

國立高雄大學一百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 (30 points)

Please select ONE most appropriate answer in the following questions.

- () 1. Jacques, a French national, is the CEO of French Global Empire with significant operations in Japan and the United States. Jacques recently announced that all employees of the company, no matter which part of the world they may be in, must learn French and communicate in French only. This represents an example of:
- A) cultural flexibility
 - B) polychronic time
 - C) cultural relativism
 - D) monochronic time
 - E) ethnocentrism
- () 2. Which of these is **NOT** a Big Five personality dimension?
- A) Extraversion
 - B) Emotional stability
 - C) Locus of control
 - D) Conscientiousness
 - E) Agreeableness
- () 3. Graduating from high school, Susan needs to apply for college admission. To determine which colleges to apply to, Susan requested information from 64 universities, compared them on six criteria important to her, and chose to apply to seven universities. This process can be described as a
- A) decision making process.
 - B) brainstorming process.
 - C) delphi technique process.
 - D) representative heuristics.
 - E) behavioral decision style.
- () 4. In the Vroom-Yetton model of decision participation, the rules for identifying appropriate decision procedures are designed to protect:
- A) the leader's responsibility and authority for the decision
 - B) the rationality of the decision
 - C) the right of subordinates to be consulted about decisions affecting them
 - D) the quality of the decision and subordinate acceptance of it
 - E) None of the above

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- () 5. Lindsay believed that customers would come to view her new resort hotel with high involvement because it was a quality property with an excellent view. Instead, she found that many of her customers came to the hotel only when she offered special price discounts. What aspect of consumer involvement had Lindsay ignored?
- A) Lindsay forgot that consumer involvement includes personal factors and situational factors as well as object factors.
 - B) Lindsay forgot that most consumers are apathetic about travel, irrespective of the quality of facilities at their travel destinations.
 - C) Lindsay forgot that consumer involvement is primarily a function of price; other factors such as quality are relatively unimportant.
 - D) Lindsay forgot that consumer involvement develops only over long periods of time, and most tourists simply don't have the time to become involved consumers.
 - E) None of the above.
- () 6. A predisposition to respond to an advertisement in a favorable or unfavorable manner is referred to as a(n) _____.
- A) advertisement potential
 - B) toward the advertisement
 - C) promotional cheer
 - D) promotional influence
 - E) All of the above
- () 7. For Starbucks and other companies whose business models include a service component it is **NOT** recommended that they use this method for going global.
- A) Licensing
 - B) Franchising
 - C) 100% ownership
 - D) Joint ventures
 - E) Exporting
- () 8. A _____ company is one that targets customers worldwide or sources products worldwide, standardizing some marketing mix elements and adapting others.
- A) international
 - B) multinational
 - C) global
 - D) domestic
 - E) local

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- () 9. Placing people in broad social groups, then generalizing about and labeling them because they are part of a given group is called:
- A) stereotyping
 - B) classifying
 - C) red-zoning
 - D) discriminating
 - E) separating
- () 10. If a manager feels that his or her responsibility is to create a work setting in which subordinates consider their work to be satisfying, this manager is acting consistently with the principles of:
- A) contingency theory.
 - B) management science theory.
 - C) theory X.
 - D) theory Y.
 - E) scientific management theory.
- () 11. In general, job enlargement is based upon the premise that _____ the range of tasks performed by a worker will _____ boredom and _____ the motivation of the worker to perform the job.
- A) increasing; increase; increase
 - B) decreasing; decrease; increase
 - C) increasing; decrease; increase
 - D) decreasing; decrease; decrease
 - E) None of the above
- () 12. A marketing manager wants to budget the advertising for a new product launch. She is trying to determine the amount of money that her company can afford to spend on advertising this new product. On which criterion of decision-making is this marketing manager focusing?
- A) Legality
 - B) Ethicalness
 - C) Economic feasibility
 - D) Practicality
 - E) None of the above

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- () 13. The number of employees who report to a given manager is called the:
- A) chain of command.
 - B) span of control.
 - C) unity of control.
 - D) organization chart.
 - E) management hierarchy.
- () 14. An organization that adapts to change and searches creatively for better ways to operate is known as a(n)
- A) learning organization.
 - B) start-up company.
 - C) reactive organization.
 - D) declining organization.
 - E) unhealthy business.
- () 15 The study of customers' satisfaction with a firm's product or service compared with their expectations is called a(n):
- A) customer preference analysis
 - B) cost-efficiency analysis
 - C) performance analysis
 - D) market analysis
 - E) gap analysis

II. Essay Questions

1. Please give the explanations of Victor Vroom's expectancy theory (i.e., one of motivation theories). In addition, based on this theory, explain why a lot of workers are not motivated on their jobs and do only the minimum necessary to get by. (20 points)
2. Define the country-of-origin effect and give examples. (15 points)
3. Procter & Gamble divested some brands and acquired others. A. G. Lafley, P&G CEO, observed that "Organizations need to be like an amoeba." He continued: "They have to be moving and fluid; they need to change shape and size." (20 points)
 - (1) How do you explain A. G. Lafley's observations about organizations?
 - (2) What are some aspects of the markets served by Procter & Gamble are consistent with your explanations?

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4. Figure 1 shows the often used method for developing new products — “Stage-gate New Product Development Model.” Please explain its meaning and appliance. (15 points)

Figure 1: Stage-gate New Product Development Model

