

國立高雄大學 113 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：財務金融學系(經營管理
組)
本科原始成績：100 分

是否使用計算機：否

I. Multiple Choice Questions (60%)

Please select **ONE** most appropriate answer in the following questions.

- () 1. Which of the following statements is **FALSE**?
- A) Good communication requires agreement with the message
 - B) Firms have to concern with both the ends and the means used to achieve them.
 - C) Long-term plans are those with a time frame beyond five years.
 - D) Evaluating an organization's intangible assets is part of conducting an internal analysis in the strategic management process.
- () 2. Which of the following statements is **TRUE**?
- A) The decision-making process begins by identifying decision criteria.
 - B) Workplace diversity refers exclusively to the differences between employee characteristics.
 - C) In the real world, managers can influence outcomes but they operate within constraints.
 - D) Cultural change is easier when the organizational culture is strong.
- () 3. When managers make decisions that are rational but limited by their ability to process the information, they are following the concept of _____.
- A) cognitive decision making
 - B) bounded rationality
 - C) escalation of commitment
 - D) intuitive decision making
- () 4. _____ is defined as a business firm's intention, beyond its legal and economic obligations, to do the right things and act in ways that are good for society.
- A) Social obligation
 - B) Social responsibility
 - C) Social screening
 - D) Values-based management
- () 5. The organizational chart shows titles such as front-line manager, plant manager, and vice president of operations. It is very likely this organization has a _____.
- A) traditional committee structure
 - B) traditional pyramid structure
 - C) modern matrix structure
 - D) flexible structure

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- () 6. Falling interest rates are an example of which external force?
- A) Change in composition of workforce
 - B) Change in employee attitudes
 - C) Technological change
 - D) Economic change
- () 7. The rapid pace of technological change suggests that manager _____.
- A) can do little now given the future uncertainty
 - B) should not worry about long range plans
 - C) should not commit large sums of money to long-term projects
 - D) need to be very flexible
- () 8. _____ is the degree to which people believe they control their own fate.
- A) Ego strength
 - B) Social responsibility
 - C) Locus of control
 - D) Social obligation
- () 9. A refinery that transforms crude oil into gasoline, kerosene, and diesel fuel would be an example of _____.
- A) process production
 - B) continuous production
 - C) mass production
 - D) unit production
- () 10. A _____ states the minimum qualifications that a person must possess to successfully perform a given job.
- A) job description
 - B) job preview
 - C) job analysis
 - D) job specification
- () 11. In which one of the following traditional training methods are employees made to work at different jobs in a particular area in order to get exposure to a variety of tasks?
- A) Training by job rotation
 - B) On-the-job training
 - C) Mentoring

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D) Coaching

- () 12. Organizations grow by using strategies of _____.
A) integration, diversification, or differentiation
B) concentration, integration, or stabilization
C) concentration, integration, or diversification
D) integration, diversification, or functionalization
- () 13. The path-goal theory is a(n) _____ model of leadership that extracts key elements from the expectancy theory of motivation.
A) fixed
B) alternative
C) contingency
D) untested
- () 14. The purpose of examining the state of the economy, the regulatory situation, social trends, and the local labor supply is to _____.
A) identify possible customers and employees
B) locate resources for use in the new business
C) determine who are the major players in the market
D) identify opportunities and possible competitive advantages
- () 15. _____ refers to the rights inherent in a managerial position to tell people what to do and to expect them to do it.
A) Authority
B) Liability
C) Bureaucracy
D) Responsibility
- () 16. Labor unions use _____ to protect the rights of their members.
A) work stops
B) commercial arbitration
C) collective bargaining
D) labor disputes
- () 17. Individuals have the tendency to expend less effort when working collectively than when working individually. Which one of the following is most closely to this behavior?
A) Social loafing

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- B) Role conflict
- C) Role ambiguity
- D) Nonconformity

- () 18. People who identify opportunities, show initiative, take action, and persevere until meaningful change occurs are said to have _____ personalities.
- A) proactive
 - B) self-aware
 - C) reactive
 - D) agreeable
- () 19. Which one of the following needs is the highest in Maslow's hierarchy of needs theory?
- A) Safety needs
 - B) Self-actualization needs
 - C) Esteem needs
 - D) Social needs
- () 20. McGregor's Theory Y assumes that employees _____.
- A) have little ambition
 - B) want to avoid responsibility
 - C) enjoy work
 - D) need to be closely controlled to work effectively
- () 21. According to Herzberg's two-factor theory, which one of the following is a motivator?
- A) Working conditions
 - B) Salary
 - C) Responsibility
 - D) Security
- () 22. Goal-setting theory assumes that an individual is committed to the goal. Commitment is most likely when _____.
- A) goals are assigned and not self-set
 - B) goals are not made public
 - C) the individual has an internal locus of control
 - D) the individual has low self-efficacy
- () 23. _____ refers to the vertical expansion of a job by adding planning and evaluating responsibilities.
- A) Job enrichment

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B) Job enlargement

C) Job scope

D) Job depth

() 24. _____ justice is the perceived fairness of the amount and allocation of rewards among individuals.

A) Distributive

B) Restorative

C) Retributive

D) Procedural

() 25. Cross-functional teams rely heavily on _____ communication, which can be problematic if their managers are not kept informed about the decisions.

A) diagonal

B) upward

C) vertical

D) lateral

() 26. After identifying a problem, the next step in the decision-making process is _____.

A) identifying decision criteria

B) allocating weights to decision criteria

C) analyzing alternatives

D) developing alternatives

() 27. The original source of an organization's culture usually reflects _____.

A) the present conditions in which the organization functions

B) the composition of its productive workforce

C) the degree of success that the organization has achieved

D) the vision or mission of the organization's founder

() 28. Organizations need change because _____.

A) the future is unpredictable

B) the environment is stable

C) external and internal factors create the forces for change

D) employees get bored with the status quo

() 29. Which of the following statements accurately defines work specialization?

A) It is the basis of grouping jobs together.

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- B) Individual employees specialize in doing part of an activity rather than the entire activity.
- C) It is the line of authority extending from upper organizational levels to the lower levels.
- D) It clarifies who reports to whom.

- () 30. Though IT has improved organizational communications in recent years, _____ remains a major concern.
- A) timeliness
 - B) security
 - C) cost
 - D) breadth potential

II. Essay Questions (40%)

1. (10%) Briefly describe the “Balance Score Card” and express the original rationale for developing “Balance Score Card”.
2. (15%) Communication aims to successfully and effectively exchange information. Please illustrate the “Communication Process” and discuss the major factors that may hinder the communication.
3. (15%) Exhibit 1 demonstrates the structure of “Expectancy Model”. Please show that how can managers apply “Expectancy Model” to motivate their subordinates.

Exhibit 1: Expectancy Model

