

# 東吳大學 103 學年度碩士班研究生招生考試試題

第 1 頁，共 10 頁

系級	國際經營與貿易學系碩士班國際企業組	考試時間	100 分鐘
科目	企業管理	本科總分	100 分

選擇題（每題2分）※請標明題號後作答於答案卷上，請勿於本試題上作答，否則不予計分。

1. Managers use all of the following types of resources to achieve organizational goals EXCEPT
  - a. international.
  - b. physical.
  - c. human.
  - d. financial.
  - e. information.
  
2. The primary purpose of the management process is to
  - a. develop organizational goals and make logical decisions.
  - b. achieve organizational goals efficiently and effectively.
  - c. ensure that all employees are working together effectively.
  - d. organize the various functions in a logical manner.
  - e. make sure things go as planned.
  
3. \_\_\_\_\_ refers to doing a job without wasting resources.
  - a. Complexity
  - b. Effectiveness
  - c. Pervasiveness
  - d. Efficiency
  - e. Reliability
  
4. At Toyota, each task that operating employees and machines perform is carefully studied to promote maximum productivity. In some cases, tasks are studied using time and motion studies to standardize work methods. What management approach is Toyota using?
  - a. Human relations management
  - b. Scientific management
  - c. Management science
  - d. Contingency theory
  - e. Administrative management
  
5. A Gantt chart is a
  - a. listing of the steps required to complete a job.
  - b. method for developing employee wage systems.
  - c. device used in doing time and motion studies.
  - d. checklist used in equipment maintenance.
  - e. means of scheduling individual work or whole projects.

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6. A system that actively interacts with its environment is best described as a(n)
  - a. subsystem.
  - b. closed system.
  - c. transformation system.
  - d. management information system.
  - e. open system.
  
7. In 2011, unemployment was the highest it had been in more than a decade. This is part of the \_\_\_\_ dimension of organizations.
  - a. legal
  - b. sociocultural
  - c. technological
  - d. political
  - e. economic
  
8. When two or more firms combine to form a new firm, it is called a(n)
  - a. takeover.
  - b. acquisition.
  - c. merger.
  - d. organic design.
  - e. mechanistic design.
  
9. Which of the following is the MOST important action that top managers can take to promote ethical behavior?
  - a. Lobby for legislation dealing with ethics
  - b. Adhere to ethical standards themselves
  - c. Punish those who are unethical
  - d. Establish organizational policies
  - e. Establish a fair performance appraisal system
  
10. Boards of directors are responsible for which area of emerging ethical issues?
  - a. Ethical leaders
  - b. Ethics issues in information technology
  - c. Ethics issues in privacy
  - d. Corporate governance
  - e. None of these choices

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11. Coca-Cola is based out of Atlanta but reaches into hundreds of countries. The product is locally packaged, but the cola inside is essentially the same throughout the world. Coca-Cola is edging closer to being a(n) \_\_\_\_ business.
- a. international
  - b. domestic
  - c. multinational
  - d. intercontinental
  - e. global
12. Which of the following is the least intense level of international business strategy?
- a. Importing/exporting strategy
  - b. Joint venture
  - c. Licensing strategy
  - d. Direct investment
  - e. Global sourcing
13. Which of the following statements does NOT describe a reason why interpersonal communication can be difficult in a diverse workforce?
- a. Employees with different backgrounds may encode and decode messages similarly.
  - b. Words may have different meanings in different cultures.
  - c. Words may have different meanings to younger workers than to older workers.
  - d. Workers may speak a different language than their supervisor.
  - e. Symbols of respect may differ from generation to generation.
14. Which of the following is an organizational approach used to manage diversity?
- a. Providing managers and employees with diversity training
  - b. Developing a supportive organization culture
  - c. Having mentoring programs for women and minorities
  - d. Creating a diversity task force
  - e. All of these choices
15. Which of the following directly follows from the organization's mission?
- a. Operational plans
  - b. Strategic goals
  - c. Tactical goals
  - d. Tactical plans
  - e. Functional plans

