

# 國立中山大學 106 學年度碩士暨碩士專班招生考試試題

科目名稱：管理學【企管系企管甲班碩士班甲組選考、乙組選考、丙組選考】 題號：441004

※本科目依簡章規定「不可以」使用計算機(混合題)

共 4 頁第 1 頁

※請勿於試題紙上作答

一、單選題，每題 2.5 分，不倒扣，合計 50 分

1. In general, a firm is more aware of competitors who have similar resources and who:  
A) have low market dependence  
B) compete against the firm in multiple markets  
C) are late movers  
D) have low market commonality  
E) are relatively small
2. Nunya is a computer software company that employs highly intelligent, but somewhat unusual people. The regular distribution of lollipops, toys, or treats every Friday is an example of a \_\_\_\_\_ that helps reinforce Nunya's culture.  
A) story  
B) ritual  
C) material symbol  
D) symbolism  
E) tool
3. The structure that creates dual lines of authority is the \_\_\_\_\_.  
A) team structure  
B) bureaucracy  
C) matrix structure  
D) virtual organization  
E) simple structure
4. All of the following are considered generic business-level strategies EXCEPT:  
A) differentiation  
B) vertical integration  
C) cost leadership  
D) focus  
E) integrated cost leadership/differentiation
5. According to Lewin, the stage of the change process where the new change is made permanent is \_\_\_\_\_.  
A) changing  
B) unfreezing  
C) refreezing  
D) movement  
E) equilibrium
6. Which one of the following frameworks/models is most suitable to analyze a firm's macro/general environment:  
A) Michael Porter's Five Forces Model  
B) Ansoff's Growth Matrix  
C) PEST (or PESTLE/PESTIN) Framework  
D) BCG Model  
E) TAM Model

# 國立中山大學 106 學年度碩士暨碩士專班招生考試試題

科目名稱：管理學【企管系企管甲班碩士班甲組選考、乙組選考、丙組選考】 題號：441004

※本科目依簡章規定「不可以」使用計算機(混合題)

共 4 頁第 2 頁

7. The degree to which an individual believes that performing at a particular level will obtain a desired outcome is defined by expectancy theory as what kind of relationship.
  - A) effort-performance
  - B) performance-reward
  - C) reward-personal goal
  - D) effort-satisfaction
  - E) agent-actor
8. The concept "success breeds success" captures the essence of:
  - A) social facilitation
  - B) goal congruence
  - C) social loafing
  - D) team efficacy
  - E) self-serving bias
9. Any incompatibility between two or more attitudes or between behavior and attitudes results in \_\_\_\_\_.
  - A) organizational dissonance
  - B) cognitive dissonance
  - C) attitudinal clarification
  - D) values clarification
  - E) affective reactance
10. What is generally the result of groupthink?
  - A) higher-quality decisions
  - B) more risky decisions
  - C) less critical analyses
  - D) unpopular decisions
  - E) social reification
11. Because leading is one of the four basic managerial functions in organizations, \_\_\_\_\_ leaders.
  - A) all managers are
  - B) some managers are
  - C) all managers are not
  - D) managers should be
  - E) some managers should be
12. Which of the following factors has contributed most to the current view that management is more unethical today than before?
  - A) increasing publicity
  - B) increasing government standards
  - C) decreasing employee morale
  - D) decentralizing organizational structure
  - E) changes in shareholder expectations
13. Organization development can be viewed as an attempt to change an organization's \_\_\_\_\_.
  - A) structure
  - B) financial goals
  - C) culture
  - D) market share
  - E) reputation

# 國立中山大學 106 學年度碩士暨碩士專班招生考試試題

科目名稱：管理學【企管系企管甲班碩士班甲組選考、乙組選考、丙組選考】 題號：441004

※本科目依簡章規定「不可以」使用計算機(混合題)

