

國立臺北大學 112 學年度碩士班一般入學考試試題

系(所)組別：企業管理學系乙組

科目：管理學

第1頁 共4頁

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1. Multiple choice (2% each, 50%)

Please select the best answer, each question has one answer.

- (1) Most companies' plans can be classified as either _____ or _____.
- (A) strategic; financial (B) operational; tactical
(C) social; economic (D) strategic; operational
- (2) When formal planning fails to lead to higher performance, which one of the following is most likely to be the reason for the failure?
- (A) A participative style of planning was used.
(B) Managers were allowed too much autonomy.
(C) The company emphasized the control function over other functions.
(D) External forces constrain managers' options.
- (3) One recent study shows that over two-thirds of CEOs believe that human capital _____.
- (A) will eventually become obsolete
(B) is the key source of sustained economic value
(C) will continue to increase the organization's costs
(D) is becoming more litigious
- (4) The _____ determines the number of levels and managers in an organization.
- (A) delegation of authority (B) unity of command
(C) chain of command (D) span of control
- (5) A(n) _____ organization is highly adaptive, loose, and flexible.
- (A) organic (B) centralized (C) customer-oriented (D) mechanistic
- (6) _____ is defined as the failure to report to work.
- (A) Turnover (B) Tardiness (C) Absenteeism (D) Negligence
- (7) If top managers make key decisions with little input from below, then the organization is _____.
- (A) less mechanistic (B) more decentralized
(C) less formalized (D) more centralized
- (8) Managers perform an external analysis so that they know about _____.
- (A) the firm's basic beliefs and ethical priorities
(B) what the competition is doing
(C) what vendors want
(D) their organization's core competencies

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第2頁 共4頁

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- (9) An organization's financial, physical, human, and intangible assets are known as its _____.
(A) resources (B) capabilities (C) strengths (D) core competencies
- (10) Group cohesiveness is most likely to produce strong increases in productivity when _____.
(A) cohesiveness reduces internal strife
(B) the group's goals align with the organization's goals
(C) it reduces social loafing in the group
(D) group members respect and uphold the group norms
- (11) Justin noticed that when he switched his evaluation technique from an individual metric to a group metric that two members of the group reduced their efforts. He learned this tendency is called _____.
(A) conflict avoidance (B) prestige slacking
(C) group incohesiveness (D) social loafing
- (12) Research evidence suggests that teams typically outperform individuals when _____.
(A) one or more members are allowed to dominate the other team members
(B) projects are short-term and need quick solutions
(C) tasks require multiple skills, judgment, and experience
(D) tasks are simple and do not involve critical thinking
- (13) Which one of the following is true for organizational citizenship behavior (OCB)?
(A) OCB is a performance measure of efficiency.
(B) The requirements of OCB are spelled out in employee job profiles.
(C) OCB is the behavior leading to permanent withdrawal from an organization.
(D) OCB is discretionary behavior which promotes the effective functioning of the organization.
- (14) The degree to which an employee identifies with his or her job or actively participates in it refers to the employee's _____.
(A) job involvement (B) organizational citizenship behavior
(C) attitude (D) job satisfaction
- (15) After the SWOT analysis is complete, managers are ready to _____.
(A) begin production (B) identify competitors
(C) formulate strategies (D) review the analysis

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第3頁 共4頁

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- (16) Early research on leadership traits _____.
- (A) sought to prove that charisma was an essential trait of leadership
 - (B) focused on behavioral traits rather than physical traits of a leader
 - (C) found consistent and unique traits that would apply to all effective leaders
 - (D) focused on characteristics that might differentiate leaders from nonleaders
- (17) Which one of the following describes the leadership style in which a leader tends to centralize authority, dictate work methods, make unilateral decisions, and limit employee participation?
- (A) Authoritarian style
 - (B) Autocratic style
 - (C) Democratic style
 - (D) Laissez-faire style
- (18) The University of Michigan studies used the two dimensions of _____ and _____ to study behavioral characteristics of leaders.
- (A) employee oriented; production oriented
 - (B) consideration; initiating structure
 - (C) task; people
 - (D) decision-making; employee development
- (19) The _____ model proposed that effective group performance depended upon the proper match between the leader's style of interacting with his or her followers and the degree to which the situation allowed the leader to control and influence.
- (A) Fiedler contingency
 - (B) situational leadership
 - (C) University of Michigan
 - (D) path-goal
- (20) A(n) _____ strategy determines what businesses a company is in or wants to be in, and what it wants to do with those businesses.
- (A) competitive
 - (B) functional
 - (C) operating
 - (D) corporate
- (21) In the Boston Consulting Group (BCG) matrix, a _____ enjoys a high anticipated growth rate and a high market share.
- (A) question mark
 - (B) star
 - (C) cash cow
 - (D) dog
- (22) Bill expects his employees to wonder "What's in it for me?" when he assigns extra tasks to them, so he is ready with an answer about the reward for their work. Bill is a(n) _____ leader.
- (A) situational
 - (B) transformational
 - (C) transactional
 - (D) charismatic
- (23) An organization that initially brings a product innovation to the market is known as the _____.
- (A) first mover
 - (B) free rider
 - (C) cash cow
 - (D) question mark

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第4頁 共4頁

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(24) The plant superintendent wants to know the value of products per man hour. She is concerned with

- _____.
- (A) costs (B) waste (C) productivity (D) profits

(25) People who engage in _____ take advantage of opportunities to create new products or services, or change existing ones.

- (A) social responsibility (B) social engineering
(C) venture capitalism (D) entrepreneurship

2. “Quiet quitting, in other words, is not really about quitting. It's more like a philosophy for doing the bare minimum at your job. In Japan, there's a concept called shokunin (職人), which refers to an artisan who is deeply dedicated to their craft, always striving for perfection in what they make. Quiet quitting is like the opposite of that. It's about divorcing your ego from what you do for a living and not striving for perfection. Setting boundaries and simply completing the tasks you're supposed to complete within the time that you're paid to do them — with no extra frills. No more kowtowing to your boss or customers. No more working nights and weekends, incessantly checking your email. Workaholism is out. Coasting is in. Call it the work-life balance manifesto.” (NPR News, September, 13, 2022) (<https://www.npr.org/sections/money/2022/09/13/1122059402/the-economics-behind-quiet-quitting-and-what-we-should-call-it-instead>)

- (1) Based on the news, name five managerial issues in today's workplace and provide specific theories and examples to illustrate them. (25%)
- (2) Provide four motivation theories along with practical implications that can be employed to the situations you addressed in the first question. (25%)