

題號： 280

國立臺灣大學 114 學年度碩士班招生考試試題

科目： 管理學(A)

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第一部分 選擇題 請用 2B 鉛筆作答於答案卡，並先詳閱答案卡上之「畫記說明」。
共25題，一題兩分。請選取最合適的答案，並清楚標示於答案卡上。

1. While _____ decisions will generally need to be processed via the _____ system in our brains in order for us to reach a good decision, with _____ decisions, heuristics can allow decision-makers to switch to the quick, _____ system.
A. Nonprogrammed; reflective; programmed; reactive
B. Nonprogrammed; reactive; programmed; reflective
C. Nonprogrammed; reactive; programmed; reactive
D. Programmed; reflective; nonprogrammed; reflective
E. None of the above
2. According to Mintzberg, which of the following are decisional roles?
A. Leader, liaison, and figurehead.
B. Negotiator, disseminator, and liaison.
C. Disturbance handler, leader, and spokesperson.
D. Entrepreneur, disturbance handler, and negotiator.
E. Disseminator, monitor, and spokesperson.
3. Which of the following describes long-range planning activity?
A. Amber, occupying an executive position at ABC Manufacturing, is frequently involved in strategic planning and development.
B. As a production manager, Brad evaluates and takes corrective action concerning the allocation and use of human, financial, and material resources at ABC Systems, Inc.
C. Cathy, a marketing manager at ABC Tools, continually watches for changes in the business environment and monitors business indicators such as economic indicators and business cycles.
D. As the consumer division head of ABC Systems, Dave continually oversees the work of his subordinates.
E. As a manager at ABC Rides, Emma's primary responsibility is to bring together the work of others both inside and outside her work unit.
4. Which of the following is **NOT** true of the specialization of labor?
A. Specialization drastically reduced the cost of goods.
B. Specialization drastically reduced the need for training.
C. Instead of learning every aspect of a task, workers needed to learn one portion of it.
D. The need to coordinate all these different tasks required a greater emphasis on management.
E. The span of control became very narrow with specialization.
5. All of the following are characteristics of an organic organizational structure **EXCEPT**:
A. Flexible; few rules
B. Two-way communication
C. Participatory decision-making
D. Wide span of control
E. Specialized tasks

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6. Which of the following is **NOT** an advantage of a divisional structure?
- A. Each specialty area can be more focused on the business segment and budget that it manages
 - B. Everyone can more easily know their responsibilities and accountability expectations
 - C. Customer contact and service can be quicker
 - D. Coordination within a divisional grouping is easier
 - E. Cost savings, greater access to a diverse labor force not encumbered by 8-hour workdays, and less harmful effects on the environment.
7. The WTO (World Trade Organization)'s most important functions are all of these **EXCEPT**:
- A. providing the mechanism for countries to negotiate trade agreements
 - B. monitoring trade agreements.
 - C. financing the infrastructure development projects in less developed countries.
 - D. providing the means to handle trade disputes.
 - E. providing training to less-developed countries to implement agreements.
8. According to Hofstede, which of the following is a managerial implication of high uncertainty avoidance?
- A. Preference for smaller organizations
 - B. Superiors optimistic about subordinate ambition and leadership abilities
 - C. Rational championing
 - D. Transformational leaders preferred
 - E. Weak loyalty to companies
9. The difference between small business owners and entrepreneurs is that small business owners:
- A. are innovators
 - B. started the business to pursue their idea for a new product or service
 - C. are risk takers
 - D. accept the status quo and take a short-term view of the future
 - E. are accurately described by all of the above
10. Mark had quit his job and was looking to start a small business so he could be his own boss. When he read that people spend up to fifteen minutes every day staring at a bathroom stall door, he decided he would find advertisers who wanted to pay to have their advertising messages on bathroom stall doors. Since he has his idea, Mark's next step is to:
- A. determine if he has the right personality to run a business
 - B. choose a form of business organization
 - C. create a name for his business
 - D. get financing for his new business
 - E. create prototype ads
11. _____ is a tool that reminds managers to look at several distinct categories in the macro environment.
- A. SWOT
 - B. SMART framework
 - C. Value chain
 - D. VRIO
 - E. PESTEL

