

國立中山大學 104 學年度碩士暨碩士專班招生考試試題

科目名稱：管理學甲【企管系企管甲班碩士班甲組】

題號：441007

※本科目依簡章規定「不可以」使用計算機(混合題)

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一、單選題，每題 2 分，不倒扣，合計 80 分

1. A manager attempting to select a test for a job applicant that will be a good predictor of the applicant's performance on the job if hired should be primarily concerned with the _____ of the test.
A) validity
B) outsourcing capability
C) reliability
D) personality
E) consistency
2. Aricelli, a manager, negotiates with her superior to expand her authority to initiate proposals for possible new product launches, Aricelli has increased which type of power?
A) Reward power
B) Referent power
C) Coercive power
D) Legitimate power
E) None of the above
3. Andrew Grove, CEO of Intel, holds a Ph.D. in chemical engineering and is very knowledgeable about the microprocessors that Intel produces. He advises an R&D scientist about a possible new product idea. Which type of power does Grove have?
A) Expert power
B) Empowerment power
C) Consideration power
D) Relationship-oriented power
E) None of the above
4. TWA gives its gate supervisor the authority to decide when to give a free ticket for a future flight to a passenger who has volunteered to give up his seat when a flight has been overbooked. This represents which type of transfer of authority to the gate agent?
A) Consideration power
B) Relationship-oriented power
C) Referent power
D) Charismatic power
E) Empowerment
5. Meg, a manager at XYZ Company, treats her managers with respect. We say that she has engaged in which type of behavior?
A) Initiating structure
B) Consideration
C) Empowerment
D) Task-structure
E) Referent power

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6. An organization gives very specific specifications to its suppliers of raw materials the organization needs to produce goods, in an attempt to improve the quality of those raw materials. This is an example of:
- A) concurrent control.
 - B) feedforward control.
 - C) feedback control.
 - D) bureaucratic control.
 - E) MBO control.
7. The manager of a 7-Eleven convenience store keeps track of the average sale amount for each customer as a way of deciding on the product mix to be carried in the store. This is an example of:
- A) bureaucratic control.
 - B) feedforward control.
 - C) output control.
 - D) input control.
 - E) MBO control.
8. Given the information below, what is this organization's return on investment (ROI)?
- Net Income: \$20,000
Advertising Expenses: \$220,000
Total Liabilities: \$120,000
Total Assets: \$160,000
Gross Margin: \$80,000
- A) 4 percent
 - B) 7.5 percent
 - C) 10 percent
 - D) 12.5 percent
 - E) None of the above
9. In general, the more complicated the technology, the _____ the need for a flexible organizational structure; and the _____ routine the technology, the _____ appropriate is the use of a formal organizational structure.
- A) greater; more; less
 - B) less; more; less
 - C) greater; more; more
 - D) greater; less; less
 - E) none of the above
10. An accounting firm sends a small team of auditors to evaluate the accounting procedures of a large business. What type of technology are they applying to this task?
- A) Mass-production technology
 - B) Continuous-process technology
 - C) Matrix technology
 - D) Small-batch technology
 - E) Hybrid technology

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11. In which step of SWOT analysis would "slower market growth" be most likely to arise?
 - A) S
 - B) W
 - C) O
 - D) T
 - E) Either S or W

12. Firestone Tire and Rubber Company set up a chain of Firestone retail stores to sell its tires to American consumers. This is an example of:
 - A) forward vertical integration.
 - B) a global strategy.
 - C) a focused-differentiation strategy.
 - D) a multidomestic strategy.
 - E) backward vertical integration.

13. Which of the following is NOT a step in implementing strategy?
 - A) SWOT analysis
 - B) allocating responsibilities
 - C) holding people responsible
 - D) establishing a timetable
 - E) allocating resources

14. Ford Motor Co. gives assembly-line workers the authority to shut down the production line whenever they believe that there is a quality defect in the production process. This would be an example of what type of transfer of authority to these workers?
 - A) Empowerment
 - B) Relationship-oriented power
 - C) Consideration power
 - D) Referent power
 - E) Charismatic power

15. Which of the following is an example of a tangible reward that a manager can give to a subordinate?
 - A) An attractive job assignment
 - B) A cash bonus
 - C) A pay raise
 - D) Stock options
 - E) All of the above

