

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：管理學乙【企管系企管甲班碩士班乙組】

題號：441006

※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. Ford Motor Co. tests applicants for assembly-line positions on their reading and mathematical abilities in order to determine if they have the mental abilities necessary to do these types of jobs. What type of screening procedure is being used?
 - A) Personality tests
 - B) Ability tests
 - C) Situational tests
 - D) Unstructured tests
 - E) Ad hoc tests
2. The supervisor of a newly hired school bus driver rides with the new driver for the first week on the new job to be sure that the driver follows the correct route and the proper safety procedures. In which aspect of the HRM process is this supervisor involved?
 - A) Simulation
 - B) Needs assessment
 - C) Role-playing
 - D) On-the-job training
 - E) Development
3. Getting researchers in different scientific disciplines to work together is difficult because:
 - A) They probably come from different countries
 - B) They concentrate too heavily on theoretical issues
 - C) They approach the research process differently
 - D) They are likely to suffer from groupthink
 - E) They are likely to suffer from social loafing
4. To encourage group cohesiveness, managers should:
 - A) Discourage the group from forming an identity
 - B) Encourage competition between members of a team
 - C) Reward cooperation between groups
 - D) Keep measure of group performance confidential
 - E) Promote inter-group competition
5. Joe, a manager, can hire a new supervisor for his division, Joe has which type of power?
 - A) Reward power
 - B) Referent power
 - C) Legitimate power
 - D) Coercive power
 - E) Expert power
6. A production supervisor delegates to a production worker the responsibility to schedule his own work activities depending on the job requirements on the daily schedule. What type of transfer of authority has occurred?
 - A) Referent power
 - B) Empowerment
 - C) Relationship-oriented power
 - D) Consideration power
 - E) None of the above

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7. A supermarket manager schedules the workers in the supermarket to ensure that enough cash register clerks are available at different times during the day depending on the expected demand from customers. This manager has engaged in which type of behavior?
- A) Relationship-oriented
 - B) Consideration
 - C) Initiating structure
 - D) Empowerment
 - E) Referent power
8. At the _____ stage of the process of transforming raw materials into finished goods, managers typically use _____ control procedures to obtain immediate feedback about how efficiently the raw materials are being transformed into finished goods.
- A) conversion; concurrent
 - B) input; feedback
 - C) output; feedforward
 - D) input; concurrent
 - E) output; concurrent
9. An organization sets up a system to monitor unit sales of its products in an attempt to provide a measure of the changes taking place in customer tastes and the possible resulting impact on future sales. This is an example of:
- A) feedforward control.
 - B) feedback control.
 - C) MBO control.
 - D) bureaucratic control.
 - E) concurrent control.
10. The manager of a fast-food restaurant such as McDonald's keeps track of the number of customers served at different periods of the day in an attempt to plan a schedule for workers that matches the demand for the restaurant's products. This is an example of:
- A) output control.
 - B) bureaucratic control.
 - C) input control.
 - D) MBO control.
 - E) feedforward control.
11. Given the information below, what is this organization's gross profit ratio?
- Net Sales: \$200,000
 - Cost of Goods Sold: \$150,000
 - Operating Profit: \$20,000
 - Total Assets: \$250,000
 - Total Liabilities: \$130,000
- A) 15 percent
 - B) 20 percent
 - C) 25 percent
 - D) 30 percent
 - E) None of the above

