

國立高雄應用科技大學
九十七學年度碩士班招生考試
工業工程與管理系（乙組）

准考證號碼□□□□□□□□□□（考生必須填寫）

管理學

試題 共 5 頁，第 1 頁

- 注意：a. 本試題共 22 題，共 100 分。
b. 作答時不必抄題。
c. 考生作答前請詳閱答案卷之考生注意事項。

Multiple-Choice Questions: 60%

For each of the following choose the answer that ***most completely*** answers the question.

1. The distinction between a managerial position and a nonmanagerial position is _____.
 - a. planning the work of others
 - b. coordinating the work of others
 - c. controlling the work of others
 - d. organizing the work of others
2. The management process functions consist of _____.
 - a. planning, organizing, staffing, and directing
 - b. planning, organizing, leading, and directing
 - c. planning, organizing, leading, and staffing
 - d. planning, organizing, leading, and controlling
3. Whereas _____ is concerned with the means of getting things done, _____ is concerned with the ends, or attainment of organizational goals.
 - a. effectiveness; efficiency
 - b. efficiency; effectiveness
 - c. effectiveness; goal attainment
 - d. goal attainment; efficiency
4. According to Mintzberg's management roles, the _____ roles involve receiving,

collecting, and disseminating information.

- a. interpersonal
- b. informational
- c. technical
- d. decisional

5. General administrative theory focuses on _____.

- a. the entire organization
- b. managers and administrators
- c. the measurement of organizational design relationships
- d. primarily the accounting function

6. Bureaucracy defined as a form of organization characterized by _____.

- a. division of labor
- b. clearly defined hierarchy
- c. detailed rules and regulations
- d. all of the above

7. Decisions on determining a company's optimum inventory levels have been significantly influenced by _____.

- a. linear programming
- b. work scheduling
- c. economic order quantity modeling
- d. regression analysis

8. Interest rates, inflation rates, and stock market indexes are all examples of what factor in an organization's general environment?

- a. economic
- b. political
- c. social
- d. technological

9. Which of the following is the basic difference between multinational corporations and transnational corporations?

- a. Multinational corporations typically do business with more countries than transnational corporations do.
- b. Transnational corporations are run by the parent company but must be owned by a local, national company.
- c. Decision making in transnational corporations takes place locally rather than from the home country.
- d. Multinational corporations pay more in taxes than transnational corporations do.

10. Social responsibility progressives would argue that managers are _____.

- a. the only members of organizations that have a social responsibility

- b. responsible to any group affected by the organization's decisions and actions; that is, stakeholders
 - c. responsible to government regulations and bureaucrats
 - d. there to make money for the stockholders and nothing else
11. Which of the following statements is true concerning problem identification?
- a. Problems are generally obvious.
 - b. A symptom and a problem are basically the same.
 - c. Well-trained managers generally agree on what is considered a problem.
 - d. The problem must be such that it exerts some type of pressure on the manager to act.
12. If all criteria in the decision making are equal, weighting the criteria _____.
- a. improves decision making when large numbers of criteria are involved
 - b. is not needed
 - c. produces excellent decisions
 - d. improves the criteria
13. Management by objectives is a management system in which the first steps are setting specific performance goals that are _____.
- a. established that can be easily accomplished
 - b. jointly determined by employees and their managers
 - c. determined by top management with clarity so that the objective are clear to even the most incompetent employee
 - d. developed in such a manner that the employees are self-directed and do not need supervision
14. In the Boston Consulting Group matrix, a _____ does not consume or produce much cash and holds little or no improved performance.
- a. cash cow
 - b. star
 - c. dog
 - d. question mark
15. According to Porter's competitive strategies framework, which of the following strategies seeks to be unique in its product offering and in its industry in ways that are widely valued by customers?
- a. cost leadership
 - b. differentiation
 - c. focus
 - d. "stuck in the middle"
16. In Michael Porter's five forces model of competition, _____ is determined by the industry growth rate, increasing or falling demand, and product differences.

- a. threat of substitutes
- b. threats of new entrants
- c. bargaining power of buyers
- d. existing rivalry

17. If General Motors plans on changing their truck paint color scheme because they believe that in the future more women will be interested in purchasing these vehicles, this is an example of what kind of environmental scanning?

- a. scenario
- b. forecasting
- c. benchmarking
- d. anticipating

General Hospital (Scenario Question)

Michelle is a registered nurse in charge of a new unit at her hospital. She would like to have a more laid-back approach in dealing with her new staff, but the hospital demands that there be strict hierarchical levels and that all decisions must be signed off by Michelle. Sometimes this drives Michelle nuts—the constant filling out of forms, and so forth. She also feels that the numerous levels of hierarchy are unnecessary and place barriers between herself and her staff. She isn't sure why things have to be so "organized" and is thinking about speaking with her boss to attempt changing her unit to have more flexibility and fewer rules.

18. Michelle is very concerned about the formal framework by which job tasks within her nursing unit are divided, grouped, and coordinated within her unit. This framework is known as the unit's _____.

- a. formal organizational chart
- b. organizational structure
- c. staff
- d. span of control

19. Michelle's unit specializes in cardiology cases. Dividing work units up in such a manner is most representative of _____ departmentalization.

- a. functional
- b. product
- c. process
- d. customer

20. Michelle is required to sign off on all decisions, suggesting the hospital has what kind of

decision-making authority?

- a. centralized
- b. formal
- c. autocratic
- d. strict

Essay Questions: 40%

1. "The manager's most basic responsibility is to focus people toward performance of work activities to achieve desired outcomes." What's your interpretation of this statement? Do you agree with this statement? Why or why not? 20%
2. Discuss the following statement: Competitive strategies developed out of the work of Michael Porter. His framework suggests that managers can choose from among three generic strategies. Porter's major contribution has been to carefully outline how managers can create and sustain a competitive strategy in order to earn above-average profitability. Industry analysis is an important step in Porter's framework. He says there are five competitive forces at work in an industry. 20%