

題號： 261
科目： 管理學(A)
節次： 1

國立臺灣大學 115 學年度碩士班招生考試試題

題號：280
共 5 頁之第 1 頁

第一部分 單選題 (共 25 題, 每題 2 分, 合計 50 分)

請選出最合適的答案。

※ 請用 2B 鉛筆作答於答案卡, 並先詳閱答案卡上之「畫記說明」。

1. You are required to make quarterly presentations to the firm's senior management on how the resources allocated to your department are being utilized. You also provide a regular update on the work done by your department. What managerial role do you play in this example?

- (A) disseminator
- (B) liaison
- (C) monitor
- (D) spokesperson

2. Which of the following skills are important at all levels of the management, and a lack of these skills will usually limit managerial advancement, even when other skills exist?

- (A) Conceptual skills
- (B) Technical skills
- (C) Interpersonal skills
- (D) Organizational skills

3. Which of the following is in accordance with the utilitarian approach to ethical decision making?

- (A) Do unto others as you would have them do unto everyone, including yourself.
- (B) Choose the action that conforms with moral principles.
- (C) Focus on the equity and process of outcomes.
- (D) Try to make decisions that result in the greatest good.

4. Your company is planning to upgrade its technology infrastructure. However, this move is likely to render more than half of its workforce redundant. Which of the following statements is true in this scenario?

- (A) The concentration of effect is low.
- (B) The magnitude of the consequence is high.
- (C) There is a high degree of social consensus.
- (D) The probability of effect is low.

5. Which of the following is true regarding the efficiency perspective of social responsibility that is proposed by Milton Friedman?

- (A) The welfare of the community is the firm's responsibility.
- (B) Managers who are owners must act in the best interests of society and stakeholders.
- (C) Managers should maximize profits for the shareholders in the business.
- (D) Firms have obligations not only to shareholders but also to society.

6. Business meetings in Japan follow elaborate procedure, often take a long time as seemingly little details are scrutinized, and end with all parties signing detailed protocols to leave no room for misunderstandings. This is because Japan ranks high when it comes to _____.

- (A) power distance
- (B) uncertainty avoidance
- (C) individualism
- (D) gender focus

見背面

7. Your company manufactures commercial espresso machines and coffee grinders. It started its business by selling homemade coffee in the southwest areas of the U.S. Your company changed its methods with time and became one of the most trusted names in the coffee industry in the U.S. In an effort to grow abroad, the company is planning to enter the booming Chinese market. The managers have decided to use the licensing strategy to open shop in China. Based on this scenario, which of the following best supports the firm's decision to use licensing as a strategy to enter the Chinese market?

- (A) Even though the company is experiencing profits, it cannot afford to take risks while investing in a foreign market.
- (B) The company has little control over the sales of its products in the U.S. and is looking for the support of a local firm.
- (C) The firm has partnered with a local firm on mutually profitable terms.
- (D) The company has purchased a local firm to market its product in China because it does not want to give full rights to anyone else.

8. A newly established company wishes to enter the beer market in Country A by building a new brewery there. Many companies already have breweries in Country A. Also, these companies spend heavily on advertising. Therefore, the new company finds it difficult to afford. This is an example of _____.

- (A) low costs of switching
- (B) barriers to entry
- (C) substitution
- (D) high switching costs

9. A manager of a local bookstore is trying to increase his store's productivity without hiring additional employees. He has noticed that a competitor is flourishing with relatively few employees and decides to investigate. This is an example of _____.

- (A) forecasting
- (B) contingency planning
- (C) competitive intelligence
- (D) benchmarking

10. Your company produces widgets, and timely delivery is critical since the widgets are essential to the production of the company's gadgets. This is an example of _____.

- (A) pooled interdependence
- (B) reciprocal interdependence
- (C) sequential interdependence
- (D) cross-functional interdependence

11. A _____ is a person who is either formally or informally designated to coordinate the activities across units or even sometimes across organizations. The role of this person is to build effective relationships between the groups involved.

- (A) line manager
- (B) boundary spanner
- (C) gatekeeper
- (D) functional manager

12. You are the CEO of a closed-end business development company, and you believe strongly in the ideas that you proposes and stands by them. You displays high level of self-confidence and are an inspiration to your followers. Many of your employees consider you as a role model. Thus you can be called a _____ leader.