共 4 頁第 3 頁

14. Which is the primary reason for why managers often travel long distances to have a face-to-face meeting with someone?
- A) It shows respect and politeness.
  - B) It is a company's ritual.
  - C) Other forms of communication have security concerns.
  - D) It communicates a sense of power, rank, and mobility.
  - E) Most communication is done through body language.
15. \_\_\_\_\_ management oversees the transformation process that converts resources such as labor and raw materials into finished goods and services.
- A) Control
  - B) Operations
  - C) Technology
  - D) Planning
  - E) Systems
16. Which of the following contributed most to many companies becoming highly leveraged in the lead-up to the economic downturn in 2008?
- A) low financial returns
  - B) high interest rates
  - C) low interest rates
  - D) limited liquidity
  - E) no liquidity
17. Which of the following is the best example of a company being socially responsive?
- A) meeting hazardous materials standards
  - B) giving Christmas bonuses to worthy employees
  - C) displaying "think green" posters
  - D) building a community day-care center
  - E) offering coupons to loyal customers
18. A retail clothing store manager who estimates how much to order for the current spring season based on last spring's outcomes is operating under what kind of decision-making condition?
- A) seasonal
  - B) risk
  - C) uncertainty
  - D) certainty
  - E) factual
19. Planning gives organizations direction that primarily helps them \_\_\_\_\_.
- A) improve financial performance
  - B) improve their image in the business community
  - C) improve morale of middle managers
  - D) improve morale of all employees
  - E) improve teamwork and coordinate activities
20. All of the following are characteristics of a highly formalized organization EXCEPT \_\_\_\_\_.
- A) explicit job descriptions
  - B) little discretion for employees
  - C) minimum number of rules
  - D) a standardized way of doing things
  - E) centralized decision-making processes

# 國立中山大學 106 學年度碩士暨碩士專班招生考試試題

科目名稱：管理學【企管系企管甲班碩士班甲組選考、乙組選考、丙組選考】 題號：441004

※本科目依簡章規定「不可以」使用計算機(混合題)

共 4 頁 第 4 頁

## 二、簡答題，不倒扣，合計 25 分

請以中文扼要但精準地回答下列問題：

1. Please briefly explain the five-stage group development model. (10%)
2. Please briefly discuss the Job Characteristics Model. (10%)
3. 自2017年1月1日開始，《勞動基準法》的“一例一休”新制正式施行。請扼要說明：(1) 何謂“一例一休”制度？(3%) (2) 這個新制度與舊制度的主要不同點在哪裡？(2%)

## 三、個案分析題，不倒扣，合計 25 分

請在讀完以下個案後，以中文回答下列問題：

1. Please clearly (a) explain the differences among ethnocentric, polycentric, and geocentric orientations in cross-cultural settings (9%); (b) identify which cultural orientation was adopted by the American hosts (1%) and (c) provide evidence illustrated in the case to support your answer (3%).
2. Why were the American hosts surprised by the behavior of the Taiwanese? (3%) How do you think the Americans expected the Taiwanese to behave? (3%)
3. Why do you think the Taiwanese behaved the way they did? (6%)

### *Case title: Pull Out All the Stops*

A U.S. packaging company wished to extend its activities in the area of convenience foods. It has pinpointed one particular area where it could supply pizza boxes to half a dozen chains of pizza restaurants which operated home delivery services. These chains relied on local suppliers for their pizza boxes and were unhappy with the products supplied, the irregular delivery and, above all, the cost.

Through intensive online research and consultation with the commercial section of the embassy of the Republic of China (Taiwan), the Americans had managed to find a packaging manufacturer near Kaohsiung that could provide pizza boxes at a very reasonable price in line with the specifications and quantities required and deliver them within the deadlines set.

Negotiations by email and phone had taken place and a deal seemed imminent. Before contracts could be signed, however, it was agreed that both the Taiwanese and American partners should visit each other's headquarters and meet face-to-face to establish complete confidence in their cooperation and to settle final details. The Taiwanese were to visit U.S. and the Americans were to fly to Taiwan two weeks later.

The American company decided to pull out all the stops to give their visitors a reception they would never forget. They arranged an elaborate welcome ceremony in a five-star hotel, to be followed by an authentic Taiwanese dinner. Considerable attention was paid to all the details involved, some of the ingredients for the meal had even been specially imported from Taiwan for the occasion.

Eventually the big day came and the Taiwanese guests were whisked by limousine to the hotel where they were greeted by the American company's president and management team. Despite the lavish words of praise from the Americans in front of the hundred guests presented, and the bonhomie everyone tried to engender, the Taiwanese remained reserved and very formal in their behavior.

During the meal the Taiwanese did not seem to appreciate the effort put into the food they were served. Moreover, they said very little and the attempts by the Americans to keep the social conversation going eventually ended in silence on both sides. Despite being promised an exotic Taiwanese floor-show after the dinner, the delegation made their excuses (they were tired after their journey) and quietly retired to their rooms. The Americans were surprised and disappointed. What had gone wrong?