

國立中山大學 114 學年度 碩士班考試入學招生考試試題

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】

—作答注意事項—

考試時間：100 分鐘

- 考試開始鈴響前不得翻閱試題，並不得書寫、劃記、作答。請先檢查答案卷（卡）之應考證號碼、桌角號碼、應試科目是否正確，如有不同立即請監試人員處理。
- 答案卷限用藍、黑色筆(含鉛筆)書寫、繪圖或標示，可攜帶橡皮擦、無色透明無文字墊板、尺規、修正液（帶）、手錶(未附計算器者)。每人每節限使用一份答案卷，請衡酌作答。
- 答案卡請以 2B 鉛筆劃記，不可使用修正液（帶）塗改，未使用 2B 鉛筆、劃記太輕或污損致光學閱讀機無法辨識答案者，後果由考生自負。
- 答案卷（卡）應保持清潔完整，不得折疊、破壞或塗改應考證號碼及條碼，亦不得書寫考生姓名、應考證號碼或與答案無關之任何文字或符號。
- 可否使用計算機請依試題資訊內標註為準，如「可以」使用，廠牌、功能不拘，唯不得攜帶書籍、紙張（應考證不得做計算紙書寫）、具有通訊、記憶、傳輸或收發等功能之相關電子產品或其他有礙試場安寧、考試公平之各類器材入場。
- 試題及答案卷（卡）請務必繳回，未繳回者該科成績以零分計算。
- 試題採雙面列印，考生應注意試題頁數確實作答。
- 違規者依本校招生考試試場規則及違規處理辦法處理。

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Section A. MULTIPLE CHOICE. Choose the one alternative that best completes the statement or answers the question. 2.5% each, 70% in total.

1. Maria, a store manager at a retail company, is tasked with launching a new eco-friendly product line. To ensure the launch is successful, Maria assigns specific responsibilities to her team: the sales team prepares the store layout and product displays, the marketing team collaborates with an advertising agency on social media promotions, and the operations team manages inventory delivery and staff training. Maria also schedules regular meetings to coordinate efforts across the teams.

Maria is primarily engaged in:

- A) Planning
- B) Organizing
- C) Leading
- D) Controlling

2. A new team leader struggles to balance their responsibilities. They feel pressure to enforce company policies while simultaneously supporting their team's need for flexibility. This tension arises because of conflicting expectations associated with their role.

Which concept from role theory best explains this situation?

- A) Role ambiguity
- B) Role conflict
- C) Role overload
- D) Role identification

3. A company has recently experienced tension among employees due to misunderstandings related to cultural differences. Management wants to address these issues and foster a more inclusive workplace. Which of the following strategies is likely to be most effective in addressing diversity-related challenges?

- A) Implementing mandatory diversity training sessions to increase awareness and understanding of cultural differences.
- B) Avoiding discussions about diversity to prevent further misunderstandings or conflicts.
- C) Promoting employees solely based on seniority to ensure fairness, regardless of individual contributions or skills.
- D) Establishing a strict code of conduct that prohibits discussions about personal beliefs or cultural backgrounds.

4. Which of the following statements is true about different types of organizational structures?

- A) A functional structure organizes employees by their specialized skills or job functions, such as marketing, finance, or operations.
- B) A divisional structure simplifies decision-making by eliminating the need for regional or product-specific departments.
- C) A matrix structure combines elements of functional and divisional structures, often leading to dual reporting relationships.
- D) A centralized structure delegates decision-making authority to lower levels of management to enhance flexibility.

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5. Which of the following statements best describes the similarities and differences between surface-level diversity and deep-level diversity?

A) Surface-level diversity and deep-level diversity are both immediately observable traits, but surface-level diversity includes values and beliefs, while deep-level diversity includes physical characteristics.
B) Both types of diversity contribute to team dynamics, but surface-level diversity relates to visible characteristics, while deep-level diversity encompasses less visible traits like values and personality.
C) Surface-level diversity has a stronger impact on initial impressions, whereas deep-level diversity has little effect on team interactions over time.
D) Both types of diversity include values and personality traits, but surface-level diversity is more critical in long-term team collaboration.