- (A) transactional
- (B) transformational
- (C) situational
- (D) charismatic

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題號： 280

節次： 1

共 5 頁之第 3 頁

13. You follow your doctors' prescriptions though they do not have any formal authority on you. This behavior can be attributed to the doctors' _____ power.

- (A) expert
- (B) referent
- (C) legitimate
- (D) positional

14. A plant manager in a small factory wants to raise workforce morale. Upon inquiry, she finds out that the working conditions at the plant are safe, clean, and pleasant and that recent expansion of the workforce has assured employees of job security. Which of the following actions should the manager take to ensure that the "belongingness" needs in Maslow's hierarchy are satisfied?

- (A) pay bonuses to workers who achieve specified goals
- (B) publicly praise those workers who have been most productive
- (C) set up after-work activities, such as a softball team, to allow more social interaction
- (D) arrange training sessions to boost the skills of workers who show talent in a particular area

15. You are the HR manager of the company. You are responsible for recruiting employees and training them, organizing work space for new employees, overseeing employee relations counseling and exit interviews, developing and implementing HR policies and procedures, and reviewing annual performance. This is an example of _____ according to the job characteristics model.

- (A) task significance
- (B) skill matrix
- (C) task identity
- (D) skill variety

16. According to the expectancy theory, valence, outcome, and performance interact in a multiplicative way to determine _____.

- (A) the cost of a particular course of action
- (B) the projected results of a particular task
- (C) the anticipated value of a particular outcome
- (D) the amount of effort a person will expend on a particular task

17. Social loafing in work groups _____.

- (A) decreases as the size of the group increases
- (B) increases as the size of the group decreases
- (C) increases when individual contributions are easy to identify
- (D) decreases when individual contributions are easy to identify

18. Which of the following is an example of lateral communication within an organization?

- (A) a manager's message to employees indicating the schedule of the next meeting
- (B) a supervisor reporting his division's performance to his manager
- (C) managers of two marketing teams discussing joint training programs
- (D) an employee requesting permission from his boss to go on leave

19. Which of the following situations is best suited for communication via a lean medium?

- (A) An airline plans to layoff a significant part of its ground crew.
- (B) A manager wants to postpone a scheduled meeting by a few days.
- (C) A CEO wishes to announce the company's merger with a competitor.
- (D) A team leader needs to address a "clear-the-air" meeting in the light of some team disharmony.

見背面

20. Which of the following assumption is made while pursuing the rational model of decision making?
- (A) The problem or opportunity is unclear.
 - (B) Decision makers are not rational.
 - (C) The firm's objectives are unclear.
 - (D) Decision makers are not biased.
21. Which of the following statements is true about nonprogrammed decisions?
- (A) These decisions are made when the nature of the problem is well-defined.
 - (B) Lower-level managers typically encounter these decisions.
 - (C) These decisions are usually made through structured, bureaucratic techniques.
 - (D) Past decisions are of little help while making these decisions.
22. ABC Bakery has an order for 1000 boxes of chocolate chip cookies from the local supermarkets. They also have an order for 300 boxes of gingersnaps. Which of the production processes is ABC Bakery most likely to follow?
- (A) small batch processes
 - (B) continuous flow production
 - (C) job shops
 - (D) assembly-line processes
23. In which of the following organizations will strategic controls work the best?
- (A) in a company designing the user interface of mobile phones, where every month the technology improves and new competitors enter the market
 - (B) in an iron and steel industry whose business prospects depend largely on the ups and downs of the construction industry
 - (C) in a company that provides counseling services to corporate clients and has infrequent performance audits
 - (D) in a hotel chain where customer satisfaction and volatile money market determines the number and type of clientele
24. Which of the following is a drawback of the clan approach of organizational control?
- (A) Control is imposed on the members of the organization.
 - (B) Emphasis on detecting deviance is troubling for employees.
 - (C) Considerable time and managerial effort goes behind the control.
 - (D) Individual responsibility becomes a source of stress.
25. A furniture manufacturer instituted a new strategy of producing custom-designed kitchen fittings rather than predesigned fittings. Although the amount of fittings produced by the company fell as the new plan was implemented, management was quick to point out that the custom fittings sold faster (and at a higher profit margin) than the predesigned fittings. What strategy is management using to overcome the pull of past patterns and build momentum in moving toward new patterns?
- (A) benchmarking
 - (B) celebrating early wins
 - (C) unfreezing
 - (D) behavioral process orientation

