

招生學年度	101	招生類別	碩士班
系所班別	國際企業學系碩士班、企業管理學系碩士班(甲組、乙組)、觀光暨休閒遊憩學系碩士班(丙組)		
科目	管理學		
注意事項	中英文命題 選擇題 請於 答案卡 上作答、 非選擇題 請於 答案卷 上作答。		

答案卡上之①代表 a；②代表 b；③代表 c；④代表 d；⑤代表 e。

I. Multiple-Choice Questions (2 points per question, 70%)

Please choose the best answer.

1. _____ focuses on the management of the entire firm as opposed to the jobs of individual workers.
 - a. Management science
 - b. The contingency theory
 - c. Administrative management
 - d. The organizational behavior perspective
 - e. Scientific management.

2. _____ justice refers to people's perceptions of the fairness with which rewards and other valued outcomes are distributed within the organization.
 - a. Organizational
 - b. Distributive
 - c. Procedural
 - d. Interpersonal
 - e. Informational

3. Which of the following is NOT a method managers can use to change organization culture?
 - a. Reward people who behave in a manner consistent with the existing culture
 - b. Adopt new slogans
 - c. Hire outsiders into management positions
 - d. Stage new ceremonies
 - e. Break with tradition and host an annual awards banquet

4. Pea-in-the-Pod is a small chain of retailers that sell clothes only to pregnant women and new mothers. Its quality materials, innovative designs, reasonable prices, and _____ strategy create a competitive advantage for the chain.
 - a. guerrilla
 - b. overall cost leadership
 - c. focus
 - d. emergent
 - e. defender

5. Research has shown that manufacturing costs often fall as the number of units produced by an organization increases. This relationship between cost and production is called
 - a. economy of scale.
 - b. the scalar principle.
 - c. the equifinality principle.
 - d. synergy.
 - e. the 80/20 principle.

6. Growth as used in the ERG theory of motivation corresponds most closely to Maslow's
 - a. physiological and safety needs.
 - b. belongingness and self-esteem needs.
 - c. self-actualization and the need for self-esteem.
 - d. belongingness and need for the esteem of others.
 - e. safety and belongingness needs.

7. Managers who announce they have an "open door" policy and actually want people to use it are encouraging _____ communication.
 - a. vertical
 - b. transactional
 - c. downward
 - d. horizontal
 - e. informal

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8. At Haldeman Ford dealership employees specialize in sales, service maintenance, customer service, and accounting. What form of departmentalization does Haldeman use?
 - a. Customer
 - b. Product
 - c. Functional
 - d. Divisional
 - e. Location
9. Giovanna is very competent. She works in a relatively predictable environment. All of his subordinates do the same activity with few problems. This situation would tend to call for
 - a. a narrow span of management.
 - b. delegation.
 - c. a wide span of management.
 - d. a tall organization.
 - e. a decentralized organization.
10. Which of the following is a type of financial budget that deals with forecasting the organization's assets and liabilities in the event all other budgets are met?
 - a. Cash-flow
 - b. Liquidity
 - c. Capital expenditure
 - d. Balance sheet
 - e. Pro forma
11. Kelly Korbin is a shift supervisor in a restaurant. She noticed that the way the serving line was set up caused customers to get in each other's way. Without asking her boss, she rearranged the line to make it more efficient. What role is she fulfilling?
 - a. Leader
 - b. Entrepreneur
 - c. Liaison
 - d. Resource allocator
 - e. Figurehead
12. The _____ is the extent to which new competitors can easily enter a market or market segment.
 - a. threat of substitute products
 - b. threat of new entrants
 - c. threat of hostile takeover
 - d. power of competitors
 - e. competitor overload
13. _____ is the form of international business involvement in which two or more firms have an equity position in an operation.
 - a. A joint venture
 - b. Direct investment
 - c. A maquiladoras arrangement
 - d. A strategic alliance
 - e. International brokering
14. If you make a decision that does not turn out as planned Warren Buffet advises, "When you find yourself in a hole, stop digging." What behavioral influence on decision making does this advice attempt to prevent?
 - a. Intuition
 - b. Escalation of commitment
 - c. Empathy
 - d. Risk propensity
 - e. Political forces

