

國立臺北大學 115 學年度碩士班一般入學考試試題

系(所)組別：企業管理學系乙組
科目：管理學

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Section 1: Matching Questions (3% for each question)

Connect the terms/concepts with the correct definitions/descriptions.

Terms/Concepts

- A. Vision Statement
- B. Norming Stage
- C. Reliability
- D. Contingency Planning
- E. Self-managed Work Team
- F. Transformational Leadership
- G. Matrix Organization
- H. Greenhushing
- I. Leader-Member Exchange (LMX) Theory
- J. Path-Goal Theory
- K. Social Loafing
- L. Digital Transformation
- M. Disruptive Innovation
- N. Group Cohesiveness
- O. Power Distance
- P. Glocalization
- Q. First Mover Advantage
- R. Fiedler's Contingency Model
- S. 360-Degree Feedback
- T. Job Specification

Definitions/Descriptions

1. A formal summary of the aims and values of a company, organization, or individual. It defines why the entity exists.
2. A declaration of an organization's objectives, intended to guide internal decision-making. It defines what the entity hopes to become in the future.

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接背面

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3. A document listing the minimum qualifications (KSAOs) a person needs to do a job.
4. A hiring mistake where a qualified candidate is wrongly rejected by the organization.
5. Deceptively persuade the public that an organization's products, aims, and policies are environmentally friendly.
6. Relationships between groups/levels.
7. The degree to which a test or selection tool provides consistent and stable results.
8. A model where leaders change their style based on the readiness and ability of followers.
9. Theory that success depends on matching a leader's style to the right level of situational control.
10. The systematic process of determining job tasks and the human traits needed to perform them.
11. The relationship between one's self and an object/idea.
12. The tendency for individuals to put in less effort when working in a group than when alone.
13. The adaptation of global products or services to fit the specific local culture, laws, or consumer preferences of a particular market.
14. Leadership based on clarifying roles and exchanging rewards for successfully completed tasks.
15. The ability to create and explain a realistic, attractive, and credible vision of the future.
16. The group stage where close relationships form and member expectations stabilize.
17. When the desire for group harmony prevents the realistic appraisal of alternative ideas.
18. The system that outlines how certain activities are directed in order to achieve the goals of an organization. It determines how information flows between levels within the company.
19. Developing flexible long-term strategies by imagining multiple plausible future worlds to see how the organization would perform in various unknown situations.
20. Developing specific and operational actions to be executed immediately in response to a specific event or emergency.
21. The competitive edge gained by the initial significant occupant of a market segment, allowing them to establish strong brand recognition, control scarce resources, and set the industry standards before rivals arrive.
22. A specific type of innovation that typically begins by serving an overlooked, low-end market with a simpler or cheaper product, then relentlessly moves upmarket to eventually displace established competitors.

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23. A breakthrough technology that is immediately superior to all existing competitors in quality and performance, allowing it to instantly dominate the high-end market upon release.
24. The first stage of group development where members define goals and test acceptable behaviors.
25. The strategy of waiting for competitors to launch a product first, then entering the market later with a superior, cheaper version to avoid the high costs of initial research and development.
26. A written statement describing the actual duties, tasks, and working conditions of a job.
27. A group of employees who work without a manager and handle an entire work process.
28. Leaders help employees reach goals by clearing obstacles and providing support.
29. A comprehensive annual review where the manager evaluates the employee on every single aspect of their job description, covering 100% of their duties to determine their salary bonus.
30. The extent to which members are attracted to each other and motivated to stay in the group.
31. The process of standardizing products and marketing strategies across all countries to achieve economies of scale and a unified brand image worldwide.
32. A performance appraisal system where an employee receives confidential, anonymous feedback from a full circle of people who work around them, including peers, direct reports (subordinates), and managers.
33. The technical process of converting analog information into a digital format.
34. A “hands-off” style where the leader avoids responsibility and gives the group total freedom.
35. The degree to which a leader shows trust and respect for employees’ ideas and feelings.
36. Deliberately downplaying or avoiding sustainability messaging to the public.
37. The fundamental rethinking of customer experience, business models, and operations by integrating technology into every part of the organization.
38. Theory focusing on the unique relationships leaders form, creating “in-groups” and “out-groups” .
39. A structure where employees have dual reporting relationships - generally to both a functional manager and a product manager.
40. Leaders who inspire followers to go beyond their own interests for the good of the organization.

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Section 2: Short Essays (20% for each question)

1. As the CPBL (中華職棒大聯盟) reaches the 'Maturity' stage of the product life cycle, teams are looking beyond win-loss records to maintain growth. Management has pivoted resources toward the 'experience economy', prioritizing the 'Cheerleader Economy'—such as recruiting Korean stars and expanding merchandise lines—over purely on-field performance. In stark contrast, the nascent Taiwan Women's Baseball League (TWBL) is in the 'Introduction' stage, facing the perception that it lacks the physical intensity of its male counterpart.
 - a. Explain the strategic rationale for investing in the 'Cheerleader Economy' during the maturity stage. Furthermore, how can team managers construct a strategic 'firewall' to ensure these peripheral activities do not overshadow the core sport, thereby ensuring the brand's equity remain anchored to its on-field performance? (10%)
 - b. Apply the Blue Ocean Strategy's Four Actions Framework (ERRC Grid: Eliminate, Reduce, Raise, Create) to analyze the strategic positioning of women's baseball. Based on this analysis, how should the league define its primary Target Audience? (10%)
2. According to Gregg Kober (2025), "AI-First Leadership" is about reimagining how humans and AI collaborate. He emphasises that mid-level leaders are the most important "translators" in this process. However, the biggest challenge is not the technology itself, but the resistance and fear from employees who worry about job displacement and losing their professional identity. (from Kober, G. (2025). AI-first leadership: Embracing the future of work. Harvard Business Impact.)
 - a. Leadership: Overcoming Resistance and Fear
The article argues that leaders must create a culture of psychological safety to overcome employee distrust. How can a leader effectively convince their team that AI is meant to "augment" (enhance) human capabilities rather than replace them? In your answer, provide one specific example of how a leader can encourage "learning from failure" while the team experiments with new AI tools. (10%)
 - b. Communication: Choosing the Right Channel
The text states that leaders must provide a "compelling vision" to overcome uncertainty. Using Media Richness Theory, explain why a manager should prioritise Face-to-Face interaction (Rich Media) over Email (Lean Media) when announcing AI-related changes to their staff. How does this choice specifically help reduce the "anxiety" and "ambiguity" mentioned in the article? (10%)

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