國立中正大學
113 學年度碩士班招生考試
試 題

[第 2 節]

科目名稱	管理學
系所組別	資訊管理學系醫療資訊管理

－作答注意事項－

※作答前請先核對「試題」、「試卷」與「准考證」之系所組別、科目名稱是否相符。

1. 預備鈴響時即可入場，但至考試開始鈴響前，不得翻閱試題，並不得書寫、畫記、作答。

2. 考試開始鈴響時，即可開始作答；考試結束鈴響畢，應即停止作答。

3. 入場後於考試開始 40 分鐘內不得離場。

4. 全部答題均須在試卷（答案卷）作答區內完成。

5. 試卷作答限用藍色或黑色筆（含鉛筆）書寫。

6. 試題須隨試卷繳還。

A. Multiple Choice (3% for each, total 60%):

1. Which of the following is not a characteristic of an innovative culture?

    (A) Focuses on means rather than results

    (B) Low external control

    (C) Emphasizes an open system

    (D) Accepts ambiguity

2. To cultivate employees' external orientation and a proactive attitude towards seeking opportunities, which processes must successful managers initiate?

    (A) Capability development process

    (B) Entrepreneurial process

    (C) Strategic process

    (D) Goal-oriented process

3. Which of the following descriptions is not a characteristic of the general environment?

    (A) The signs and signals of the general environment are clear.

    (B) Factors in the general environment are difficult to control.

    (C) The scope of the general environment is extensive.

    (D) Predicting the general environment requires the involvement of various experts.

4. In marketing, which level of strategy does the use of the 4P strategy (Product, Price, Place, Promotion) belong to?

    (A) Corporate-level strategy

    (B) Regional strategy

    (C) Business unit strategy

    (D) Vertical integration strategy

5. Regarding the essence of organizational change, which statement is correct?

    (A) Culture-based changes include job enrichment, job enlargement, and job simplification.

    (B) Personnel-based changes are the easiest to implement and do not provoke internal resistance.

    (C) Structure-based changes usually lead to significant transformations and effects in a short period.

    (D) Structure-based changes should be the first in any change initiative.

6. In past research on organizational structure and innovation, which finding has not been confirmed?

    (A) Implementing organizational changes in a matrix structure may positively impact innovation.

    (B) In organizations with an open culture, employees are more likely to propose innovative suggestions.

    (C) The organization's flexibility and quick responsiveness are crucial in promoting innovation.

    (D) Having equal opportunities in the organization for expressing opinions may stimulate members' innovation potential.

7. Regarding the statements about employee recruitment and downsizing, which one is incorrect?

    (A) Internal recruitment may enhance organizational creativity and boost existing employees' morale.

    (B) Employee referrals are applicable in any situation because they help build a strong team.

    (C) Private employment agencies typically recruit high-level or high-salary personnel.

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(B) Reports generated by management information systems primarily cater to individual managers, meeting their general information needs.

(C) Decision Support Systems only require internal information and do not consider relevant information from the external environment.

(D) The primary function of management information systems is to provide real-time information necessary for the organization's day-to-day operations.

14. Which statement is incorrect?

(A) Information systems comprise personnel, technology, and organizational elements.

(B) Information systems can be computerized or manually operated.

(C) Information systems are categorized into tactical, strategic, and operational information systems.

(D) Information systems are integrated concepts encompassing hardware, software, information, procedures, and personnel.

15. Which one is not an implied concept in management?

(A) Acquisition, organization, and utilization of organizational resources.

(B) Organizations cannot simultaneously pursue efficiency and effectiveness.

(C) Management is goal-oriented.

(D) Management is a set of activities and processes.

16. Which one is not included in Porter's Five Forces Analysis?

(A) Bargaining power of suppliers

(B) Bargaining power of customers

(C) Other stakeholders' influence

(D) Threat of new entrants

17. When there is a high tolerance for ambiguity and a preference for intuitive thinking, this corresponds to which decision-making style?

(A) Reflective

(B) Conceptual

(C) Action-oriented

(D) Planning-oriented

18. Which of the following is not an advantage of planning?

(A) Promotes systematic and proactive activities by the organization instead of sporadic reactive responses.

(B) Reduces the impact of change.

(C) Avoids rigidity.

(D) Minimizes waste and duplication in the organization.

19. Which of the following statements about the product/market matrix is incorrect?

(A) It belongs to the overall company strategy.

(B) New markets with existing products fall under the market development strategy.

(C) It can be divided into market penetration and product development strategies.

(D) It can be divided into intensive growth and diversification strategies.

20. Which description below expresses the idea of increasing the number of tasks assigned to each employee while reducing monotony and dissatisfaction with their work?

    (A) Job rotation

    (B) Job enlargement

    (C) Job enrichment

    (D) Job Complexity

B.　Short Answers (40%):

1. Based on your understanding of organizational theory, discuss whether live-streaming influencers and their followers constitute a unique form of organization and provide your perspective. **(8%)**

2. Regarding the impact of computer technology on managerial decision-making, please discuss how it might alter the roles and capabilities of managers in rational decision-making, as well as the potential changes it may bring to the overall organizational decision-making process. Please provide at least one specific example to support your points. **(10%)**

3. Using McKinsey's 7-S framework, analyze the potential impact of corporate merger strategies on the other six S's of the organization (Shared Values, Strategy, Structure, Systems, Skills, Staff, Style). Provide specific analysis and comments for each S. **(12%)**

4. In the scenario where organizations invest substantial resources in employee training but often find that the results are merely superficial, what could be the potential reasons for this? Additionally, propose specific strategies or methods you believe could improve these issues. **(10%)**