

元智大學 102 學年度研究所 碩士班 招生試題卷

系(所)別: 管理學院經營管理碩士班 組別: 企業管理與服務科學碩士學程 科目: 管理學 用紙第 1 頁共 6 頁

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True / False Questions (2 Points Each)

1. The design of systems that produce the goods or services is a tactical planning issue.
2. Plotting the results of sample inspections on the control chart is a means to identify any abnormal trends in quality.
3. In general, there is an indirect relationship between the scope of a decision and the level of management responsible for making it.
4. Division of labor is the assignment of various portions of a particular task among a number of organization members.
5. A test is valid if the test results can be reproduced time after time.

Multiple Choice Questions (3 Points Each)

1. Which of the following observations concerning long-range planning is true?
 - a) It is possible only at the top levels of the organization.
 - b) It is usually done for a period of one year.
 - c) It is carried out primarily at the top levels.
 - d) It is similar across industries.
2. Which of the following observations concerning MBO is incorrect?
 - a) It is a philosophy based on converting personal objectives into organizational objectives.
 - b) It assumes that establishing personal objectives elicits employee commitment, which leads to improved performance.
 - c) It has also been called management by results, goals and control, work planning and review, and goals management.
 - d) It works best when the objectives of each organizational unit are derived from the objectives of the next higher unit in the organization.
3. One of the primary disadvantages of reaching decisions through consensus is:
 - a) it focuses several brains on the issue
 - b) it increases employee commitment to the decision
 - c) it involves time-consuming discussions
 - d) it has no disadvantages
4. The group decision-making process that offers the advantage of collecting input from members who are geographically separated is:
 - a) groupthink
 - b) brainstorming
 - c) the Delphi technique
 - d) the Nominal Group technique

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5. _____ decisions relate to ensuring that specific organizational tasks are carried out effectively and efficiently.
 - a) Strategic planning
 - b) Operational control
 - c) Strategic control
 - d) Tactical control
6. Which of the following factors would be a factor that would tend to increase the span of management?
 - a) Subordinates have similar functions
 - b) Subordinates are physically distant
 - c) Subordinates have complex tasks
 - d) Work of subordinates need much coordination
7. The right to perform or command is:
 - a) responsibility
 - b) authority
 - c) delegation
 - d) accountability
8. Which of the following is NOT a guideline for making delegation effective?
 - a) Give employees freedom to pursue tasks in their own way
 - b) Refrain from entrusting employees with whole projects or tasks
 - c) Give employees authority necessary to accomplish tasks
 - d) When possible, delegate tasks on the basis of employee interests
9. Hiring employees from the competition has the tendency to reduce the:
 - a) selection costs
 - b) training costs
 - c) amount of time required for the process
 - d) performance appraisal costs
10. The central theme of leadership is:
 - a) producing quality products
 - b) getting things accomplished through people
 - c) the rational assessment of a situation
 - d) giving orders
11. Candice uses praise, letters of support, and pats on the back as ways of influencing her subordinate's behaviors. All of these actions are highly valued by the work group. This is an example of
 - a) coercive power.
 - b) legitimate power.
 - c) reward power.
 - d) referent power.
12. _____ has the greatest impact, according to Herzberg, on job satisfaction.
 - a) Hygiene factors

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- b) Reinforcers
 - c) Motivators
 - d) All of these
13. In goal-setting theory, which term refers to the need to get information to people about how well they are doing in progressing toward goal achievement?
- a) goal specificity
 - b) goal difficulty
 - c) goal acceptance
 - d) feedback
14. Which of the following is based on the relationships between effort, performance, and outcomes?
- a) Equity theory
 - b) Expectancy theory
 - c) Reinforcement theory
 - d) Two-factor theory
15. The golden rule "do unto others as they would do unto you" is
- a) an example of the utilitarian approach to ethical behavior.
 - b) representative of the moral-justice approach to moral decision making.
 - c) an example of the values that guide the individualism approach to ethical behavior.
 - d) an example of the justice approach to ethical behavior.
16. Which of these refers to procedural justice?
- a) The concept that different treatment of people should not be based on arbitrary characteristics
 - b) The concept that rules should be clearly stated and consistently and impartially enforced
 - c) The concept that individuals should be compensated for the cost of their injuries by the party responsible
 - d) None of these
17. _____ is economic development that generates wealth and meets the needs of their current generation while focusing on future generations.
- a) Ethical management
 - b) Activist strategy
 - c) Sustainability
 - d) Future management
18. Just after the September 11 terrorist attacks, the airline industry nosedived. At the time Boeing Commercial Airplane CEO Alan R. Mulally was faced with declining orders for aircraft, and a competitor that overtook Boeing as the number one jet builder in the world. Mulally took on these challenges by incorporating new technology into the efficient Dreamliner jet, and launching a new version of the Jumbo Jet, resulting in a quadrupling of orders for the company. Rather than solely cut costs and be content with fewer airplane orders, Mulally came at the

