

東吳大學 100 學年度碩士班研究生招生考試試題

第 1 頁，共 4 頁

系級	國際經營與貿易學系碩士班國際企業組	考試時間	100 分鐘
科目	企業管理	本科總分	100 分

答題說明：

- ◆ 選擇題請標明題號，將答案代碼(A 或 B 或 C 或 D)寫在答案卷上即可
- ◆ 本試題可用中文或英文作答

一、選擇題：(20%)

1. When a firm advertises that it only uses recycled paper products, it is _____.
 - A) meeting its social obligation
 - B) meeting social responsibilities
 - C) being socially responsive
 - D) paying attention to the bottom line
2. With the *stakeholder approach* of dealing with environmental issues, the organization chooses to respond to _____.
 - A) the demands made by the strongest stakeholders
 - B) multiple demands made by social activists
 - C) the demands made by governmental stakeholders
 - D) multiple demands made by stakeholders
3. Wendell notices that the company's top executives share a belief that managers are directly responsible for the organization's success or failure. This belief reflects a(n) _____ view of management.
 - A) traditional
 - B) omnipotent
 - C) standard
 - D) symbolic
4. The main forces that make up an organization's specific environment are _____.
 - A) suppliers, legislators, customers, and employees
 - B) customers, suppliers, competitors, and pressure groups
 - C) employees, competitors, pressure groups, and regulators
 - D) suppliers, employees, competitors, and legislators
5. One outcome of the Hawthorne Studies could be described by which of the following statements?
 - A) Behavior and employee sentiments are inversely related.
 - B) Money is more important than the group with regards to individual productivity.
 - C) Social norms or group standards are the key determinants of individual work behavior.
 - D) Security is relatively unimportant.

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6. When managers circumvent the rational decision-making model and find ways to satisfice, they are following the concept of _____.
- A) jurisprudence
 - B) bounded rationality
 - C) least-squared exemptions
 - D) self-motivated decisions
7. When PepsiCo seeks to integrate the strategies of Pepsi, 7-Up International, and Frito-Lay, it is developing what level of business strategy?
- A) functional
 - B) system
 - C) management
 - D) corporate

Powerballs (Scenario)

Colleen invested a dollar in the Powerball Lottery and won \$60 million. Subsequently, she decides to start her own business selling lawn mowers.

8. Colleen is successful after the first 3 years, and she is approached by a competitor who is nearing retirement age. The competitor is interested in selling his business to Colleen. For Colleen, this would be a(n) _____ strategy.
- A) unrelated diversification
 - B) horizontal integration
 - C) vertical integration
 - D) retrenchment
9. Colleen finds a business opportunity in a supplier who sells her wheels for lawnmowers. This would be a(n) _____ strategy.
- A) unrelated diversification
 - B) horizontal integration
 - C) vertical integration
 - D) related diversification
10. A business broker hears that Colleen is interested in purchasing a business and approaches her with an offer to sell her a company that owns a patent on a new roofing product and who installs this new roofing in the southwestern United States. If she buys this firm, she will be using a(n) _____ strategy.
- A) unrelated diversification
 - B) horizontal integration
 - C) vertical integration
 - D) related diversification

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二、解釋名詞：(20%) (請寫出下列名詞的中文並簡述其意義)

- 1、 the contingency approach of management
- 2、 unity of command
- 3、 strategic flexibility
- 4、 stereotyping
- 5、 team leadership

三、論述題：(40%)

1. What is a competitive strategy? Describe Porter's three competitive strategies with examples? (10%)
2. What is emotional intelligence? Explain how can it be applied in management? (10%)
3. Describe three management practices that can motivate employees and explain what kinds of motivation theory behind these practices. (10%)
4. If we regard a university as an open system, please use the system approach of management to describe the major system elements of a university in Taiwan and give three examples for each element of this system respectively. (10%)

四、個案討論：(20%)

Terminal 5, built by British Airways for \$8.6 billion, is Heathrow Airport's newest state-of-the-art facility. Made of glass, concrete, and steel, it is the largest freestanding building in the United Kingdom and has over 16 kilometers of belts for moving luggage. At the terminal's unveiling on March 15, 2008, Queen Elizabeth II called it a "twenty-first-century gateway to Britain." Alas...the accolades did not last long! After two decades of planning and 100 million hours of labor, opening day did not work out as planned. Endless lines and sever baggage handling delays led to numerous flight cancellations, stranding many irate passengers. Airport operators said that problems were triggered by glitches in the terminal's high-tech baggage-handling system.

With its massive automation features, Terminal 5 was planned to ease congestion at Heathrow and improve the flying experience for the 30 million passengers expected to pass through it annually. With 96 self-service check-in kiosks, more than 90 check-in fast bag drops, 54 standard check-in desks, and over 16 kilometers of suitcase-moving belts that were supposed to be able to process 12,000 bags per hour, the facility's design did not seem to support those goals.

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Within the first few hours of the terminal's operation, problems developed. Baggage workers, presumably understaffed, were unable to clear incoming luggage fast enough. Many arriving passengers had to wait more than an hour to get their bags. There were problems for departing passengers, as well, as many tried in vain to check in for flights. Flights were allowed to leave with empty cargo holds. At one point that first day, the airline had no choice but to check in only those with no luggage. And it did not help matters that the moving belt system jammed at one point. Lesser problems also became apparent: a few broken escalators, some hand dryers that did not work, a gate that would not function at the new Underground station, and inexperienced ticket sellers who did not know the fares between Heathrow and various stations on the Piccadilly line. By the end of the first full day of operation, Britain's Department of Transportation released a statement calling for British Airways and the airport operator BAA to "work hard to resolve these issues and limit disruptions to passengers."

You might be tempted to think that all this could have been prevented if British Airways had only tested the system. But thorough runs of all systems "from toilets to check in and seating" took place six months before opening, including four full-scale test runs using 16,000 volunteers.

Please answer the following questions:

1. *What type of control do you think would be most important in this situation? Explain your answer.*
2. *How might immediate corrective action have been used in this situation?*
3. *Could British Airways's controls have been more effective? How?*
4. *What role would information controls play in this situation?*