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12. In the retail industry, ABC Retail tries to add value to its products and services to attract customers who are willing to pay higher prices. ABC Retail can be described as utilizing which of the following strategies?
- A. Global strategy
 - B. Regional strategy
 - C. Local strategy
 - D. Differentiation strategy
 - E. Cost-leadership strategy
13. A firm's decisions on how to serve customers and compete against rivals is called _____.
- A. substitutes
 - B. strategic groups
 - C. strategic positioning
 - D. its weaknesses
 - E. competitive advantage
14. Which of the following is the first step of the strategic management process?
- A. Strategic analysis
 - B. Vision and Mission statements
 - C. Measure and evaluate performance
 - D. Create and choose strategies
 - E. Develop objectives
15. All of these questions are answered by the Porter's 5 Force tool **EXCEPT**:
- A. What sociocultural trends provide opportunities for my business?
 - B. Are other firms competing in the industry based on price or on differentiation?
 - C. Are new firms coming into this market?
 - D. Do buyers have attractive substitute options for my offerings?
 - E. Are suppliers available for the supplies I need?
16. All of these elements make teams function **EXCEPT**:
- A. Common commitment and purpose
 - B. Specific performance goals
 - C. Identical skills
 - D. Commitment to how the work gets done
 - E. Mutual accountability
17. At _____ stage of the organizational life cycle, it becomes appropriate to introduce mechanistic structures that support the standardization and formalization required to create effective coordination across the organization.
- A. entrepreneurship
 - B. survival and early success
 - C. sustained success
 - D. maturity
 - E. renewal

見背面

18. Which of the following argues that organizations exist as socially constructed systems in which people are constantly making sense of and enacting an organizational reality as they interact with others in a system?
- A. Top-down change
 - B. Deficit-based change
 - C. Emergent approach
 - D. Abundance-based change
 - E. Appreciative mindset
19. The skills, knowledge, and experience of an individual or group and its value to an organization refers to _____.
- A. war for talent
 - B. human capital
 - C. succession planning
 - D. 360 assessment
 - E. employee life cycle
20. Jessie is the HR manager at ABC Manufacturing. Jessie wants to establish the pay-for-performance structure at ABC. Jessie's boss tells her that if any of ABC's current human resources and compensation policies conflict with pay for performance, they should be reviewed and changed. Jessie should focus on which of the following steps in the framework to address these issues?
- A. Identify any gaps that exist in the current processes.
 - B. Define the organization's pay philosophy.
 - C. Update compensation processes with new pay-for-performance elements.
 - D. Review the financial impacts of creating pay-for-performance changes.
 - E. Communicate and train managers and employees on the pay-for-performance philosophy and process changes.
21. Achievement needs become manifest when individuals experience all of the following types of situations **EXCEPT**:
- A. when they feel that they are personally responsible for the completion of the task
 - B. where the probability of success is moderate
 - C. where there is feedback
 - D. where there are high group goals
 - E. Achievement needs become manifest when individuals experience all of these.
22. Self-Determination Theory (SDT) researchers have found that as the level of:
- A. intrinsic rewards increase, extrinsic motivation decreases
 - B. extrinsic rewards increase, intrinsic motivation decreases
 - C. extrinsic rewards increase, intrinsic motivation increases
 - D. competence, autonomy, and relatedness increase, intrinsic motivation will decrease
 - E. None of these
23. Which of these can arguably lead to a more participative structure and improve communication within the organization?
- A. Command-and-control structure
 - B. Centralization
 - C. Structural interventions
 - D. Decentralization
 - E. Vertically tall structures

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24. The most important influence on the nature of an organization's control system is:

- A. the type of goals and strategy
- B. the strategy and specific measures to be used to determine the accomplishment of goals
- C. the amount of environmental change and complexity
- D. the short-term and long-term goals
- E. All of the above.

25. Which of these answers the following two questions: 1) how will the firm make money on the product and/or services offered, and 2) how will the firm be positioned in the marketplace?

- A. Technology strategy
- B. Management of innovation
- C. Technology
- D. Strategic drift
- E. Value proposition

第二部分 問答題

此部分共兩題，一題25分，請將題號及答案清楚標示在試卷上。

1. 管理者在不同的管理情境下，需要不同的領導作為與領導風格，請闡述 Hersey 與 Blanchard 的情境領導理論(Situational leadership theory)。並舉例說明管理者在領導中小型新創高科技公司與大型成熟傳統產業，其所適用之領導風格與被領導者行為。
2. 請條列贊成與反對企業社會責任(Corporate Social Responsibility)的不同論點，並舉例說明企業在導入生成式人工智慧(如 ChatGPT)時，須特別注意到的企業社會責任的作為。

試題隨卷繳回