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16. When we identify strategic, tactical, and operational goals, we are classifying them by
- a. area.
  - b. specificity.
  - c. time frame.
  - d. purpose.
  - e. level.
17. When Steve Jobs was CEO of Apple, his charisma, marketing skills, and technical vision helped create a(n) \_\_\_\_ at Apple that made it the leader in mobile devices.
- a. organizational weakness
  - b. strategic limitation
  - c. entropy
  - d. distinctive competence
  - e. organizational opportunity
18. In environmental SWOT analysis, the external organizational position is analyzed according to its
- a. opportunities and threats.
  - b. opportunities and weaknesses.
  - c. strengths and threats.
  - d. strengths and weaknesses.
  - e. return on investment.
19. The first step in the decision-making process is
- a. recognizing and defining the situation.
  - b. brainstorming.
  - c. the generation of alternatives.
  - d. the expression of a willingness to be innovative.
  - e. implementation.
20. The key to making effective decisions under conditions of risk is to
- a. recognize that information is not available and approach the situation intuitively.
  - b. determine the probabilities associated with each alternative as accurately as possible.
  - c. develop a rational system for ordering your choices in a hierarchy of importance.
  - d. recognize that you do not know all of the alternatives related to the decision.
  - e. identify the alternative(s) with completely predictable outcomes.

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21. Which of the following statements comparing small businesses to large businesses is FALSE?
- a. More new jobs are created by small than by large businesses.
  - b. Large businesses show better financial performance than small businesses.
  - c. Small businesses represent the majority of new businesses started each year.
  - d. Small businesses can typically produce and deliver specialty products more efficiently than large businesses.
  - e. Small businesses outnumber large businesses by nearly 100 to 1.
22. Large businesses are more likely to succeed in the manufacturing industry than small businesses due to
- a. the principle of synergy.
  - b. economies of scale.
  - c. divesting.
  - d. the need for minimal start-up resources.
  - e. proven business plans.
23. Which activity in developing a business plan is the most important?
- a. Choosing a business location
  - b. Researching the market
  - c. Choosing a product mix
  - d. Developing a production plan
  - e. Developing an organization chart
24. The basic purpose of control is
- a. to cope with organizational complexity.
  - b. to adapt to environmental changes.
  - c. to minimize costs.
  - d. to limit the accumulation of error.
  - e. All of these choices
25. Income statements, balance sheets, and audits are examples of the control of
- a. physical resources.
  - b. cybernetics.
  - c. human resources.
  - d. organizational complexity.
  - e. financial resources.

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26. Which of the following statements does NOT describe a weakness associated with budgeting?
- a. Some managers apply budgets too rigidly.
  - b. Developing budgets can be very time consuming.
  - c. Budgets link planning and controlling.
  - d. Budgets may limit innovation and change.
  - e. Budgets may make it impossible to procure funds to take advantage of an unexpected opportunity.
27. The goals of operations managers are efficiency and effectiveness, which are achieved through
- a. quality and profits.
  - b. productivity and profits.
  - c. profits and legal responsibility.
  - d. quality and productivity.
  - e. profits and returns to stockholders.
28. A \_\_\_\_ organization is one that transforms resources into an intangible output and creates time or place utility for its customers.
- a. manufacturing
  - b. distribution
  - c. service
  - d. retailing
  - e. not-for-profit
29. \_\_\_\_ is the process of managing operations control, resource acquisition and purchasing, and inventory to thus improve overall efficiency and effectiveness.
- a. Supply-chain management
  - b. Resource management
  - c. Inventory management
  - d. Quality control
  - e. Productivity control
30. The relevance of information depends on whether it
- a. reaches the manager in time to take appropriate action.
  - b. tells the whole story.
  - c. accurately reflects the real situation.
  - d. relates to what the manager is doing at the time.
  - e. has been analyzed and put in useful form.

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31. At which level of an organization is the need for very specific information with a short time frame greatest?

- a. Functional departments
- b. Staff level
- c. Top management
- d. Middle management
- e. First-line supervision

32. Which of the following is NOT a part of the organizational structure?

- a. Decision making
- b. Designing jobs
- c. Establishing reporting relationships
- d. Distributing authority among jobs
- e. Grouping jobs

33. \_\_\_\_ is defined as systematically moving employees from one job to another.