16. What is the main concern of first-level managers?
 - A) Monitoring the external environment and determining the best strategy to be competitive
 - B) Putting top management plans into action across the organization
 - C) Allocating resources and coordinating teams
 - D) Linking groups of people
 - E) Facilitating individual performance

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17. The majority of the incubators are operated by
- A) large corporations.
 - B) non-profit organizations.
 - C) small businesses.
 - D) international businesses.
 - E) college drop-outs.
18. The nineteenth and early twentieth centuries saw the development of which management perspective?
- A) The human relations movement
 - B) The behavioral sciences approach
 - C) The classical perspective
 - D) The quantitative management approach
 - E) The TQM approach
19. Frank Gilbreth felt that efficiency equated with ____.
- A) one best way to do work
 - B) leadership flows from the top down
 - C) procedures and policies
 - D) scientific management
 - E) bureaucracy
20. All of the following are characteristics of Weberian bureaucracy EXCEPT:
- A) Labor is divided with clear definitions of authority and responsibility that are legitimized as official duties.
 - B) Positions are organized in a hierarchy of authority, with each position under the authority of a higher one.
 - C) All personnel are selected and promoted based on technical qualifications.
 - D) Administrative acts and decisions are recorded in writing.
 - E) Management is the same as the ownership of the organization.
21. Concern for the environment has prompted companies to take all of the following actions, EXCEPT:
- A) Eliminating nonbiodegradable plastic bags from the environment
 - B) Hiring an environmental specialist
 - C) Improving efficiency of plants and factories
 - D) Investing in cleaner technologies
 - E) All of these
22. In relationship-oriented societies, leaders should
- A) take a strong personal interest in employees.
 - B) feel free to criticize as much as they feel they need to.
 - C) reprimand in public whenever possible. It is an especially effective technique in these societies.
 - D) minimize the emphasis on relations given the society's interest.
 - E) maintain the traditional command-and-control management style.

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23. Sherry is a first-line supervisor at Rooftop Corporation. She is most concerned with which level of goals?
- A) Operational goals
 - B) Tactical plans
 - C) Strategic goals
 - D) Mission statement
 - E) Vision
24. When properly managed, ____ can create additional value with existing resources, providing a big boost to the bottom line.
- A) synergy
 - B) competitors
 - C) government contacts
 - D) command structure
 - E) cooperation among customers
25. Bierderlack has a policy that states that more than three absences in a six-month period shall result in a suspension. Colleen, the manager, has just decided to suspend one of her shift employees for violating this policy. This is an example of
- A) a programmed decision.
 - B) a nonprogrammed decision.
 - C) an insignificant decision.
 - D) poor management.
 - E) personal grudge.
26. Beth's Barnyard, Inc. has decided to restructure the entire organization. You hold a meeting with your employees to notify them of the change. You do not give them any detailed information. Which of the barriers to change would you expect your employees to exhibit?
- A) Disagreements about the benefits
 - B) Uncertainty about the future
 - C) A lack of trust
 - D) Fear of organizational loss
 - E) All of these
27. With ____, compensation is linked to the specific tasks that an employee performs.
- A) skill-based pay
 - B) incentive pay
 - C) job-based pay
 - D) salary
 - E) competency-based pay
28. All of the following are things bad bosses do to create stress for their subordinates EXCEPT:
- A) Bully and harass people to keep them on their toes.
 - B) Create perpetual doubt about how well employees are performing.
 - C) Fail to give people credit for their contributions and achievements.
 - D) Impose unreasonable demands and overwhelming workloads.
 - E) Tell people exactly what is expected of them.

