

第一大題：單選題40題，每題2.0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作答說明。

1. **Out of the following group situations, which is the best case scenario for a manager in terms of the productivity that results?**
 - a. High cohesiveness with low productivity norm
 - b. Low cohesiveness with low productivity norm
 - c. High cohesiveness with high productivity norm
 - d. Low cohesiveness with high productivity norm
2. **Planning gives direction, reduces the impact of change, minimizes waste and redundancy, and _____.**
 - a. establishes the workloads for each of the departments
 - b. sets the basis used for promotion of individuals within the organization
 - c. eliminates departments that are found to not be needed within the plan
 - d. sets the standards used in controlling
3. **Colleen invested a dollar in the Powerball Lottery and won \$60 million. Subsequently, she decides to start her own business. Initially she begins a business that has a single-line business. She realizes that this organization will need a _____ strategy.**
 - a. business-level
 - b. organizational
 - c. operational-level
 - d. corporate-level
4. **The process of selecting decision criteria is accomplished by _____.**
 - a. massaging the data that will support a given decision
 - b. do the same things with competitors
 - c. determining what is relevant in making the decision
 - d. examining the difference in the opportunities available
5. **Which of the following is the basic difference between multinational corporations and transnational corporations?**
 - a. Multinational corporations typically do business with more countries than transnational corporations do.
 - b. Transnational corporations are run by the parent company but must be owned by a local, national company.
 - c. Decision making in transnational corporations takes place locally rather than from the home country.
 - d. Multinational corporations pay more in taxes than transnational corporations do.
6. **One of your employees is in the habit of taking excessively long lunch breaks. The more you talk with him about the problem, the worse his behavior becomes. Even written reprimands and disciplinary layoffs fail to produce improvement. Based on this information only, what kind of reinforcement are you apparently using?**
 - a. Extinction
 - b. Avoidance
 - c. Punishment
 - d. Distortion
7. **If a bank estimates the capabilities of its training and development department employees prior to implementing a new training program designed to change their method of providing customer service, it is completing what step in the strategic management process?**
 - a. identifying opportunities and threats
 - b. identifying the organization's current mission
 - c. identifying strengths and weaknesses
 - d. formulating strategy
8. **Jordan decides that he wants to assemble lawn mowers. He decides that he wants a business to develop a distinctive edge in producing high-quality lawn mowers. This emphasis on quality is to be so strong that his company will have a**

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- _____ that will set his company apart from his competition.
- core competence
 - competitive power
 - legal propriety
 - competitive advantage
9. Which of the following factors least constrains high performance in planning organizations?
- quality of planning
 - extent of planning
 - implementation of plans
 - environmental factors
10. The intent of scenario planning is not to try to predict the future, but to reduce uncertainty by _____.
- calculating the potential profits from different specified conditions
 - pretending that the customer needs are different from forecasted
 - supposing that a different market mix existed
 - playing out potential situations under different specified conditions.
11. It is safe to say that managers do not have complete control over organizational outcomes; the environment has a significant impact. However, there are different environmental factors that shape a manager's work life. As a manager, if you were working in an industry that was dependent on Internet connections and the many new customers vying for the same space, this would be an example of what kind of environment?
- general
 - static
 - stable
 - dynamic
12. The concept that defines the number of subordinates that report to a manager and that indirectly specifies the number of levels of management in an organization, is called _____.
- responsibility factor
 - unity of command
 - span of control
 - authorized line of responsibility
13. The overall research on the five power bases and their relationships to productivity revealed that this power base had no significant effect in productivity in the workplace. However, when this power base is used properly it does increase productivity. What power base is it?
- Reward power
 - Referent power
 - Expert power
 - Legitimate power
 - Coercive power
14. Managers can make rational decisions if _____.
- the costs of finding and evaluating alternatives is low
 - the organizational culture does not encourage risk taking
 - outcomes are concrete and measurable
 - a and c
15. Leadership is _____.
- the function of influencing a group towards the achievement of goals
 - directing a group towards the achievement of goals
 - the process of influencing a group toward the achievement of goals

