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國立臺灣大學 110 學年度碩士班招生考試試題

科目： 管理學(A)

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單選題，每題2分，請在答案卡上作答。

1. The management process functions consist of _____.
 - a. planning, organizing, staffing, and directing
 - b. planning, organizing, leading, and directing
 - c. planning, organizing, leading, and staffing
 - d. planning, organizing, leading, and controlling

2. Adam Smith advocated _____ to produce products more quickly.
 - a. job specialization
 - b. division of labor
 - c. unity of direction
 - d. centralization

3. Whereas _____ is concerned with the means of getting things done, _____ is concerned with the ends, or attainment of organizational goals.
 - a. effectiveness; efficiency
 - b. efficiency; effectiveness
 - c. effectiveness; goal attainment
 - d. goal attainment; efficiency

4. _____ describes non-required employee activities that may or may not be rewarded but that contribute to the organization by improving the overall quality of the setting in which work takes place.
 - a. creative task performance
 - b. adaptive task performance
 - c. counterproductive behavior
 - d. contextual performance

5. An organization's culture is _____.
 - a. represented in organizational meetings by the top manager of the organization
 - b. represented by a common perception held by interest groups that watch the organization
 - c. represented by a common perception held by the organization's members
 - d. changed when the organization is purchased by new owners

6. The reason that a nation's cultural differences are the most difficult to gain information about is because _____.
 - a. people tend to be sensitive about their own culture
 - b. providing this information to foreign organizations reduces a competitive business advantage
 - c. there is little written on the issue
 - d. "natives" are least capable of explaining the unique characteristics of their own culture

7. Billy Jean was angry that her supervisor told her she had to change the way she performed the job to increase her efficiency. However, the supervisor's position gave him the _____ to change Billy Jean's work behavior.
 - a. leadership
 - b. hierarchy
 - c. authority
 - d. empowerment

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8. With the stakeholder approach of dealing with environmental issues, the organization chooses to respond to _____.
a. the demands made by the strongest stakeholders
b. multiple demands made by social stakeholders
c. the demands made by governmental stakeholders
d. multiple demands made by stakeholders
9. Selena facilitates a monthly forum that provides team members across various functions and locations throughout her company an opportunity to share ideas, concerns, and solutions related to the work environment. She is acting in the role of a _____ by enabling diverse individuals to coordinate their efforts.
a. figurehead
b. liaison
c. negotiator
d. disturbance handler
10. Josh works for an advertising agency. He works in a matrix setting. Under such a condition, which of Fayol's principles of management is likely to be violated?
a. initiative
b. unity of command
c. division of labor
d. unity of direction
11. _____ is an approach to managing in which managers establish, promote, and practice what an organization stands for and believes in.
a. cause-related marketing
b. values-based management
c. ethical marketing
d. belief management
12. Planning involves defining the organization's goals, establishing an overall strategy for achieving those goals, and developing a comprehensive set of plans _____.
a. as to which shift will perform what work functions
b. to determine which manager will be over which department
c. to integrate and coordinate organizational work
d. to establish the quality and quantity of work to be accomplished
13. With traditional goal setting, the goals are set at the top level of management and _____.
a. then they become the responsibility of first-line management to achieve the goals
b. then they are broken down into sub-goals for each level of the organization
c. all the efforts to achieve the goals are directed by top management to ensure that they are achieved
d. then they are delegated to the next lower level to be achieved