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12. When a custom-built Rolls Royce automobile is manufactured, what type of technology is being used?
- A) Mass-production technology
 - B) Continuous-process technology
 - C) Small-batch technology
 - D) Matrix technology
 - E) Hybrid technology
13. When a Ford Explorer SUV is produced, what type of technology is being used?
- A) Matrix technology
 - B) Small-batch technology
 - C) Hybrid technology
 - D) Continuous-process technology
 - E) Mass-production technology
14. All of the following are principle corporate-level strategies that managers can use to help their organization increase its sales and profits EXCEPT:
- A) concentration on a single business.
 - B) diversification.
 - C) international expansion.
 - D) vertical integration.
 - E) focus.
15. Horse Tire and AR Company purchases rubber plantations in Africa so that it will have a source of supply for its tire manufacturing plants in Akron, Ohio. This is an example of:
- A) forward vertical integration.
 - B) a global strategy.
 - C) a multidomestic strategy.
 - D) backward vertical integration.
 - E) a focused-differentiation strategy.
16. Consider the following three managers from Outrageous Outfitters, Inc. Tiffany Blanchard is the president, Timothy Thompson is the director of marketing, and Karen Baxter is a maintenance supervisor. Which of the following statements is true?
- A) Karen Baxter does more planning than Tiffany Blanchard.
 - B) Timothy Thompson does more leading than Karen Baxter.
 - C) Tiffany Blanchard does more controlling than Timothy Thompson.
 - D) Tiffany Blanchard does more planning than Karen Baxter.
 - E) None of these.
17. Which of the following is the belief by individuals that their future is not within their control but rather is influenced by external forces?
- A) Awareness of passing time
 - B) Tolerance for ambiguity
 - C) Internal locus of control
 - D) External locus of control
 - E) Deferred locus of control

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18. The three subfields of the classical perspective include
- A) quantitative management, behavioral science, and administrative management.
 - B) bureaucratic organization, quantitative management, and the human relations movement.
 - C) administrative management, bureaucratic organization, and scientific management.
 - D) scientific management, quantitative management, and administrative management.
 - E) none of these.
19. Which of the following is not a criticism of scientific management?
- A) It does not appreciate the social context of work.
 - B) It does not appreciate the higher needs of workers.
 - C) It does not appreciate the careful study of tasks and jobs.
 - D) It does not acknowledge variance among individuals.
 - E) It tends to regard workers as uninformed and ignored their ideas and suggestions.
20. According to Weber's ideas on bureaucracy, organizations should be based on which of these?
- A) Personal loyalty
 - B) Personal references
 - C) Rational authority
 - D) Family ties
 - E) Charismatic authority
21. Integrated Computers, Inc. wants to compile a profile of the customer it will target in its next promotional mailing. What environment would this be found in?
- A) Internal environment
 - B) Task environment
 - C) Work environment
 - D) General environment
 - E) None of these
22. All of the following are components of cultural intelligence, EXCEPT:
- A) Physical
 - B) Cognitive
 - C) Emotional
 - D) Analytical
 - E) All of these
23. The _____ is the basis for the strategic level of goals and plans which in turn shapes the _____ and _____ level.
- A) goal, mission, tactical
 - B) objective, operational, mission
 - C) operational goal, mission and tactical
 - D) mission, tactical, operational
 - E) tactical plan, operational, mission
24. When AT&T decided to buy Media One, a cable company, it was pursuing a
- A) functional-level strategy.
 - B) internal growth strategy.
 - C) multi-domestic strategy.
 - D) corporate-level strategy.
 - E) business-level strategy.

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25. Mark, a production manager at Kaylie's Kookware, recently chose to schedule his workers to work overtime. His alternative was to hire more workers. He is now monitoring the consequences of his choice. This is an example of
- A) planning.
 - B) decision-making.
 - C) organizing.
 - D) controlling.
 - E) leading.
26. Harvest International is anticipating changes in their production procedures. You have been assigned to identify potential barriers to the change and suggest solutions to these barriers. You are using
- A) force field analysis.
 - B) barrier analysis.
 - C) negotiation.
 - D) assessment of goals.
 - E) all of these.
27. Colby is a new interviewer who just finished an interview with Renee. Her professional style and her flawless grooming immediately struck him. Colby gave Renee a very good evaluation although her previous work experience and educational background were not that exceptional. What rating error did Colby succumb to?
- A) Halo effect
 - B) Central tendency
 - C) Homogeneity
 - D) Leniency
 - E) General tendency
28. Which of the following describes a person with the learning characteristics of being good at implementing decisions and carrying out plans?
- A) Diverger
 - B) Assimilator
 - C) Converger
 - D) Accommodator
 - E) None of these
29. The job characteristic of feedback provides the worker with
- A) employee growth-need strength.
 - B) experienced meaningfulness of work.
 - C) experienced responsibility.
 - D) knowledge of actual results.
 - E) demotivation.
30. Zachary, a manager at ExecuComp, receives quarterly reports, which tracks his department's production statistics. However, these reports lack key information regarding reject rates. Which of the following components of the control model need improvement?
- A) Measuring actual performance
 - B) The planning and setting of performance standards
 - C) SWOT analysis
 - D) The ability to take corrective action when necessary
 - E) All of these

