

國立臺灣師範大學 109 學年度碩士班招生考試試題

科目：管理學

適用系所：全球經營與策略研究所

注意：1.本試題共 6 頁，請依序在答案卷上作答，並標明題號，不必抄題。2.答案必須寫在指定作答區內，否則依規定扣分。

一、名詞解釋及簡答題

1. 許多學者指出國家文化的多種構面，其中包括：power distance, uncertainty avoidance，請簡要說明此二概念的意義。(5 分)
2. 請圖示說明何謂矩陣式組織。請問矩陣式組織相較於功能性組織有何優、缺點。(5 分)
3. 請說明何謂平衡計分卡，請問平衡計分卡相較於以年度財務績效作為績效指標有何優點。(5 分)
4. 請解釋 "transformational leader" (5 分)

二、問答題

你是一家台灣皮鞋公司的負責人，目前營運主要包括皮鞋的製造與零售，目前在台灣有 20 間門市，在中國及越南各有一間製鞋工廠。因應線上購物逐年增加的趨勢，你也想規劃線上銷售。過去你曾聽聞同業在發展線上銷售而要求門市員工鼓勵客戶申辦線上帳號或下載線上消費 App 時，門市員工因擔心門市業績受影響，相當抗拒此一的政策。

問題一：為減少此種員工的抗拒，請你從報酬設計及組織設計各提出一個解決方案，簡述你想採行方法及其原因。(10 分)

問題二：你所採用的二個解決方案各有什麼理論基礎，請簡述所應用的理論。(10 分)

問題三：請提出至少三種線上與線下活動互補的可能運作模式(例如：門市員工鼓勵客戶下載公司 App，以進行線上商品搜尋及交易)，並說明你建議優先採行何者及其原因。(20 分)

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三、選擇題 (每題 2 分, 共 40 分)

- 1 The process that managers use to design a structure of working relationships that allows managers to work together to achieve organizational goals is called:
 - A) planning.
 - B) leading.
 - C) demonstrating.
 - D) controlling.
 - E) organizing.

- 2 An organization's culture is most like its:
 - A) structure
 - B) strategy
 - C) reward systems
 - D) personality
 - E) vision

- 3 "Informal authority" can result from:
 - A) technical knowledge.
 - B) moral character.
 - C) job expertise.
 - D) the ability to lead.
 - E) all of the above.

- 4 An "organization chart" which shows "who reports to whom for what" is an example of which one of Fayol's principles?
 - A) Centralization
 - B) Unity of direction
 - C) Discipline
 - D) Line of authority
 - E) Initiative

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- 5 . When we say that the top managers of an organization are responsible for the performance of all of the departments of the organization, this is another way of saying that they have:
- A) restructuring responsibilities.
 - B) technical responsibilities.
 - C) global responsibilities.
 - D) cross-departmental responsibilities.
 - E) competitive responsibilities.
- 6 . The stage of a system during which the organization transforms raw materials into finished goods outputs such as automobiles or French fries is known as:
- A) the input stage.
 - B) the behavioral stage.
 - C) the open stage.
 - D) the conversion stage.
 - E) the output stage.
- 7 . Which of these characteristics of managers shape organizational culture?
- A) mood
 - B) emotional intelligence
 - C) values
 - D) emotions
 - E) all of the above
- 8 . Levi Strauss announced that, due to declining global sales, it would lay off 12 percent of its workforce. This was an example of:
- A) a low-cost strategy.
 - B) innovation.
 - C) restructuring.
 - D) empowerment.
 - E) none of the above.

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- 9 . Managers who accept the assumptions of Theory X:
- A) focus on developing SOPs.
 - B) develop a well-defined system of rewards and punishments.
 - C) give little autonomy to workers to solve problems.
 - D) focus on developing rules.
 - E) all of the above.
- 10 . A manager who cuts the ribbon at the opening ceremony of the company's new plant is performing which role for the organization?
- A) Liaison
 - B) Monitor
 - C) Resource allocator
 - D) Negotiator
 - E) Figurehead
- 11 . To handle environmental complexity, an organization should assign responsibility for technological forces to its _____ department.
- A) Legal
 - B) Finance
 - C) Marketing
 - D) Public Relations
 - E) R & D
- 12 . Pier 1 purchases products from foreign companies and then sells these products in its own retail stores in the U.S. Pier 1 would be engaged in which type of arrangement?
- A) Strategic alliance
 - B) Licensing
 - C) Joint venture
 - D) Importing
 - E) All of the above

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- 13 . A tax that a government imposes on goods imported into the country is known as:
- A) an export tax.
 - B) a free-trade tax.
 - C) a global outsourcing tax.
 - D) a representative tax.
 - E) a tariff.
- 14 . When an office manager orders photocopy paper whenever the number of reams of paper in the storeroom is below a certain amount, this represents which type of decision?
- A) Satisficing
 - B) Programmed
 - C) Intuition
 - D) Nonprogrammed
 - E) None of the above
- 15 . The tendency to overestimate one's own ability to influence actions and events is called:
- A) escalating commitment
 - B) illusion of control
 - C) prior hypothesis bias
 - D) representativeness bias
 - E) dialectical inquiry
- 16 . When an organization updates its five-year plan annually in order to take into account changing conditions within the organization and in the organization's external environment, this is known as which type of plan?
- A) Inflexible
 - B) Functional
 - C) Rolling
 - D) Scenario
 - E) SWOT

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- 17 . A functional-level plan spells out the goals of the _____ which are intended to assist the organization to achieve its _____ goals.
- A) division; corporate
 - B) department; corporate
 - C) business; divisional
 - D) division; business
 - E) none of the above
- 18 . 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
- 19 . The tendency for a manager to use information about subordinates in ways that result in inaccurate perceptions of these subordinates is known as:
- A) the glass ceiling effect.
 - B) bias.
 - C) whistle-blowing.
 - D) auditing.
 - E) none of the above.
- 20 . If a female manager says to a male subordinate: "Sleep with me, honey, or you're fired," this manager is exhibiting:
- A) a hostile work environment.
 - B) the glass ceiling.
 - C) quid pro quo sexual harassment.
 - D) the salience effect.
 - E) the similar-to-me effect.