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15. _____ occurs when the decision maker is constrained by his or her own values, experiences, skills, and reflexes. He or she also has less than complete knowledge and information.
- Optimization
 - Intuitive decision making
 - Bounded rationality
 - Escalation of commitment
 - Satisficing
16. _____ is the set of expectations that an individual holds about what he or she will contribute to the organization and what it will provide in return.
- Cognitive dissonance
 - A psychological contract
 - An organizational contract
 - Collaboration
 - Organizational citizenship
17. What type of power do leaders have if they are able to offer or withhold inducements?
- Reward
 - Coercive
 - Legitimate
 - Expert
 - Referent
18. Which of the following actions should increase the cohesiveness of a sales force?
- A sales contest between the individual members of the same sales force
 - A sales contest between the sales force and the sales force in another division of the company
 - An increase in the size of the sales force to at least 25 to 30 members
 - Hiring a super salesperson who will dominate the group and tell them what they should do to improve sales
 - Allowing the group to fail so they will see that they have to work together in the future
19. Which of the following is NOT a characteristic of organic organizations?
- Open communication
 - High level of specialization
 - Low level of standardization
 - Cooperation
 - Unstable external environment
20. Ken is a newly hired police officer. He has been assigned to ride along with a more experienced officer to learn about paperwork, how to handle accident scenes, how to deal with domestic disputes, and other duties that he will be expected to perform. The police department that hired Ken is using _____ training.
- simulation
 - behavior modeling
 - lecture
 - on-the-job
 - programmed instructional
21. Barnard's theory on the acceptance of managerial authority states that
- supervisors have inherent authority.
 - supervisors have charismatic authority.
 - if subordinates view a supervisor's directive as appropriate to organizational goals, they will accept his or her authority.
 - so long as subordinates are able to comply with a supervisor's directives, they will accept his or her authority.
 - supervisors have no authority unless subordinates are willing to grant it to them.

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22. Maine Cookies is a small company that bakes and ships gifts of cookies from parents to their children who are college students. The company produces high-quality products made with the best ingredients. As little as possible is wasted, and it uses little overtime because it operates
- effectively.
 - with reliability.
 - with flexibility.
 - efficiently.
 - bureaucratically.
23. Which of the following statements characterizes the thinking that emerged from the Hawthorne studies?
- If jobs are properly designed and proper incentives provided, predictable results will follow.
 - Workers will perform their jobs as they are told to and will maximize their output so as to increase their pay.
 - Concern for the worker will lead to greater worker satisfaction, which will then lead to increased output.
 - Workers generally dislike work and need to be closely supervised to ensure adequate productivity.
 - People are motivated primarily by money.
24. _____ is a useful framework for managers to use as they plot business strategy over time.
- The BCG matrix
 - The GE screen
 - Porter's competitive strategies model
 - The Miles and Snow model of business strategy
 - The product life cycle
25. According to the _____ theory, people will repeat those behaviors that bring desirable consequences and avoid those that fail to bring desirable consequences or that bring aversive consequences.
- equity
 - expectancy
 - two-factor
 - hierarchy of needs
 - reinforcement
26. Outside members of the board of directors are usually chosen
- because they represent part of the organization's general environment.
 - to reduce the requirement for inside directors who come from the same industry.
 - to provide a particular expertise.
 - to reduce scrutiny by government agencies.
 - to preclude the conflicts of interest that could arise if top managers from the organization were selected.
27. Schools, highways, hospitals, and power plants are part of a nation's
- natural resources.
 - political system.
 - cultural environment.
 - infrastructure.
 - technological environment.

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28. A(n) _____ decision-making model describes how decisions are made rather than prescribing how they should be made.
- classical
 - nominal
 - hierarchical
 - administrative
 - scientific
29. _____ is the process of screening out information that we are uncomfortable with or that contradicts our beliefs.
- Objective reality
 - Perceived reality
 - Stereotyping
 - Selective perception
 - Self-relevant observation
30. What is the basic assumption of situational approaches to leadership?
- Increasing worker job satisfaction through considerate leadership will get the best results.
 - Initiating structure for employees so they know exactly what needs to be done will be most effective.
 - The appropriate leader style will vary from one set of circumstances to another.
 - Effective leaders can be identified by certain traits that are situationally specific.
 - Some factors make leader behavior unnecessary.
31. Adam is a human resource specialist who firmly believes that whatever happens to him is the result of hard work and determination. Which path-goal personal characteristic best describes Adam's attitude toward himself?
- Task structure
 - Internal locus of control
 - External locus of control
 - Position power
 - Perception of ability
32. With the _____ form of organization design, product departmentalization is combined with a strategic business unit strategy.
- matrix
 - organic
 - divisional (M-form)
 - conglomerate (H-form)
 - functional (U-form)
33. The informal leader of a group usually draws on which forms of power?
- Legitimate and reward
 - Reward and coercive
 - Coercive and expert
 - Expert and referent
 - Referent and legitimate
34. Which of the following statements about Type A personalities is FALSE?
- They are extremely competitive.
 - They are less likely to experience conflict with other people.
 - They are more likely to experience stress.
 - They are very work-oriented.
 - They have a lot of drive and want to accomplish as much as possible as quickly as possible.