6. An employee begins to feel demotivated after noticing that a coworker who puts in less effort receives the same salary and recognition. The employee perceives this as unfair and reduces their work output in response.

Which motivational theory best explains the employee's behavior?

A) Reinforcement
B) Expectancy
C) Equity
D) Two-factor

7. A manager observes that an employee consistently misses deadlines and assumes it's because the employee is lazy, without considering external factors like workload or resource constraints. Which concept best explains the manager's conclusion?

A) Perception
B) Behavior
C) Attribution
D) Stereotype

8. A department manager in a growing tech company is known for their leadership style. In a recent project:

- The manager provided clear guidelines, detailed task lists, and specific performance expectations for each team member.
- Rewards were tied to achieving milestones, and penalties were applied for missing deadlines.
- The manager did not emphasize long-term vision or personal growth but focused on meeting immediate project goals efficiently.

Which leadership style best describes this manager?

A) Transactional leadership
B) Transformational leadership
C) Laissez-faire leadership
D) Servant leadership

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9. A rapidly growing technology company operates across multiple regions and is struggling to balance consistency in its branding and overall strategy with the need for flexibility to meet local market demands. The company seeks a structure that enables cross-functional collaboration while ensuring strategic alignment and adaptability to changing market conditions.

Which organizational structure would best address the company's needs, and why?

- A) Functional structure, because it emphasizes specialization and efficient resource allocation across all regions.
- B) Divisional structure based on geography, because it provides regional autonomy to focus on local market demands.
- C) Matrix structure, because it enables collaboration across functions and geographies while maintaining alignment with the company's strategy.
- D) Centralized structure, because it ensures consistent branding and top-level decision-making across all regions.

10. A project team in a marketing firm is tasked with designing a new advertising campaign. During team meetings:

- Each member is assigned specific responsibilities, such as content creation, graphic design, and market research.
- Unspoken expectations arise, such as everyone arriving on time and respecting others' ideas.
- Over time, some team members contribute less, assuming their efforts won't be noticed in the group setting.
- Additionally, the team avoids challenging each other's ideas to maintain harmony, leading to suboptimal decisions.

Which of the following concepts is best illustrated by the team's tendency to avoid challenging ideas for the sake of harmony?

- A) Group roles
- B) Group norms
- C) Groupthink
- D) Social loafing

11. A project team is experiencing disagreements. Each team member has a different perspective on how to handle the situation. Which of the following best illustrates process conflict?

- A) Two team members argue about the project's goals, as they have differing opinions on what the team should prioritize.
- B) A team member feels that the project timeline is unrealistic and disagrees with how tasks are assigned and scheduled.
- C) Two team members have a personal clash due to differences in communication style and personality, leading to frequent arguments.
- D) A team member disagrees with the decision to pursue an innovative solution, preferring a safer, more established approach.

12. An HR manager is tasked with hiring a new employee for a vacant position. The manager reviews resumes submitted only during the first week after the job posting. They then conduct interviews with the top five candidates who meet the basic qualifications. Finally, the manager selects the candidate

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who seems the best fit based on their qualifications and interview performance, without conducting exhaustive research or considering all potential applicants.

This scenario demonstrates the HR manager is:

- A) Using perfect rationality
- B) Using bounded rationality
- C) Using intuition
- D) Satisficing

13. A manager is conducting performance evaluations for their team. One team member, Sarah, is consistently punctual and friendly during meetings. Based on these positive traits, the manager assumes Sarah is also highly productive and efficient in her tasks, despite limited evidence or data to confirm this. As a result, Sarah receives a higher performance rating than her actual work outcomes justify.

Which concept best explains the manager's behavior?

- A) Stereotyping
- B) Selective perception
- C) The halo effect
- D) Assumed similarity

14. What are the three main types of competitive strategies?

- A) Cost leadership, differentiation, and focus
- B) Growth, stability, and renewal
- C) Stability, focus, and diversification
- D) Cost leadership, renewal, and growth

15. A team leader wants to gain support for a new project proposal. To do so, they:

- Present logical arguments and data to demonstrate the project's feasibility and benefits.
- Seek input and involvement from key team members during the planning phase to create a sense of ownership.
- Build personal connections with influential colleagues to garner their support.

