

國立高雄應用科技大學
101 學年度碩士班招生考試
工業工程與管理系

准考證號碼 (考生必須填寫)

管理學 (乙組)

試題 共 5 頁，第 1 頁

注意：a. 本試題共 100 分。(Part A: 20%; Part B: 40%; Part C: 40%)

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。

d. Two essay questions in the part C must be answered by English **ONLY**.

A. TRUE/FALSE QUESTIONS (20%)

1. "One best way" is the phrase most associated with scientific management.
2. One of the effects of NAFTA (North American Free Trade Agreement) has been greatly increased unemployment in the United States.
3. People who believe that if they work hard, they will be successful would be described as having an internal locus of control.
4. Forecasting is critical and most effective under rapidly changing environmental conditions.
5. Whereas effectiveness is concerned with the means of getting things done, efficiency is concerned with the ends, or the attainment of organizational goals.
6. Performance-based compensation is probably most compatible with expectancy theory.
7. Market value added is a tool for measuring corporate and divisional performance.
8. A police department can deny employment to a dispatcher candidate who is deaf and mute and confined to a wheelchair.
9. Functional teams are teams that use computer technology to link physically dispersed members in order to achieve a common goal.
10. Individuals with a conceptual style tend to be very broad in their outlook and will look at many alternatives.

B. CHOICE QUESTIONS (40%)

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

1. Which of the following is true concerning technical and managerial skills?
 - a. Human skills and technical skills remain equally important as managers move to higher levels.
 - b. Technical-skill needs remain necessary and human skills decrease as managers move to higher levels.
 - c. Human skills remain necessary and technical-skill needs decrease as managers move to higher levels.
 - d. Both human-skill and technical-skill needs decrease as managers move to higher levels.

2. Which of the following is not a cultural value that supports innovation?
 - a. acceptance of ambiguity
 - b. tolerance for the impractical
 - c. high external controls
 - d. focus on ends, not means

3. A manager may be able to expand their area of discretion by _____.
 - a. telling the employees what to do
 - b. changing and influencing their organization's culture and environment
 - c. electing new government officials at the federal and state level
 - d. changing employers and thus their boss

4. Using a single objective can result in unethical practices because managers _____.
 - a. want to satisfy the stockholders of the organization
 - b. will manipulate the outcomes reported to assure that the one objective is achieved
 - c. will ignore other important parts of their jobs in order to look good on that one measure
 - d. will use overtime to accomplish that single objective without reporting it

5. Natural resource depletion, global warming, pollution, and toxic wastes are examples of _____,
 - a. social problems
 - b. global environmental problems
 - c. social responsiveness
 - d. competitive strategies

6. Which of the following is not the requirement for Successful Values Chain Management?
 - a. Planning
 - b. Employees
 - c. Leadership
 - d. Processes

7. Which of the following is a disadvantage of recruiting at schools?
- limited supply
 - generates many unqualified candidates
 - may not increase workforce diversity
 - limited to entry-level positions
8. Which of the following is true about high risk takers?
- They make slower decisions than low risk takers and have a higher level of accuracy.
 - They make quicker decisions than low risk takers but have about the same level of accuracy.
 - They make slower decisions than low risk takers but have a lower level of accuracy.
 - They make quicker decisions than low risk takers but have a lower level of accuracy.
9. The only real influence project managers have is _____.
- their communication skills and their power of persuasion
 - their ability to keep the project moving forward
 - the ability of the supplier to deliver
 - insistence that the project be finished according to plans
10. Which of the following statements is true regarding the European Union?
- Its membership, originally at 12 countries, has shrunk to its present 10 countries.
 - It hopes to have a single currency by the year 2002.
 - Other European countries are avoiding relationships with the EU.
 - Though some progress has been made, the EU has been a failure.
11. The only real influence project managers have is _____.
- their ability to keep the project moving forward
 - their communication skills and their power of persuasion
 - the ability of the supplier to deliver
 - insistence that the project be finished according to plans
12. The differences seen in organizational control systems of global organizations are primarily in the _____.
- measurement and corrective action steps of the control process
 - measurement and comparison steps of the control process
 - comparison step of the control process
 - corrective action step of the control process

13. A successful strategy aligns well with _____.
- the environment
 - the competition's view of the company
 - the competition
 - a review of the organization's stock price
14. When a young child emulates a professional sports star's behavior, the star has what kind of power over the child?
- legitimate
 - expert
 - coercive
 - referent
15. If all criteria in the decision making are equal, weighting the criteria _____.
- improves decision making when large numbers of criteria are involved
 - is not needed
 - produces excellent decisions
 - improves the criteria
16. An individual who would enjoy taking on the challenge of personally redesigning the workflow of a manufacturing line to improve employee productivity would probably be rated high on which of the following?
- need for affiliation
 - need for impact
 - need for achievement
 - need for power
17. Which of the following is not a reason Smith claimed enhanced productivity from division of labor?
- increasing worker skill and dexterity
 - saving time lost in changing tasks
 - creating labor-saving inventions
 - strict management control over worker time and motion
18. On a baseball team, a shortstop who "raises his fist" as a signal indicating he will cover second base in the event of an attempted steal, is exhibiting what characteristic of effective teams?
- clear goals
 - mutual trust
 - unified commitment
 - good communication

19. In the early years of Apple Computers, its desire for highly proficient and creative employees who operated with few work rules best exemplified what type of organization?
- bureaucratic
 - mechanistic
 - volatile
 - organic
20. Formal planning involves which of the following aspects?
- developing general objectives
 - planning for up to one year
 - writing objectives
 - distributing the plan to all managerial employees

C. Essay Questions (40%)

- In a short essay, discuss how culture constrains managers. Include specific examples to support your answer. (20%)
- In a short essay, list and discuss the three reasons that describe why people resist change. Include an example of each reason to support your answer. (20%)