- d. a group that achieves goals
16. The quality of the planning process and the appropriate implementation of the plans probably _____.
- don't contribute to high performance nearly as much as the extent of planning
 - contribute more to high performance than does the extent of planning
 - contribute less to high performance than does the extent of planning
 - should be studied more to factually determine which contributes the most
17. Jeffery has been asked by the company president to change the organizational culture to reflect the company's new organizational goals. As executive vice president, he certainly understands the goals, but is not sure that he understands what to do about the culture. Jeffery found out that to build a strong new culture, he should do all but which of the following?
- utilize their recruitment efforts
 - develop socialization practices to build culture
 - encourage a high turnover rate
 - have management make explicit what is valued in the organization
18. As managers assess the environment, issues and concerns that could affect their organization's current or planned operations are likely to be revealed, and they _____.
- won't be equally important
 - won't be equally associated
 - will be equally important
 - will be as important as other, but not equal in value
19. Mr. Yu demands that the five store managers during their weekly meeting discuss what the customers in their stores are requesting. Mr. Yu will always read the monthly chocolate-industry magazine. He always attends the Annual National Conference of Chocolate Makers and updates his managers when he returns. These activities are examples of:
- competitor intelligence
 - boundary spanning
 - environmental scanning
 - intellectual exercise
20. Strategic plans cover a broader view of the organization and include the formulation of goals, whereas operational plans define ways to _____.
- maximize the organization's profits
 - achieve the goals
 - minimize the number of employees that have to be laid off in hard times
 - provide the most efficient methods of production
21. Which of the following might be an example of increased efficiency in manufacturing?
- cutting the amount of labor required to make the product
 - cutting the price of the product
 - increasing sales of the product
 - increasing advertising for the product
22. A new cell phone battery doubles battery life but also increases the cost of the phone. This battery adds _____.
- no value to the phone since it increases the cost
 - value to the phone only if the cost can be cut
 - value to the phone if more customers buy the phone
 - no value to the phone if more customers buy the phone
23. A software company that puts almost all of its performance measurement effort into measuring the total number of units that the company and its competitors sell most likely wants to excel at _____.
- efficiency

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- b. market share
 - c. cost per unit
 - d. labor per unit
24. Theodore and Janice have formed TJ Soft, an entrepreneurial venture to develop games and other kinds of software for consumers. Theodore feels that success depends on the decisions that he and Janice make in the near future with respect to personnel. If they hire the "right" people, Theodore thinks, the company will be successful. Which view of management does Theodore espouse?
- a. the symbolic view of management, because success rides on the decisions of the managers
 - b. the symbolic view of management, because success rides on external factors—whom Theodore and Janice hire from the outside world
 - c. the omnipotent view of management, because success rides on the skills of the workers
 - d. the omnipotent view of management, because success rides on the decisions of the managers
25. New York mayor Michael Bloomberg's proposed ban on supersized sugary drinks is reflective of which external organizational issue?
- a. the increasing power of Generation X's
 - b. the symbolic role of managers
 - c. the importance of stakeholders
 - d. the increasing economic disparity between the rich and poor
26. When an auto designer's presentation of a new design shows all of the good features of the design but fails to mention the poor gas mileage that the model will get, she is engaging in this.
- a. emotion
 - b. selective perception
 - c. information overload
 - d. filtering
27. Which of the following best characterizes a transnational corporation?
- a. a single central home-country management
 - b. an organization in which multiple operations function with a large degree of autonomy
 - c. a loose alliance of totally separate, wholly independent companies
 - d. a company that eliminates geographical boundaries
28. A Coca-Cola bottling plant in Bolivia is wholly owned by a local businessperson. What kind of venture is this plant likely to be?
- a. a franchise
 - b. a licensed plant
 - c. a foreign subsidiary
 - d. a joint venture
29. Monica's boss allows her to make any decision she thinks is important on the spot without consulting anyone. Monica's boss has this kind of leadership style.
- a. laissez-faire style
 - b. autocratic style
 - c. democratic style
 - d. hands-on style
30. A manager is determining what kind of new computers she should purchase for her department. She has made a list of five different computer models for consideration. Which stage of the decision-making process is this?
- a. selection of an alternative
 - b. identification of decision criteria
 - c. development of alternatives