Which of the following influencing tactics are being used by the team leader?

- A) Rational persuasion, consultation, and personal appeal
- B) Inspirational appeal, ingratiation, and coalition building
- C) Consultation, exchange, and pressure
- D) Legitimacy, coalition building, and inspirational appeal

16. During a project meeting, a manager gives vague instructions about a task deadline, assuming the team understands the timeline. Later, the team misses the deadline, causing delays in the project. Team members reveal that they were unclear about the expectations but didn't seek clarification because the manager seemed unapproachable.

Which of the following best explains why communication went wrong in this scenario?

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- A) Noise in the communication channel disrupted the message.
B) Lack of active listening by the team members.
C) The team used selective perception to interpret the message.
D) Ineffective encoding of the message by the manager.
17. A climate activist primarily seeks out and values studies that support the idea that renewable energy is the only solution to climate change, while disregarding research that highlights the effectiveness of other approaches, such as carbon capture. This behavior demonstrates _____ bias.
- A) Framing
B) Selective perception
C) Confirmation
D) Representation
18. EcoBuild Materials, a sustainable construction supplies company, notices an increasing demand for eco-friendly building materials in urban areas. The company plans to introduce a new line of biodegradable insulation products to cater to this demand. EcoBuild would consider this to be a(n) _____.
- A) Resource
B) Capability
C) Competitive advantage
D) Opportunity
19. Burger Delight, a global fast-food chain, adapts its menu in India to include vegetarian options to cater to local dietary preferences. The Indian operations are managed by local executives who make independent decisions tailored to the Indian market, with minimal oversight from the global headquarters. This approach reflects the company operating as a _____.
- A) Ethnocentric company
B) Polycentric organization
C) Borderless organization
D) Global company
20. A manufacturing company is evaluating its operations. Last month, the company produced 1,000 units of a product using fewer resources than anticipated, saving on both time and costs. This achievement best reflects an improvement in:
- A) Productivity
B) Effectiveness
C) Efficiency
D) Yield
21. The Human Resources department of a company is seeking to transform its confrontational culture into a learning culture. To achieve this, they plan to implement changes such as redesigning onboarding processes to encourage knowledge sharing, creating new rituals and symbols that emphasize collaboration, and modifying the reward system to prioritize continuous learning. Additionally, they aim to break down existing subcultures resistant to change through job rotation and foster trust through employee participation.

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Which of the following actions would be **least effective** in fostering a learning culture?

- A) Encouraging employees to adapt to the new values by reshaping socialization processes.
- B) Promoting employees who consistently achieve individual performance goals, regardless of teamwork.
- C) Developing new rituals and symbols to reinforce collaboration.
- D) Building consensus and trust by involving employees in decision-making.

22. Which technique for reducing resistance to change is time-consuming and may result in a suboptimal solution due to the involvement of multiple perspectives and potential compromises?

- A) Participation
- B) Negotiation
- C) Facilitation and support
- D) Coercion

23. A company is looking to streamline its hiring process by clearly identifying the tasks, duties, and responsibilities of each position, as well as the qualifications and skills required for successful job performance. To achieve this, the company should conduct a:

- A) Job analysis
- B) Performance appraisal
- C) Job evaluation
- D) Workforce planning

24. During a performance review cycle, employees notice that some of their colleagues receive promotions without clear justification or transparency in the evaluation process. As a result, several employees feel demotivated and express dissatisfaction with management.

Which aspect of justice theory best explains the employees' reaction?

- A) Distributive justice
- B) Procedural justice
- C) Interactional justice
- D) Restorative justice

25. Alex, a sales manager at a manufacturing company, faces a moral dilemma when an anonymous source offers confidential pricing data from a competitor in exchange for payment. Accepting the offer would violate company policies and could be illegal.

If Alex is operating at the **conventional level of moral development**, which of the following statements best reflects their reasoning?

