

國立高雄大學 101 學年度研究所碩士班招生考試試題

科目：管理學
考試時間：100 分鐘

系所：經營管理研究所(乙組)
本科原始成績：100 分

是否使用計算機：否

I. Multiple Choice Questions (40 points)

Please select ONE most appropriate answer in the following questions.

- () 1. Which of the following statements is **TRUE**?
- A) Lewin's model is a comprehensive approach to change.
 - B) Good managers treat everyone the same.
 - C) The least common decision making condition is the state of certainty.
 - D) Broad spans of management lead to tall organizations.
 - E) A reward system directed at group performance would happen in bureaucratic control.
- () 2. Which of the following statements is **FALSE**?
- A) Individual ethics are personal beliefs about right and wrong behavior.
 - B) Having different pay rates for workers who perform the same work is legal.
 - C) Force-field analysis is a technique that helps managers overcome resistance to change.
 - D) Budgets provide yardsticks for measuring performance.
 - E) Decentralized control is based on organic structural arrangements.
- () 3. The component of strategy that indicates how the organization allocates resources is
- A) resource deployment.
 - B) scope.
 - C) competitive advantage.
 - D) synergy.
 - E) none of the above.
- () 4. A wide span of management results in
- A) high specialization.
 - B) many levels of management.
 - C) a narrow organization.
 - D) a tall organization.
 - E) a flat organization.
- () 5. Which is the most common means of financial control within organizations?
- A) Financial statements
 - B) Benchmarking
 - C) Ratio analysis
 - D) Financial audits
 - E) Budgets

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- () 6. If you were giving advice to a manager who wanted to use a just-in-time inventory management method, what would you say?
- A) "Be prepared to find emergency supply sources."
 - B) "You will need to increase your warehouse and storage space."
 - C) "Be sure to hold a lot of inventory in case you unexpectedly run out."
 - D) "Determine how much you need, then add a little extra just to be safe."
 - E) None of these.
- () 7. Companies are reluctant to hire over-qualified people because their _____ will not match and the employee will likely leave after a short period.
- A) person-job fit
 - B) tangibles and intangibles
 - C) contribution-competency fit
 - D) cognitive component
 - E) contribution component
- () 8. Stock options granted only to the top performers provide an incentive for the behavior to continue and for others to aspire to that level. This is an example of
- A) avoidance.
 - B) extinction.
 - C) positive reinforcement.
 - D) punishment.
 - E) distortion.
- () 9. Howard Schultz, the CEO of Starbucks, hires managers by looking for two qualities—integrity and passion. According to Schultz, these qualities are as important as experience and abilities because he wants people to become passionate about helping the company succeed while maintaining high ethical standards that promote the organization's responsibility to society. In other words, Schultz values
- A) organizational commitment.
 - B) job satisfaction.
 - C) selective perception.
 - D) an external locus of control.
 - E) high authoritarianism.

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- () 10. Reengineering is needed when an organization
- A) experiences entropy.
 - B) is dominant in its market.
 - C) changes its technology rapidly.
 - D) wants to improve employee morale.
 - E) wants to gradually change aspects of its structure.
- () 11. Studies of the organization change process found that participation
- A) reduces the need for communication.
 - B) encourages employees to adopt differing perceptions.
 - C) increases productivity and cooperation.
 - D) increases productivity but has no effect on cooperation.
 - E) leads to higher training costs.
- () 12. A force-field analysis identifies
- A) management potential in existing employees.
 - B) differing perceptions among future employees.
 - C) differing perceptions among managers regarding structural change.
 - D) factors that facilitate and hinder organization change.
 - E) the appropriate span of management for an organization.
- () 13. All of the following are common arguments against social responsibility for organizations EXCEPT
- A) involvement in social programs gives businesses too much power.
 - B) there is potential for conflicts of interest.
 - C) the purpose of businesses in the United States is to generate profit for the owners.
 - D) business creates problems and should therefore help solve them.
 - E) businesses lack the expertise needed to manage social programs.
- () 14. ABC company maintains very high standards for quality, sturdiness, functionality, and precision. It is pursuing a
- A) differentiation strategy.
 - B) low-cost strategy.
 - C) diversification strategy.
 - D) related diversification strategy.
 - E) BCG strategy.

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- () 15. During the recession many Americans lost their jobs. They could spend less, spend savings, or continue their lifestyle by using credit. They were in which step of the rational decision making model?
- A) Develop a set of rational alternatives.
 - B) Evaluate the possible alternatives
 - C) Identify alternatives.
 - D) Recognize and define the decision situation.
 - E) Evaluate decision effectiveness.
- () 16. The aspect of management theory that uses mathematical techniques such as modeling and simulation to help managers to make better decisions is called:
- A) Behavioral management.
 - B) Contingency management.
 - C) Quantitative management.
 - D) Administrative management.
 - E) Human relations management.
- () 17. Which of the following forms of communication is lowest in information richness?
- A) E-mail
 - B.) Video-conferencing
 - C) Management by wandering around
 - D) The grapevine
 - E) Impersonal written communication
- () 18. One of the main implications of the Hawthorne Studies was that:
- A) Illumination affects workers' productivity
 - B) Illumination effects workers' satisfaction
 - C) Workers' feelings and thoughts can affect performance
 - D) A group will perform at a level lower than its members working individually
 - E) Management is unnecessary
- () 19. Things that disrupt the communication process are called
- A) miscommunication.
 - B) semantics.
 - C) decoding.
 - D) noise.
 - E) None of these.

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- () 20. A bureaucratic organization will excel at which guideline for increasing speed?
- A) Start from scratch
 - B) Minimize the number of approvals needed to do something
 - C) Develop and adhere to a schedule
 - D) Do not ignore distribution
 - E) Integrate speed into the organization's culture

II. Essay Questions

1. What are intellectual property rights? Why should a company in international marketing take special steps to protect them? (20 points)
2. What are the potential benefits and risks of using participative leadership? (20 points)
3. One person's "contextual marketing" is another person's "spyware." Is it ethical for marketers to track which Web sites you visit, even if by doing so they can provide you with information that might help you save money by buying a competing brand? (Note: In developing your answer be sure to give a rationale as to why the concepts and theories are the most relevant and appropriate for the situation described.) (20 points)