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- problem from a new direction. One strength that Mulally exhibited in this example was his:
- motivation to exercise his power.
 - personal desire to be different.
 - conceptual skill.
 - enacted values.
19. Sara McQueen, a frontline manager of Maniac TV began her career writing stories for Teen Love magazine. Today she sends Blackberry messages to her staff well into the night and has, according to those in the know, declared a complete reworking of her team's assignment to better conform with the goals of the division. One of the things McQueen does well is to network with her team and her supervisor. She understands each team member's abilities and how they can contribute to the organization. She has also gotten to know her boss and the expectations she has of Sara and her team. Furthermore, she knows just who to go in the organization to help her solve problems and attain her goals. Given these facts, McQueen is likely a successful manager because:
- she is a workaholic.
 - she can accomplish many things at once.
 - she has set an agenda for the team and engages in network building in the company.
 - she is still a wonderful writer.
20. Protectionist countertrends to globalization include:
- the argument that international trade destroys jobs.
 - the idea that international trade promotes economic growth and raises living standards.
 - the suggestion that open foreign markets help the American economy.
 - lower barriers to cross-border trade in agriculture.
21. Southwest Airlines is the only U.S. airline that has been profitable over its entire lifetime. It is considered a low-cost airline with the ability to turn its planes at the gate faster than any other airline. This keeps its planes flying longer and at a lower cost per seat mile than other airlines. This is one of many processes Southwest uses to keep its costs low that is difficult for other airlines to replicate. One of the reasons suggested by this example that Southwest has superior performance is because it has:
- legacy constraints.
 - barriers to imitation.
 - economies of scope.
 - all of the above
22. Ken Olsen was the brilliant entrepreneur who founded Digital Equipment Corporation (DEC), one of the dominant computer companies of the 1970s and 1980s. The success of DEC was based on minicomputers, which were smaller than mainframe computers but far more powerful than the personal computers of the day. For all of his brilliance, Olson and his management team at DEC failed to see the threat posed by the rise of the personal computer. Based on the above information, the primary reason for this was:

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- a) the organization's culture.
- b) the internal political constraints with which Olson had to deal.
- c) it fell outside of Olson's cognitive schema.
- d) external institutional constraints got in the way.

23. Magdalene owns a small specialty candy factory. It is laid out on one floor using the latest in manufacturing design techniques. However each employee's work is very repetitive. For example, one employee might be in charge of adding a small piece of decorated sugar to each piece of chocolate for eight hours each day. Because the factory manager's office overlooks the factory floor, each employee is quite visible. In this way the manager can tell if an employee needs help. Further, the employee that works on the line has the power to shut down the factory line if he or she spots a problem. Based on this information it is likely that Magdalene's organization is:

- a) tall.
- b) flat.
- c) wide.
- d) narrow.

Scenario Questions (3 Points Each)

Larry Slaton is an executive with InfoTech Productions. This morning, Larry has been attending a top management meeting exploring the potential value of using a new computer system at InfoTech. The executive team has reached a consensus opinion that the new system should be able to increase the effectiveness and the efficiency of operations and services. Larry has been assigned to work directly with computer system vendors and to develop the best system for InfoTech.

24. As Larry has reviewed the development of computer technology, he recognizes that, of the following, the most complex hardware/software combination is

- a) a Transaction Processing System.
- b) an Executive Information System.
- c) an Office Automation System.
- d) a Production Information System.

25. Larry is negotiating with a computer software firm to develop an interactive CBIS that facilitates group communication and decision making. This software is normally classified as

- a) artificial intelligence.
- b) a collaborative work system.
- c) an electronic data exchange.
- d) none of these.

Short Answer Question (5 Points Each; Please answer in either English or Chinese)

1. The eighteen percent preferential interest rate, being part of the pension plan for the civil servants, became an important issue during the 2012 presidential campaign in Taiwan. To the best interests of Ma's campaign, the Ma's camp

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could have performed which kind of control in terms of the timing a control process takes place? Why?

Essay Question (10 Points Each; Please answer in either English or Chinese)

1. Apple Inc. announced that they were going to bring some of their manufacturing activities back to the United States. On the other side of the globe, Lativ, a Taiwanese clothing brand, became successful by heavily marking their products being made-in-Taiwan. What are the shared environmental factors contributed to decisions? Why?

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