- d. analysis of alternatives
31. Acme Corporation's management feels that employees could be more motivated by their jobs. The jobs were enriched earlier and some improvements were seen in motivation. To increase the motivation through enrichment, Acme decides to increase the meaningfulness of the work. This might be done by _____.
- increasing skill variety
 - increasing autonomy of workers
 - giving workers more feedback
 - giving workers less feedback
32. A salad dressing company that buys a large olive grove to produce olive oil is practicing which of the following?
- concentration
 - forward vertical integration
 - backward vertical integration
 - horizontal integration
33. A soap company that features a bath soap department, a laundry detergent department, and a dish soap department is using which of the following?
- process departmentalization
 - functional departmentalization
 - product departmentalization
 - customer departmentalization
34. Asking a candidate for an automotive mechanic's position to deconstruct and reconstruct part of an engine motor would be an example of what kind of selection device?
- spatial ability test
 - performance-simulation test
 - mechanical ability test
 - perceptual accuracy test
35. Employees at a company protest a change that allows an automatic answering system to answer phone inquiries, claiming that the company is becoming "depersonalized." They are most likely resisting change due to _____.
- uncertainty
 - habit
 - conflicts with company goals
 - fear of losing status
36. The only effective way to guard against social loafing is for managers to make special efforts to do this.
- be fair to all group members
 - treat all group members equally
 - assess individual contributions of group members
 - assess the group as a whole exclusively
37. The typical reason for why an entrepreneur considers implementing employee empowerment in an organization is to make sure that the organization _____.
- stays nimble and flexible
 - is profitable
 - stays small and informal
 - is efficient
38. Despite a good balance sheet and stock performance in recent quarters, the top management of Ackerman Consumer Products can see trouble on the horizon. From its beginnings as a family business manufacturing specific household items, it has grown to an industry giant with a line that includes several hundred tools. This growth has allowed it to acquire three other former rivals, all of which were victims of their own inability to change with the times. Along the

way, Ackerman has maintained the same principles, particularly in terms of valuing the contributions of its employees and cultivating a strong workforce. Nevertheless, earnings are off. Which of the following did Ackerman's leadership most likely fail to do during the course of the organization's growth over the past few years?

- design a cohesive work flow program that allows employees to manufacture, ship, and complete the necessary paperwork in an efficient manner
- broaden its acquisition strategy to include business in industries unrelated to tool and household item manufacturing
- develop enough alliances with other companies to ensure that Ackerman has sufficient access to the materials it needs to manufacture its tools
- attract and reward enough good people in every level of the organization, from line worker up through executive management

39. Of the adopters of new technologies, the members of the early majority

- are deliberate and take longer to decide to use something new.
- include organizations to which others look for leadership.
- tend to be isolated and highly conservative.
- are critical to the success of a new technology.

40. Manuela, a cosmetics manufacturer, is expanding her business into more eco-friendly products. Manuela's company's new eco-friendly lipstick formula tends to stick and break when being removed from traditional lipstick molds, so she plans to hire an engineer to create new molds that make it easier to remove the lipstick once it is set. Assuming she is moving to a level of planning involving greater detail, what should Manuela's next step be?

- to work with executives to identify the specific procedures and processes required to create the new lipstick molds and market them appropriately to the public.
- to direct floor managers to create specific procedures for the workers in charge of lipstick so they can properly remove the set lipstick and clean the molds.
- to direct mid-level managers to focus on production runs and delivery schedules for the new lipstick molds and to find a way to repurpose the old molds.
- to direct mid-level managers to develop a strategic plan for the long-term manufacturing and distribution of the new lipstick molds.

第二大題：個案分析，每題 10 分

請在閱讀個案後，針對以下問題分析，並提供你的想法：

- 你是否認同 Alpha 公司面對市場變化、競爭者威脅的應對策略(改變產品策略、調整組織結構)? 為什麼?
- 對於新的銷售部門主管，你認為應該讓安琪擔任，抑或是讓當肯擔任? 為什麼?

這一天，一家資訊業老牌公司—「Alpha 資訊」—剛結束例行董事會議，主要討論為什麼公司失去了長期合作的大客戶「Beta 物流」。Beta 物流公司的據點遍布全國每個城鎮，其物流系統包含客戶訂單管理、貨態查詢、物流士最佳化分派等，都由 Alpha 公司進行維護並提供專業諮詢，其合約金額佔 Alpha 公司年營業額的 10%。

艾爾已擔任 Alpha 執行長五年，在他任內失去這樣一個大客戶，受到公司董事、顧問的多方詰問，令他難以招架。過去五年內，Alpha 的競爭者越來越多，使得支撐公司競爭優勢的核心產品越來越難以帶動業績成長，甚至有負向成長的趨勢，最近才開始以銷售解決方案代替產品功能做為公司的主要服務。雪上加霜的是，失去 Beta 物流公司這個大客戶，「Gama 資訊」就是搶走這個合約的公司。

艾爾向董事會報告失去 Beta 的來龍去脈：「他們想更新現有系統，以符合物流新法規的要求，同時也要減少硬體維護的成本。『Gama 資訊』除了提供符合新法規的系統升級解決方案，還附帶了將系統雲端化的技術服務。然而，Gama 不只提

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供比我們更符合客戶需要的服務，還結合雙方的資訊能力，規劃一系列服務計畫。不得不說，他們的顧客關係管理做得比我們好。」

