

國立中山大學九十三年度碩士班招生考試試題

科目：企業管理實務

【企管系碩士在職專班】

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一、單選題 (15%，請選一個最適答案，依題號填在考試試卷內頁之答案紙的『是非、選擇題專用頁』上，若不照規定者，零分計算；每題 1 分，答錯者不倒扣)

1. The degree to which an organization achieves a stated goal refers to
 - a. effectiveness.
 - b. synergy.
 - c. conceptual skill.
 - d. efficiency.
 - e. human skill.
2. A foreign terrorist kidnaps your firm's marketing VP while the VP is in the host country. This is a harsh example of
 - a. economic development.
 - b. infrastructure.
 - c. political risk.
 - d. international law.
 - e. social risk.
3. _____ is not a function of management.
 - a. Plan
 - b. Control
 - c. Organize
 - d. Lead
 - e. Performance
4. Fredrick Taylor's contributions were in the field of
 - a. scientific management.
 - b. human resource management.
 - c. human relations.
 - d. quantitative management.
 - e. total quality management.
5. Which of these refers to the management thinking and practice that emphasizes satisfaction of employees' basic needs is the key to increased worker productivity?
 - a. Scientific management perspective
 - b. Human resource perspective
 - c. Management science perspective
 - d. Behavioral sciences approach
 - e. Human relations movement
6. Color Copiers operates in a true global fashion, making sales and acquiring resources in whatever country offers the best opportunities and lowest cost, what stage of international development is it in?
 - a. Stateless stage
 - b. Multinational stage
 - c. International stage
 - d. Domestic stage
 - e. Multidomestic stage
7. For IBM, according to the systems theory, which of these would not be an input?
 - a. Raw material
 - b. Information
 - c. Financial resources
 - d. Human resources
 - e. Employee satisfaction
8. The teamwork philosophy is based in part on the assumption that five people working together can produce more than five people working individually. This philosophy is consistent with the concept of
 - a. transformation.
 - b. entropy.
 - c. synergy.
 - d. feedback.
 - e. quality.
9. McDonald's "I'm Lovin' it" represents a
 - a. ceremony.
 - b. symbol.
 - c. ritual.
 - d. slogan.
 - e. political activity.

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10. Tommy believes his employees are responsible, creative, and able to work with minimal direction. He is
 - a. Theory X manager.
 - b. Theory Y manager.
 - c. Theory Z manager.
 - d. Theory A manager.
 - e. contingency theory manager.
11. _____ refers to the code of moral principles and values that govern behaviors with respect to what is right and wrong.
 - a. Social responsibility
 - b. Free domain
 - c. Ethics
 - d. Codified law
 - e. Discretionary responsibility
12. _____ reflects a cultural preference for cooperation, group decision making, and quality of life.
 - a. Individualism
 - b. Collectivism
 - c. Masculinity
 - d. Femininity
 - e. Power distance
13. The Feed and Farm has many problems with long waiting lines at each of its checkout counters. Which of the following applications is likely to be most helpful?
 - a. Management information systems
 - b. Simulation
 - c. Queuing theory
 - d. Break-even analysis
 - e. All of the above
14. A trainer is training a group of 75 new employees this hiring season, instead of 15 new hires last season. The trainer can best be described as
 - a. an effective trainer this season.
 - b. an efficient trainer this season.
 - c. committed to training this season.
 - d. an efficient trainer last season.
 - e. a greedy trainer this season.
15. The ultimate responsibility of managers is to achieve high _____.
 - a. resources
 - b. performance
 - c. compensation
 - d. profitability
 - e. turnover

二、問答題

(一)如果你是一位高階主管，請指出五種主要資訊作為企業經營管理的依據 (5%，限 30 字內)；並說明其理由(10%，限 120 字內)。

(二)如果你很重視員工的工作績效，請根據你的經驗法則寫下一個能提高「員工工作績效」的實際理論，並說明之 (20%，限 200 字內)。

(三)近年來，有哪些產業面臨極激烈的競爭，而且經常都使用殺價的手段，使得產業內大多數的廠家都無利可圖甚至虧損，請問 (1) 造成這種激烈競爭的原因可能是什麼？(2) 有哪些比較好的因應策略能避開這種惡質的競爭？(20%，限 500 字內)

(四)策略聯盟指的是兩家或更多的企業合作，共同投入資源以達成彼此確定的目標。但是研究結果顯示聯盟失效可能性很高，您認為主要原因為何？應如何避免？(15%，限 500 字內)

(五)台灣的中小企業曾創造了經濟奇蹟，但是中小企業的體質一般而言是較差的，而且能從外界取得的資源 (例如資金) 也是比較困難，您能否幫中小企業找到比較好的成長模式？(15%，限 500 字內)