14. _____ is the collection of managerial decisions and actions that determine the long-run performance of an organization.
- planning
 - goal-oriented management
 - strategic management
 - leadership
15. Cost leadership as a strategy requires a firm to _____.
- aggressively searches out efficiencies to maintain the lowest cost structure
 - be unique in its product offering
 - aim at a cost advantage in a niche market
 - aim to be similar to its competition in most operations
16. Jason's manager asked him to take the lead on learning a new software program. He empowered him to engage the necessary team members and develop a proposal on how it could be leveraged. This is an example of
- job enlargement
 - job simplification
 - job enrichment
 - span of control
17. Which of the following is not a force in the Porter's five forces model of industry attractiveness?
- opportunity for new entrants
 - opportunity for substitutes
 - bargaining power of suppliers
 - sustainable competitive advantage for customers
18. Ann doesn't want to deliver face-to-face performance feedbacks to employees with poor performance rating. Therefore, she gives her subordinates all a high rating. Which of the following errors is she falling prey to?
- halo
 - contrast
 - central tendency
 - leniency
19. The factors that increase normative commitment include
- salary and other monetary benefits
 - a sense that the organization has invested in the employee
 - links to the local community
 - organizational culture
20. In Michael Porter's five forces model of competition, _____ is determined by the height of barriers to entry, such as economies of scale and brand loyalty.
- threat of substitutes
 - threats of new entrants
 - bargaining power of buyers
 - bargaining power of suppliers

21. Which of the following statements is true of outsourcing?
- it involves significantly low amounts of transaction costs
 - it is the most viable option for companies seeking to avoid becoming hollow
 - it carries a risk of proprietary technology being expropriated by the contract manufacturer
 - it requires firms to meet the scale of market demand by committing to long-term capital investments
22. In the context of management, hierarchy refer to
- a reporting relationship in which an employee receives orders from one's direct superior
 - formal written instructions that specify actions to be taken under different circumstances
 - the performance gains that result when individuals and departments coordinate their actions
 - the methodical arrangement of positions to provide the organization with the greatest benefit
23. Michael Porter's competitive strategies framework identifies three generic competitive strategies: cost leadership, differentiation, and _____.
- depth
 - breadth
 - revenue growth
 - focus
24. True learning only occurs when
- changes in behavior become relatively permanent
 - novices distinguish themselves from experts
 - employees are assigned larger responsibilities
 - employees avoid mimicking the behaviors of experts
25. Expectancy theory focuses on describing
- how goals are the primary drivers of the intensity and persistence of effort
 - the types of rewards people get from outside forces, such as wages and vacations
 - a form of intrinsic motivation in which merely performing the work tasks serves as its own reward
 - the cognitive process that employees go through to make choices among different voluntary responses
26. Planning tools and techniques will never replace the manager's _____ in using the information gained to develop effective and efficient plans.
- knowledge and expertise
 - skills and capabilities
 - motivation and leadership
 - time and efforts
27. Which of the following is typically the strategic impetus for forward vertical integration?
- being able to control the input resources of the industry value chain
 - gaining better access to end users and better market visibility
 - broadening the company's product line
 - allowing the firm access to greater economies of scale

28. On what basis are jobs grouped in order to accomplish organizational goals?
- departmentalization
 - centralization
 - formalization
 - coordination
29. Maria, the HR manager of a landscape design company, has been asked to increase the level of efficiency at the workplace. She decides to restructure work relationships within the company and categorize people into units according to the kinds of job-specific tasks they perform. What will the unit mostly likely be?
- task structure
 - divisional structure
 - functional structure
 - matrix structure
30. In recent years, there has been a movement to make organizations more flexible and responsive through _____.
- centralization
 - decentralization
 - alternative organizational structure
 - customer-based structure
31. Denise is a freelance writer who works with a number of clients. She used to charge by the hour, but she has now switched to charging by the page. In other words, she has moved from a _____ schedule.
- fixed interval to a fixed ratio
 - fixed interval to a variable ratio
 - variable interval to a fixed ratio
 - variable interval to a variable ratio
32. When an organization assigns specialists to groups according to the projects they are working on, this is called _____.
- divisional structure
 - functional structure
 - product structure
 - matrix structure
33. Jane is faced with multiple choices of suppliers who have the same product at virtually the same price. However, she has a short amount of time to make up her mind, so she can only choose one from the list she has now. Why type of decision does this represent?
- programmed
 - bounded
 - groupthink
 - satisficing
34. Matrix structure mixes characteristics of functional departmentalization and _____.
- product departmentalization
 - process departmentalization
 - a dual chain of command
 - a narrow span of control