- a. Job enlargement
- b. Job enrichment
- c. Work teams
- d. Job specialization
- e. Job rotation

34. Which of the following BEST describes the situational view of organization design?

- a. The appropriate organization design should be based on the behaviorist perspective.
- b. The appropriate organization design uses the bureaucratic model.
- c. The appropriate organization design depends on the circumstances.
- d. The appropriate organization design is similar to System 4.
- e. The appropriate organization design uses the hybrid approach.

35. Which of the following is NOT a characteristic of organic organizations?

- a. Open communication
- b. High level of specialization
- c. Low level of standardization
- d. Cooperation
- e. Unstable external environment

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36. Which of the following factors is an internal force for change?
- a. Increases in the prime lending rate
  - b. Increased attempts by unions to organize new companies
  - c. A change in attitude of workers toward unannounced layoffs
  - d. The development of new technology that makes your factory obsolete
  - e. A foreign competitor introducing a product similar to yours—but less expensive—into the U.S. market
37. All of the following are steps in human resource planning EXCEPT
- a. job analysis.
  - b. job evaluation.
  - c. forecasting human resource supply.
  - d. forecasting human resource demand.
  - e. creating a plan for dealing with predicted shortfalls or overstaffing.
38. Which of the following is NOT an objective measure of performance appraisal?
- a. Number of sales dollars generated
  - b. Number of units produced
  - c. Ranking of coworkers by their superior
  - d. Quality index based on the number of rejects
  - e. Number of sales calls made
39. \_\_\_\_ is a discussion process between union and management that focuses on agreeing to a written contract that will cover all relevant aspects of their relationship.
- a. Negotiation
  - b. The grievance procedure
  - c. Collective bargaining
  - d. Certification
  - e. Arbitration
40. \_\_\_\_ is the relatively stable set of psychological and behavioral attributes that distinguish one person from another.
- a. Behavior
  - b. Attitude
  - c. Attribution
  - d. Personality
  - e. Motivation



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41. An employee with high self-esteem is likely to
- a. seek higher-status jobs.
  - b. be confident in his ability to perform.
  - c. derive intrinsic satisfaction from accomplishments.
  - d. believe she is a worthwhile person.
  - e. All of these choices
42. An individual's level of job satisfaction is determined by
- a. compensation.
  - b. personal needs and aspirations.
  - c. relationships with coworkers and supervisors.
  - d. working conditions.
  - e. All of these choices
43. Research has shown that people with a strong need for \_\_\_\_ are likely to be superior performers, have good attendance records, and occupy supervisory positions.
- a. achievement
  - b. affiliation
  - c. power
  - d. security
  - e. esteem
44. The \_\_\_\_ theory says motivation is a function of how much we want something and how likely we think we are to get it.
- a. expectancy
  - b. equity
  - c. reinforcement
  - d. two-factor
  - e. ERG
45. The form of power a person has because of the position he or she occupies in an organization is known as \_\_\_\_ power.
- a. Referent
  - b. Reward
  - c. Coercive
  - d. Legitimate
  - e. Expert

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46. \_\_\_\_ leadership is a contemporary perspective that focuses on a leader's personality and ability to inspire loyalty and enthusiasm.

- a. Charismatic
- b. Entrepreneurial
- c. Symbolic
- d. Integrative
- e. Participative

47. Research indicates that managers spend most of their time

- a. sending e-mail.
- b. reading e-mail.
- c. on the computer.
- d. interacting with others.
- e. giving speeches.

48. People who support one another and who work well together can accomplish much more than people who do not support one another and who do not work well together. These strong relationships produce

- a. synergy.
- b. entropy.
- c. subsystem failure.
- d. open systems reactivity.
- e. closed systems thinking.

49. Which of the following is NOT a type of team?

- a. Autonomous work group
- b. Interest group
- c. Quality circle
- d. Problem-solving team
- e. Virtual team

50. Group Norms are defined as

- a. a group's future role.
- b. the group leader's identity.
- c. sources of role conflicts.
- d. the progression of a group's role dynamics.
- e. what is accepted and expected of members.