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31. Japanese tourists come to experience the magic of Disney World and other attractions around Orlando, Florida. These tourists are
- A) contributing to the United States' deficit balance of payments.
 - B) helping increase the balance of payments for Japan.
 - C) exporting products and services back to Japan.
 - D) further decreasing the United States' balance of payments.
 - E) helping the United States' balance of payments.
32. Brant promised to repair Carolyn's car on Thursday. After picking up the necessary part at a junkyard, he discovered he could not do the job after all and that the junkyard would not buy back the part. Carolyn does not know about these developments. However, she thinks Brant will be finished with her car sometime today. What should Brant do?
- A) Try to repair the car even though he does not really know how.
 - B) Try to repair the car so he can at least get his money's worth out of it.
 - C) Call Carolyn to inform her of the problem, and recommend a reputable repair shop.
 - D) Fake an emergency and contact Carolyn on Monday.
 - E) Stall for time to read up on car repairs so he can practice on Carolyn's car.
33. Upon beginning her career at Davidson Inc., a small consulting firm, Stephanie Benjamin receives a copy of the firm's organization chart, which will
- A) demonstrate the firm's informal network of communication.
 - B) clarify positions and reporting relationships within the firm.
 - C) not be very useful because small firms don't usually adhere to a formal structure.
 - D) probably be outdated because small firms are always changing.
 - E) indicate the short-, medium-, and long-term goals of the company.
34. Scientists at R&D Labs worked for two years on a project to eventually add more knowledge to the science of photography. But in a meeting with the board of directors last week, they had nothing new to report. This is always a risk with
- A) basic research.
 - B) applied research.
 - C) development and implementation.
 - D) a lack of research.
 - E) underfunded research projects.
35. Kerry wants to start a business to sell handmade jewelry. She is very competent at making the jewelry and teaching others to make it, and she has saved a reasonable amount of money to start the business. Who of the following would make the best partner for Kerry?
- A) Bailey, an artist with a real flair for new-aged jewelry design
 - B) Ashley, Kerry's best friend who is fun to hang out with and good at solving problems
 - C) Natalie, who has business experience with accounting, management, and marketing
 - D) Janette, who used to work at the jewelry counter at a department store
 - E) Darla, an engineer with industrial management experience but no money
36. Which of the following is not a step in the consumer buying decision process?
- A) Evaluate alternatives
 - B) Evaluate after the purchase
 - C) Acknowledge that a problem exists
 - D) Look for information
 - E) Tell other people about the product

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37. As the product idea committee of Foster Manufacturing Company went through its list of possible new products, it rejected various ideas for one or more reasons. Which of the following is least likely to be a reason for rejection?
- A) The company lacked the expertise to develop and market the product.
 - B) The product did not match organizational resources.
 - C) The product would allow the company to increase its annual sales by 20 percent.
 - D) The product was not consistent with the company's objectives.
 - E) The company lacked the needed human resources.
38. The cost of lost sales due to insufficient inventory is called _____ cost.
- A) stock-out
 - B) order processing
 - C) holding
 - D) inventory reduction
 - E) direct
39. Suppose the economy is enduring a period of higher than usual inflation. What will union representatives most likely rely on to protect the financial well-being of their members during this time?
- A) Incentive pay raises
 - B) Seniority
 - C) Decreasing profits
 - D) Overtime pay
 - E) Cost-of-living clause
40. A geographically dispersed group of employees who work for IKEA must work on a project together. The team leader needs to be able to monitor progress and check availability of employees around the world very quickly. IKEA would most likely use _____ to accomplish its objectives.
- A) a spreadsheet program
 - B) a database system
 - C) a management information system
 - D) groupware
 - E) collaborative sharing

二、申論題，20 分

組織可以透過哪些正式的機制強化倫理的決策與行為？請說明之。