

國立高雄大學 114 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) People may resist change based on habit.
 - B) People with an internal locus of control believe that what happens to them is due to luck or chance.
 - C) According to the socioeconomic view, managers' social responsibilities go beyond making profits to include protecting and improving society's welfare.
 - D) Planning provides direction to managers and non-managers alike.
- () 2. Which of the following statements is **TRUE**?
- A) Nonprogrammed decision making relies on procedures, rules, and policies.
 - B) Workplace diversity refers exclusively to the differences between employee characteristics.
 - C) A programmed decision is a repetitive decision that can be handled by a routine approach.
 - D) Stars, one of the four business groups in the BCG matrix, are characterized by low growth and high market share.
- () 3. When a firm advertises that it only uses recycled paper products, it is _____.
- A) being socially responsive
 - B) meeting its social screening requirements
 - C) meeting its social obligation
 - D) following ISO 9000 standards
- () 4. Employees who raise ethical concerns or issues in an organization are _____.
- A) employee-volunteers
 - B) whistle-blowers
 - C) entrepreneurs
 - D) philanthropist
- () 5. 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) intuitive decision making
 - C) escalation of commitment
 - D) bounded rationality

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- () 6. The two metaphors commonly used to describe the two views of the change process are:
- A) smooth water and troubled water
 - B) calm waters and white-water rapids
 - C) shallow water and falling water
 - D) burning bridge and water over the dam
- () 7. A standing plan is _____.
- A) an ongoing plan that provides guidance for activities performed repeatedly
 - B) a plan that stands in place of a preferred plan in case of the failure of the latter
 - C) a one-time plan specifically designed to meet the needs of a unique situation
 - D) a flexible plan that sets out general guidelines for company strategy
- () 8. The _____ component of an organization's external environment is concerned with trends in population characteristics such as age, race, gender, education level, geographic location, income, and family composition.
- A) economic
 - B) political
 - C) demographic
 - D) sociocultural
- () 9. _____ is the degree to which people believe they control their own fate.
- A) Ego strength
 - B) Locus of control
 - C) Social responsibility
 - D) Social obligation
- () 10. _____ is a process of setting mutually-agreed upon goals and using those goals to evaluate employee performance.
- A) Management by objectives
 - B) Management by walking around
 - C) Management by observation
 - D) Management by exception
- () 11. Joint ventures are a type of _____.
- A) license
 - B) franchise
 - C) foreign subsidiary
 - D) strategic alliance

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- () 12. Judging a person on the basis of one's perception of a group to which he or she belongs is known as _____.
A) integration
B) assimilation
C) stereotyping
D) prejudice
- () 13. The line of authority that extends from upper organizational levels to lower levels, clarifying who reports to whom, is known as the _____.
A) employee power distance
B) unity of command
C) span of control
D) chain of command
- () 14. Which one of Fayol's 14 principles of management states that a person should report to only one manager?
A) unity of direction
B) unity of command
C) division of work
D) division of authority
- () 15. The building of a bridge would be a type of _____.
A) unit production
B) mass production
C) process production
D) flow production
- () 16. A virtual organization _____.
A) is structurally complex
B) has a fairly large full-time workforce
C) hires outside specialists on a project basis
D) has a high degree of departmentalization
- () 17. The first activity of human resource management process involve _____.
A) providing employees with flexible job assignments
B) identifying and selecting competent employees
C) providing employees with up-to-date knowledge and skills
D) retaining competent and high performing employees

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- () 18. 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
- () 19. Collaborative relationships between two or more organizations in which they combine their resources and capabilities for some business purpose are known as _____.
- A) communities of practice
 - B) strategic partnerships
 - C) joint stock companies
 - D) organizational task forces
- () 20. 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
- () 21. A manager makes decisions very quickly and requires little information for making the decisions. Which of the following is a likely reason for this?
- A) The manager has low self-esteem.
 - B) The manager is high in risk-taking.
 - C) The manager is high in emotional stability.
 - D) The manager is high in self-management.
- () 22. Emotional intelligence (EI) has been shown to be _____.
- A) negatively related to job performance at all levels
 - B) negatively related to job performance in middle management only
 - C) positively related to job performance only in mechanistic organizations
 - D) positively related to job performance at all levels
- () 23. The goal-setting theory states that _____.
- A) employee participation in goal-setting is not always necessary for ensuring performance
 - B) self-generated feedback is largely ineffective as a motivator
 - C) in order to maximize performance, goals must not be made public
 - D) motivation is maximized by setting moderately challenging goals

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- () 24. _____ refers to the horizontal expansion of a job by increasing job scope, or the number of different tasks required in a job and the frequency with which those tasks are repeated.
- A) Job enrichment
 - B) Job scope
 - C) Job enlargement
 - D) Job depth
- () 25. According to Maslow's hierarchy of needs theory, _____ needs are predominantly satisfied externally while _____ needs are satisfied internally.
- A) physiological; safety
 - B) safety; self-actualization
 - C) self-actualization; physiological
 - D) social; safety
- () 26. Evidence indicates that transformational leadership is strongly correlated with _____.
- A) lower turnover rates and lower levels of goal attainment and follower well-being
 - B) lower turnover rates and higher levels of productivity and creativity
 - C) higher turnover rates and lower levels of productivity and employee satisfaction
 - D) higher turnover rates and higher levels of employee satisfaction and follower well-being
- () 27. Which leadership theory believes that a leader's job is to assist followers in attaining their goals and to ensure that their goals are compatible with the goals of the organization?
- A) Fiedler's Theory
 - B) Management by Objective
 - C) Leader Participation Model
 - D) Path-Goal Theory
- () 28. In the all-channel network, communication flows _____.
- A) downward from a strong leader to his subordinates in the work group
 - B) in a parallel fashion until all of the members of a work group have been informed
 - C) freely among all members of a formal work team
 - D) through the grapevine
- () 29. The comparing step in the control process determines _____.
- A) the variation between actual performance and the standard
 - B) the variation between actual performance and an external benchmark
 - C) a company's relative position in the industry in terms of performance variances
 - D) a company's relative position in the industry in terms of the standards used

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() 30. Management by walking around is an example of _____ control.

- A) feedback
- B) concurrent
- C) feedforward
- D) reactive

II. Essay Questions (40%)

1. (10%) Some say that management is an art. Yet, the others insist management is a science. What do you think? Briefly explain your opinion.
2. (15%) “Span of control” refers to the number of employees that a manager directly leads. If an organization adopts the (1) high hierarchy bureaucratic structure, or (2) flat organization structure. The span of control of the organization in each case is high or low? Please explain the rationale of your answer and try to depict the organizational chart, respectively.
3. (15%) Many significant projects are always implemented by the cooperation of multi-capability teams instead of individual efforts. If you desire to play as an effective team leader, what activities you should behave?