- A) Alex rejects the offer and reports the situation to superiors and authorities, prioritizing integrity and fairness over immediate company benefits.
- B) Alex refuses the offer, believing that adhering to company policies and maintaining their reputation as an ethical manager outweighs the potential advantages of using the data.
- C) Alex purchases the data, justifying the decision as necessary for the company's survival and protecting employees' jobs despite the risks.

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D) Alex declines to pay for the data out of fear of being caught and punished by the company or the law.

26. A technology company is experiencing a surge in demand for software developers due to the rapid growth of its business. However, the local labor market has a limited number of qualified candidates, driving up wages and increasing competition among employers.

Which of the following best explains this situation in terms of labor supply and demand?

- A) The supply of software developers is perfectly elastic, allowing companies to hire at fixed wages.
B) There is an excess supply of software developers, leading to higher wages.
C) The demand for software developers is perfectly inelastic, meaning wages do not affect hiring decisions.
D) There is a shortage of software developers, causing wages to increase as companies compete for talent.
27. An employee is asked to falsify financial records but refuses, citing their commitment to adhering to company rules and maintaining the trust of their colleagues. Their decision is primarily influenced by the expectation to follow organizational norms and avoid disappointing others.
- This employee's reasoning aligns with which stage of moral development?
- A) Preconventional stage
B) Conventional stage
C) Principled stage
D) Unconventional stage
28. Years ago, online learning was considered inferior to traditional in-person education. Today, advancements in technology and changing student needs have led to the widespread acceptance of online education platforms. These platforms have taken advantage of changes in _____.
- A) technology
B) perception
C) market structure
D) demographics

Section B. SHORT ESSAY. Write up your answers in English or in Chinese. 30% in total.

Below is an excerpt from the introduction of a journal article, "*Feeling in Control: Optimal Busyness and the Temporality of Organizational Controls*" (Lupu & Rokka, 2022; p.1396-1397):

Previous literature has noted how firms extract workers' commitment to long hours by using intricate systems of visible and invisible controls (Kunda 1992, Barker 1993, Alvesson and Willmott 2002, Robertson and Swan 2003, Michel 2011, Mazmanian et al. 2013), which are imposed on or internalized by the professionals. These studies implicitly suggest that controls can foster "time famine," a temporal experience of having too much to do and not enough time to do it (Perlow 1999). They can also alter professionals' perception of temporality by, for instance, creating experiences of absorption and excitement, which cause people to indefinitely postpone taking action to address the negative consequences of overwork on their private lives (Hochschild 1997, Karreman and Alvesson 2009, Michel 2011). This has led to widespread overwork and

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heightened levels of work-life conflict (Schor 1991, Hochschild 1997, Perlow 1998, Bunting 2005, Bailyn 2006, Schieman et al. 2006, Kreiner et al. 2009, Wajcman 2015), which have been shown to have high mental and physical health costs (Meyerson 1994, Schieman et al. 2006).

In the Harvard Business Review article, “Beware a Culture of Busyness” (Waytz, 2023), the author points out that busyness is often viewed as a status symbol in organizations. Busy people are considered important and impressive, and employees are rewarded for showing how “hard” they are working. However, such thinking is misguided.

1. (6%) Using the information provided, explain why busyness is considered a misguided status symbol in organizations.
2. (9%) Schein’s model of organizational culture highlights three components: artifacts, espoused values, and basic assumptions. Please define these three components.
3. (15%) If a manager were to address the culture of busyness using Schein’s model of organizational culture, what specific changes would you propose?
For each of the three components—artifacts, espoused values, and basic assumptions:
 - Identify one current problem in the culture of busyness related to that component.
 - Propose two actionable changes to address the identified problem and align the organization with a healthier, more productive culture.
 - Ensure your proposed changes are specific and practical, with a clear explanation of how they address the problem.

References:

1. Lupu, I., & Rokka, J. (2022). “Feeling in Control”: Optimal Busyness and the Temporality of Organizational Controls. *Organizational Science*, 33(4), 1396–1422.
<https://doi.org/10.1287/orsc.2021.1486>
2. Waytz, A. (2023). Beware a Culture of Busyness. (Cover story). *Harvard Business Review*, 101(2), 58–67.