35. Imitation by rivals is most challenging when
- resources are unique
 - resources must be built over time
 - capabilities reflect a high level of social complexity and causal ambiguity
 - resources and capabilities require a high level of capital investment
36. Competitive pressures stemming from buyers' bargaining power tend to be weaker when
- the number of buyers is small, such that each customer's business tends to be particularly important to a seller
 - buyer demand is growing slowly or maybe even declining
 - the costs incurred by buyers in switching to competing brands or to substitute products are relatively high
 - buyers are well informed about sellers' products, prices, and costs
37. Employees are engaged in _____ when they shape, mold, and redefine their jobs in a proactive way.
- job crafting
 - job enrichment
 - job enlargement
 - satisfaction remodeling
38. Environmental scanning creates the foundation for _____.
- project management
 - forecasts
 - benchmarking
 - budgeting
39. An example of _____ is when an organization possesses a characteristic that sets itself apart from competitors, and this gives the firm a distinct edge.
- core competence
 - competitive power
 - legal propriety
 - competitive advantage
40. The tests of a resource's competitive power are often referred to as the
- SWOT analysis
 - competitive advantage sustainability test
 - SCIR test, which asks if a resource is sustainable, competitive, internalized, and reproducible
 - VRIN test, which asks if a resource is valuable, rare, inimitable, and nonsubstitutable
41. Company X has been the market leader for vision care products such as eyeglasses and lenses. It has also recently developed the use of laser technology to correct eye defects. Because of its prior related experiences, it has been successful in recognizing the value of new information and using it to develop new technologies ahead of others. This phenomenon is called:
- exploitation
 - technology determinism
 - technology creativity
 - dynamic capability

42. When deciding on the catering budget for her upcoming wedding, Lucy was told that typically around 10% of invited guests usually decline. Lucy is using a(n) _____ to simplify her decision making.
- representative bias
 - heuristic
 - confirmation bias
 - illusion of control
43. In the context of factors that influence the motivation to learn, which of the following management actions is likely to increase employees' self-efficacy?
- making it clear that only the best of the employees can get through the training programs
 - communicating that training will focus on identifying areas of incompetence
 - informing the employees about the times their peers have failed to benefit from the training
 - emphasizing that learning is under the employees' personal control
44. Assigning designers, production workers, and salespeople to a common work group to develop a new product is known as a _____ team.
- differentiated
 - product
 - cross-functional
 - weak
45. Which of the following are the two dimensions of environmental uncertainty?
- degree of change and degree of complexity
 - degree of change and degree of volume
 - degree of complexity and degree of impact
 - degree of impact and degree of timing
46. Agency costs are likely to arise when
- principals and agents have different goals
 - owners and managers are the same
 - stockholders are involved in day-to-day operations of the company
 - there is information symmetry between the agent and the principal
47. The final step in the decision-making process is to _____.
- pick the criteria for the next decision
 - reevaluate the weightings of the criteria until they indicate the correct outcome
 - evaluate the outcome of the decision
 - reassign the ratings on the criteria to find different outcomes
48. A company decides to let go of some employees due to a financial crisis. Iris loses her job, while her colleagues with similar performance ratings and productivity retain their jobs. Iris's judgment of her loss when compared to her colleagues' is a perception of
- interactive unfairness
 - process unfairness
 - procedural unfairness
 - outcome unfairness

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49. Which of the following is not a feature of a transnational corporation?
- a. decision making takes place at the local level
 - b. nationals are typically hired to run operations in each country
 - c. marketing strategies are tailored to each country's culture
 - d. products are manufactured only in the local country
50. A _____ design is not limited to horizontal, vertical, or external boundary imposed by a conventional structure.
- a. learning organization's
 - b. threatened organization's
 - c. functional
 - d. boundary less organization's

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