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35. According to Fiedler's research, what is the most effective form of leader behavior when situational favorableness is either most favorable or least favorable?
- Task-oriented
 - Relationship-oriented
 - Participative
 - Achievement-oriented
 - Employee-centered

II. Essay Questions (30%)

Please read the following article, and answer three related questions.

Differentiation is the essence of strategy, the prime source of competitive advantage. You earn money not just by performing a valuable task but by being different from your competitors in a manner that lets you serve your core customers better and more profitably.

The sharper your differentiation, the greater your advantage. In studying companies that sustained a high level of performance over many years, we found that more than 80% of them had this kind of well-defined and easily understood differentiation at the center of their strategy. Nike's differentiation resides in the power of its brand, the company's relationships with top athletes, and its signature performance-focused product design. Singapore Air's differentiation comes from its unique ways of providing premium service at a reasonable cost on long-haul business flights. Apple's differentiation consists of deep capabilities in writing easy-to-use software, the integrated iTunes system, and a simplicity of design and product line.

You can find high performers like these in most industries. The cold truth about hot markets is this: Over the long run, a company's strategic differentiation and execution matter far more to its performance--our research suggests at least four times as much--than the business it happens to be in. Every industry has leaders and laggards, and the leaders are typically the most highly differentiated.

But differentiation tends to wear with age, and not just because competitors try hard to undermine or replicate it. Often the real problem is internal: The growth generated by successful differentiation begets complexity, and a complex company tends to forget what it's good at. Products proliferate. Acquisitions take it far from its core. Frontline employees, more and more distant from the CEO's office, lose their sense of the company's strategic priorities. A lack of consistency kills economies of scale and retards the company's ability to learn. Small wonder that "reinvention" and "disruption" have become leading buzzwords; companies struggling with complexity and fading differentiation come to believe they must reimagine their entire business models quickly and dramatically or else be overwhelmed by upstarts with disruptive innovations.

Most of the time, however, reinvention is the wrong way to go. Our experience, supported by more than 15 years of research into high performance, has led us to the inescapable conclusion that most really successful companies do not reinvent themselves through periodic "binge and purge" strategies. Instead they relentlessly build on their fundamental differentiation, going from strength to strength. They learn to deliver their differentiation to the front line, creating an organization that lives and breathes its strategic advantages day in and day out. They learn how to sustain it over time through constant adaptation to changes in the market. And they learn to resist the siren song of the *idée du jour* better than their less-focused competitors. The result is a simple, repeatable business model that a company can apply to new products and markets over and over again to generate sustained growth. The simplicity means that everyone in the company is on the same page--and no one forgets the sources of success.

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The best way to grow is usually by replicating your strongest strategic advantage in new contexts. Companies typically expand in one or more of four ways: They create or purchase new products and services, create or enter new customer segments, enter new geographic locations, or enter related lines of business. A company can pursue each of these strategies in various ways—for example, adding new price points or finding new uses for a product or service that will appeal to new customers.

The power of a repeatable model lies in the way it turns the sources of differentiation into routines, behaviors, and activity systems that everyone in the organization can understand and follow so that when a company sets out on a particular growth path, it knows how to maintain the differentiation that led to its initial success. Although differentiation is at the heart of a repeatable model, it needs the support of a rigorously focused yet flexible organization. Our research shows that powerful differentiations create the most enduring profits when a company delivers them to the front line in the form of simple, nonnegotiable principles and when it creates robust learning systems that facilitate constant adaptation.

QUESTIONS:

1. What is the main point of this article?(Please answer this question in Chinese.)(10%)
2. How to sustain a company's long-term differentiation? Please provide your suggestions. (Please answer this question in Chinese.) (10%)
3. Do you totally agree with the perspective of this article? No matter your answer is yes or no, provide your own perspective, opinion, or explanation. (Please answer this question in Chinese) (10%)