
- A) geocentric
 - B) regioncentric
 - C) polycentric
 - D) Ethnocentric
- 30 Which of the following is the first step in a diversity skills training program?
- A) training employees on how to work effectively in a diverse work environment
 - B) teaching people specific skills on how to communicate effectively with their fellow employee
 - C) increasing employees' sensitivity and openness to those who are different from them
 - D) making employees aware of the assumptions and biases they may have