會議結束後，董事之一的威爾森約了艾爾到公司旁邊的一家咖啡廳喝下午茶。針對公司近況，威爾森語重心長的對艾爾說：「資訊軟體產業的發展趨勢應該顯而易見，你有沒有想過失去重要客戶的原因？我知道你已經著手轉變公司的服務型態，但是整頓的力道是不是不夠？長痛不如短痛，你該考慮加速推行新策略。」

艾爾想了想威爾森這段話的涵義，想到最近產品部門的問題：「我們的銷售部門對於公司的銷售表現有很大影響，然而在產業環境、客戶需求不斷變動的情況下，他們似乎不夠積極。我知道產品對公司來說很重要，但是當底下是汪洋大海，你不會放棄腳下這塊浮木去踏上另一塊你不確定能不能讓你存活的木板。」

「這麼說也對，」威爾森喝了一口咖啡，準備離開咖啡廳。推開大門前，對著艾爾說：「但如果你爬得不夠快，現在這塊浮木可能會先斷裂。」

Alpha 的組織架構分為三大產品事業部：資料中心產品部，提供伺服器與企業網站需要的元件；資訊安全部，提供攸關資料安全的服務，並協助客戶強化各地區營運據點的通訊；產品服務部門，傳統的保養與維修業務。在產品事業部之外，還有四個功能性部門，分別是最近新設立的專業服務部門，提供跨國經營的客戶專業服務，以解決方案為主的銷售模式；市場研究部，針對客戶需求、商業脈動設計產品走向；銷售部門，掌控客戶關係，負責設計與銷售這些為客戶量身打造的新穎解決方案，找出最適合解決方案的產品與人員，統籌整合；以及人事部門，負責設計員工的獎酬、訓練。

Alpha 必須重新考慮銷售團隊的訓練方式與部署流程。艾爾希望專業服務部與轉型後的銷售團隊，能為公司的新策略打前鋒。但在過去的一年裡，一些問題逐漸浮現。人資部門要大幅翻修公司的激勵與訓練制度，實行時卻遇到瓶頸。專業服務部的表現一直不如預期，負責人常抱怨產品服務部門沒有充分支持她，銷售部門許多人也是如此。

在現有的制度底下，艾爾認為銷售部門在公司轉型過程中占有重要的地位，因此正在考慮透過獵才公司從外部找尋一位銷售部門主管。艾爾向威爾森提了這個想法：「我透過獵才公司鎖定了一名人選，用來替換銷售部門主管。這個人有跨組織的工作經驗，且擅長分析工作。他有哈佛大學企管碩士的學歷，年紀不到四十歲，但有行銷、併購整合的經驗。在現在的工作中，帶領公司度過不景氣的時期，讓公司在產業中佔有一席之地。」威爾森聽到這樣的想法，不打算潑他冷水，委婉地告訴艾爾：「這的確是個方法，但你需要考慮這其中的風險。」

幾天後，在執行長辦公室，艾爾與營運長一起面試了這位艾爾屬意的銷售部門主管人選——當肯。當肯在聽完艾爾對公司營運狀況的說明後，他對 Alpha 以解決方案為重心的新做法滿懷熱情，這讓執行長與營運長眼睛為之一亮。然而，當肯仔細詢問 Alpha 商業模式、組織、客戶關係與人事狀況後，他很坦白地說他對公司發展情況很失望，「看來你們需要一個能徹底改變現況的人，我想這就是你們向外徵才的原因。」他繼續說道：「在我過去的經驗中，也有遇過類似的狀況，我要求銷售與產品部門加強協調，然而這兩個部門無法回應客戶需求，因此我把整個銷售部門的遊戲規則徹底改寫。在我領頭銷售部門的期間，每年銷售人員的離職率接近 25%。雖然當時情況嚴苛，但最終結果是好的。」，「如果想要大刀闊斧變革就要趕快行動，不要讓反抗的力量有機會集結」。

辦公室一片沉默，氣氛有點尷尬。

結束了這場面試後，艾爾與營運長討論了現有銷售部門副主管——安琪——與當肯這兩位銷售部門主管的人選。營運長說：「安琪對公司內部狀況很熟悉，部屬也愛戴她，過去她的團隊戰績輝煌，對公司有很大的貢獻。且有好幾家重要客戶都是靠她人脈維繫的。」艾爾不完全同意他的說法，「是這樣沒錯，但是現在公司的狀況她是否能做出必要但困難的決定？她是一位好主管，但她能成為一位策略家嗎？」

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國立臺灣大學 111 學年度碩士班招生考試試題

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營運長思考了一陣回答：「我不知道」。「我也不知道。」他們嘆了一口氣，離開了執行長辦公室。

試題隨卷繳回