第二部分 個案分析 (共 2 題, 合計 50 分)

請先閱讀以下個案內容, 再依試題指示進行分析與作答。

※ 個案分析請作答於答案卷, 並清楚標明題號。

接次頁

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共 5 頁之第 5 頁

在瑞亞戶外股份有限公司（以下簡稱「瑞亞」）的年度高階主管績效評估會議中，業務處副理怡君的考績結果引發了熱烈討論。怡君過去曾任職於多家高端戶外休閒品牌，三年前因其於通路開發與客戶關係管理方面的優異表現，受邀加入瑞亞擔任業務處副理。然而，本年度怡君的整體表現未能達成公司原先的預期目標。

瑞亞定位為高端戶外休閒機能服飾品牌，產品主打兼具機能性與日常穿搭需求的服飾系列，例如防水外套、保暖中層與多功能戶外休閒服。公司並未直接經營自有零售通路，而是透過百貨公司運動休閒專區與專業戶外用品專賣店銷售產品，最終的目標客群為重視機能表現與品牌形象的一般消費者。

在組織架構上，瑞亞於總經理之下，依功能劃分為多個部門：

設計研發處負責服飾的機能設計、材質選擇與版型規劃；

商品企劃處負責產品定價、年度產品線與系列組合規劃、主推商品選擇，以及市場趨勢與銷售數據分析；

製造處負責生產排程與品質控管；

行銷處負責產品型錄、品牌形象素材與通路展示企劃；

採購處負責布料與供應商管理；

業務處負責通路拓展與維繫，以及銷售合約之執行。產品的批發價格與合約條件由公司高階管理者與商品企劃處統一規劃，業務處僅能依既定條件執行，並不具備調整權限。

在實際工作中，怡君的主要職責包括：

— 開發新的百貨公司與戶外用品專賣店通路客戶；

— 透過實地拜訪、電話或電子郵件，與既有通路客戶保持定期聯繫；

— 依據行銷處所製作之產品型錄，向通路客戶介紹瑞亞當年度的主推系列，完成合作合約簽訂，並協助處理訂單相關事宜；

— 蒐集通路端與消費者的回饋意見，提供予設計研發處、商品企劃處與行銷處，作為後續產品規劃與推廣策略之參考。

瑞亞採用平衡計分卡作為績效評估工具。怡君今年的整體績效評分為 2.0 分（滿分 4.0），各項指標摘要如下：

- 年度銷售金額：目標 1.85 億元，實際 1.28 億元
- 與通路客戶互動總次數：目標 500 次，實際 680 次
- 新通路合作合約數：目標 7 份，實際完成 8 份
- 既有合作關係續約率：目標 100%，實際為 78%
- 通路客戶滿意度（滿分 5 分）：目標 4.5 分，實際平均為 3.9 分
- 跨部門資訊交流與分享情形：評估結果為「優良」

其中，「通路客戶滿意度」係來自通路客戶之間卷調查。部分客戶在回饋中表示：「怡君經常與本店保持良好互動」、「怡君能理解我們主要客群的需求」，但亦有客戶指出：「產品進貨價格缺乏彈性」、「瑞亞今年主推的部分系列，在實際使用情境上未能完全符合本店主要顧客的需求」。

績效評估會議結束後，瑞亞的總經理獨自坐在辦公室裡，翻閱著桌上的績效評估報告，心中反覆思索：究竟應該如何看待怡君的績效評估結果呢？

第一題（30 分）：

請根據個案所提供資訊，分析造成怡君於本年度績效表現未達公司期待的各项可能原因，並以條列方式說明之。

第二題（20 分）：

根據你在第一題的分析，請針對其中一個你認為的最主要原因，提出一項具體且可執行的管理建議，以改善怡君未來的績效表現。請說明該項建議的核心考量，以及其具體施行方式。

試題隨卷繳回