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29. On the continuum of empowerment, what is the highest level of empowerment that requires the most complex skills?
- A) Self-management
 - B) Suggestion programs
 - C) Participation groups
 - D) Cross-functional teams
 - E) Periodic briefings
30. Tiffany recently discovered that the reject rate for her department has exceeded the standard for performance in this area. What should Tiffany do to exercise effective control?
- A) She should order more training for her workforce.
 - B) She should contact the maintenance department and have them come fix her machinery.
 - C) She should suspend the poorer workers in her department.
 - D) She should investigate and discover the cause of the problem.
 - E) None of these
31. Although it lacks sources of timber and oil, Chablis has a plentiful supply of grapes for its many wineries. Which statement about Chablis is true?
- A) It has a comparative advantage in wine production.
 - B) It has a comparative advantage in timber and oil production.
 - C) It has an absolute advantage in the production of wine.
 - D) It has an absolute advantage in timber and oil production.
 - E) It has no comparative or absolute advantages.
32. Tony Shinn is applying for a mortgage to purchase his first home. His credit rating is mediocre due to several late payments on his credit cards and car loan. He is upset because his friend Jerry was offered an interest rate 3 percent less than what Tony was offered by the same mortgage company. This mortgage company's actions were
- A) unethical—both Tony and Jerry should have been charged the same interest rates, regardless of their credit histories.
 - B) ethical—this is just a part of doing business because credit history is an important indicator of future payments.
 - C) illegal—subjective factors may not be used when determining which credit offers may be extended to certain customers.
 - D) unethical if Tony is a minority and Jerry is not.
 - E) unethical and illegal—customers must all be treated the same.
33. Vice president, marketing—Regional sales manager—District manager—Sales supervisor represents a(n)
- A) organization chart.
 - B) command hierarchy.
 - C) corporate organization.
 - D) chain of command.
 - E) departmentalization.

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34. Kraft Foods began producing Jell-O over sixty years ago, and the product continues to be profitable. All of the following are methods Kraft Foods has probably used to lengthen Jell-O's product life cycle EXCEPT
- A) product refinement.
 - B) advertising and promotion.
 - C) product integration.
 - D) research and development.
 - E) product extension.
35. Daniel, Thomas, and Lucas are partners in a law firm under a typical partnership agreement in which each owns an equal share of the business. Thomas dies suddenly of a heart attack. What will most likely become of the partnership?
- A) It will immediately cease to exist and Daniel and Lucas will have to find new jobs.
 - B) Thomas's share of the business will automatically be split between Daniel and Lucas.
 - C) Daniel and Lucas will be able to purchase Thomas's interest from his estate.
 - D) Daniel and Lucas will have to quickly find a new partner to take Thomas's place.
 - E) It will dissolve, and Daniel and Lucas will lose personal property to pay business debts.
36. Coca-Cola wants to determine how popular its new soft drink will be before launching it nationwide. What will Coca-Cola most likely use?
- A) Its marketing information system
 - B) External data
 - C) Internal data
 - D) Marketing research
 - E) Employee survey
37. In a meeting to generate new products, the advisory committee felt that it had come up with some excellent ideas. Now that there is a list of product ideas, the next step is
- A) business analysis.
 - B) product development.
 - C) screening.
 - D) test marketing.
 - E) commercialization.
38. A clothing retailer has been striving to reduce the costs of its inventory, but many of its customers are switching to competitors because they do not want to wait for the retailer to order the items. This retailer is experiencing
- A) customer satisfaction.
 - B) stock-out costs.
 - C) production concerns.
 - D) holding costs.
 - E) just-in-time inventory.
39. A closed shop means that
- A) a person is not allowed to work for a company if he or she is planning on being a member of a union.
 - B) union members get paid a higher wage than nonunion employees.
 - C) union members receive many more benefits than nonunion employees.
 - D) employees are protected against loss of their jobs by being members of a union.
 - E) a person must join the union before being hired.

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40. If a company distributes information about its sexual harassment and discrimination policies to its employees through its intranet or the Internet, what function is this technology providing?
- A) Assisting the sales force
 - B) Conducting financial activities
 - C) Training employees
 - D) Helping employees communicate
 - E) Recruiting employees

二、申論題，合計 20 分

SLP 是一家多國籍企業(multinational enterprise)，主要產品為創意燈具。母公司在台灣，是全球管理營運中心擁有生產、研發、行銷、人資和財務五大部門，各分公司之相關部門直屬於全球管理營運中心五大部門。其最主要大量生產線在越南專責生產，台灣生產線主要製作樣品以供展示和客製化高價產品。SLP 產品行銷北美、西歐、北歐、南歐、日本和中國，也因此在美國、瑞典、德國、西班牙、日本和中國都設有分公司；各國分公司都設有研發和行銷兩大部門(越南除外)以了解所在國當地所需和趨勢，其他人資和財務人員則依照其所在規模調整人員配置。

請就上述，幫 SLP 繪製一組織架構圖，並說明是以何種功能為導向所設計出的組織架構圖(10 分)，有何優點(5 分)和缺點(5 分)?