

國立高雄第一科技大學 97 學年度 碩士班 招生考試 試題紙

系所別：行銷與流通管理系

組別：丙組（語文類組）

考科代碼：3331

考科：英文（管理領域）

注意事項：

- 1、本科目不可使用電子計算器。
- 2、請於答案卷上規定之範圍作答，違者該題不予計分。

一律以英文作答

A. Multiple Choice Questions (30%)

1. Which of the following statements is NOT true regarding organizations and ethical decision making? (5%)
 - a. A company's culture has little impact on ethical decision making.
 - b. Senior managers often take steps to encourage ethical behavior among their managers.
 - c. Most firms have not implemented plans to encourage whistle blowing.
 - d. All of the above statements are true.

2. Strategic plans have _____. (5%)
 - a. a time horizon of typically 12 months or less
 - b. moderate interdependence and must take other business units' resources into account
 - c. the potential to dramatically impact the future of the organization
 - d. a time horizon of typically six to eight years in the future

3. Which of the following is NOT true about organizational change? (5%)
 - a. Change involves revising strategies, structures, or technology.
 - b. Organizational change requires that employees restrain from change while managers work to change individual employees' capabilities.
 - c. Organizational change sometimes requires managers to change their customer knowledge base.
 - d. Implementing organizational change sometimes requires the use of cross-functional teams.

第 1 頁，合計 3 頁【尚有試題】

4. Which of the following is NOT a reason why managers should always consider the rate and frequency of proposed changes? (5%)
- a. Change that evolves too slowly may not keep pace with the problem it was designed to solve.
 - b. Costs of change may outweigh benefits if the degree or pace of change is inappropriate
 - c. Dramatic and/or frequent changes may produce employee frustration.
 - d. Typically, very rapid and very infrequent changes produce the best results.
5. Which of the following is NOT a problematic consequence of the efficiency perspective? (5%)
- a. Corporations may not change dangerous practices until people are injured.
 - b. Corporations may impose indirect consequences on natural or social environments.
 - c. Corporations may forego safety measures because consumers fail to understand and pay for the added costs of such measures.
 - d. Corporations may shortchange shareholders' returns in addressing other stakeholders' legitimate concerns.
6. A supervisor who lacks initiative in developing new programs and who is a poor communicator, doing little to inspire subordinates, lacks _____ power. (5%)
- a. legitimate
 - b. position
 - c. personal
 - d. expert

B. Please read the following Scenario and answer the three questions. (30%)

Liz Sanders saw a tremendous opportunity in her new position at Elco Enterprises. As operations manager, she is now responsible for the entire production team on three assembly lines. Productivity had remained at an acceptable level for several months. But, after a critical shipment of rubber seals failed to arrive from a supplier last Friday, Elco missed a large shipment to a customer on Monday. Between frantic phone calls in an attempt to locate the lost shipment, Liz phoned the customer to explain Elco's dilemma. Finally, late in the afternoon on Tuesday the shipment of rubber seals arrived. Liz had to react quickly.

第 2 頁，合計 3 頁【尚有試題】

A minimum shipment of 1,000 finished parts would have to ship via truck from Elco Enterprises by Tuesday evening in order to avoid disrupting the customer's production schedule on Wednesday morning. Because the production process involves a number of intricate steps, Liz scrambled to round up eight experienced workers who were both familiar with producing the part and willing to work overtime at the last minute. After being promised a ten percent pay differential for the overtime hours, eight disgruntled workers gathered at the assembly line to help Elco out of its dilemma.

1. What apparent obstacles or constraints did Liz face during Elco's crisis?
(10%)
 2. In your opinion, is Liz Sanders adept at matching people's capabilities with appropriate responsibilities?
(10%)
 3. Assuming that Liz Sanders is relatively new at Elco Enterprises, what may trouble her the most as she reflects on this crisis?
(10%)
- C. List the eight steps necessary in developing an effective marketing communications program!
(20%)
- D. In designing a marketing channel system, the marketer must understand the service output levels desired by target customers. Channels provide five service outputs. List and describe each of these outputs.
(20%)