

系所組別：企業管理學系甲組

考試科目：管理學

考試日期：0223，節次：3

※ 考生請注意：本試題不可使用計算機

請於答案卷(卡)作答，於本試題紙上作答者，不予計分。

一、選擇題 (60 分，每題 2 分)

- (1) Which of the following guidelines should managers follow while building a customer-responsive culture?
- A) giving service-contact employees continual training on product knowledge, listening, and other behavior skills
 - B) designing jobs with rigid rules and procedure that employees should stick to in order to satisfy customers
 - C) precisely defining employees' normal job requirements and ensuring they perform those actions alone
 - D) preserving the discretion to make day-to-day decisions on job-related activities at the top level of management
- (2) Which of the following organizations is best suited to promote ethical behavior in its employees?
- A) An organization that has a performance appraisal system that focuses exclusively on outcomes.
 - B) An organization that wants its employees to achieve their goals at any cost.
 - C) An organization that has a reward and punishment system that depends on specific goal outcomes.
 - D) An organization that has formal rules and regulations in place.
- (3) Which of the following is NOT a valid assumption about rationality?
- A) The decision maker accepts a solution that is good enough.
 - B) The decision maker is logical in his approach.
 - C) The problem is clear and unambiguous.
 - D) A single, well-defined goal is to be achieved.
- (4) Which of the following is an example of a procedure?
- A) Without exception, all employees in customer-facing roles must be formally attired at all times.
 - B) Employees working with power tools must wear safety glasses at all times.
 - C) We promote from within, whenever possible. If qualified applicants are available internally, a job posting will be issued by the HR department providing the necessary details about all vacancies.
 - D) Before going on a leave of absence, fill up the application form available on the company's online leave management system. All applications will be approved/rejected within two days by the employee's immediate supervisor.
- (5) Which of the following is one of the reasons why managers should plan?
- A) Uncertainty can be eliminated and the organization can be insulated from change with planning.
 - B) Planning eliminates the need to set goals.
 - C) Planning eliminates the need to measure work effort
 - D) When work activities are coordinated around plans, inefficiencies become obvious.

(背面仍有題目，請繼續作答)

※ 考生請注意：本試題不可使用計算機

- (6) Bella Vista Clothing targets teenage girls with a range of affordable ready-to-wear clothing. The company is opening two new outlets, as sales have been excellent. Which of the following represents a strength for the company?
- A) Disposable income is rising and consumers will have more money to spend on clothes.
 - B) A long-time competitor recently went out of business and Bella Vista can cut down on its advertising budget.
 - C) Overseas customers have shown an interest in buying Bella Vista clothes through the company's online store.
 - D) The company's in-house designers have a knack for identifying and popularizing fashion trends.
- (7) _____ is the ability to anticipate, envision, maintain flexibility, think strategically, and work with others in the organization to initiate changes that will create a viable and valuable future for the organization.
- A) Strategic leadership
 - B) Strategic flexibility
 - C) Strategic competence
 - D) Scientific management
- (8) _____ is the search for the best practices among competitors or noncompetitors that lead to their superior performance.
- A) Factor analysis
 - B) Market positioning
 - C) Benchmarking
 - D) Total quality management
- (9) In a matrix structure, a functional manager has authority over all of the following, EXCEPT _____.
- A) making salary recommendations
 - B) conducting annual reviews
 - C) promoting functional members
 - D) the performance of functional members on projects
- (10) A low-to-moderate level of task conflict consistently has a positive effect on group performance. What is the reason for this?
- A) It helps groups to alter the nature of the work according to the individual needs of team members.
 - B) It stimulates discussion of ideas that help groups be more innovative.
 - C) It helps the organization identify employee skills gaps.
 - D) It helps groups members identify their individual strengths and weaknesses.

※ 考生請注意：本試題不可使用計算機

- (11) Tim is a candidate for an automotive mechanic's position. He is asked to deconstruct and reconstruct part of an engine motor to demonstrate his skill. This is an example of a(n) _____.
- A) intelligence test
 - B) performance-simulation test
 - C) psychometric test
 - D) spatial test
- (12) The employees of a firm's R&D wing and sales and marketing department were asked to form teams. Within these teams, the members from R&D were required to explain the features of the new products in detail to the employees of the sales and marketing department. This helped the sales and marketing team to promote the company's products better. This is an example of the use of _____.
- A) cross-cultural teams
 - B) communities of practice
 - C) cross-functional teams
 - D) task forces
- (13) What are the four contingency variables that an organization's structure depends on?
- A) strategy, size, technology, and equity
 - B) management, technology, equity, and degree of environmental uncertainty
 - C) strategy, size, technology, and environmental uncertainty
 - D) management, funding, technology, and degree of environmental uncertainty
- (14) Certain organizations conduct culture audits to find out which companies are the best to work for. What is the major benefit associated with these rankings?
- A) The rankings indicate how well a company performs in comparison to others.
 - B) The rankings indicate the effectiveness of an organization's concurrent control.
 - C) These rankings affect the credit rating of concerned organizations.
 - D) These rankings are used by governments to make decisions on corporate grants.
- (15) Florance is a chain of flower shops in the Chicago area. The company recently acquired Knick-knacks, which owns three gift shops. Which of the following is most similar to this acquisition?
- A) Faced with mounting raw material costs, I&A Products took over its supplier, BR Corporation.
 - B) Toy World acquired Unicorn Children's Books and now retails both toys and books from co-branded outlets.
 - C) Construction firm Donaldson acquired Fabrica Textiles as it seemed like a good investment.
 - D) Dallas Shoes buys out RunTime Shoes and expands its distribution channels through RunTime outlets.

(背面仍有題目，請繼續作答)

系所組別：企業管理學系甲組

考試科目：管理學

考試日期：0223，節次：3

※ 考生請注意：本試題不可使用計算機

- (16) Which of the following statements is true of planning in dynamic environments?
- A) To be useful in a dynamic environment, plans need to be specific and unchanging.
 - B) Flatter organizational hierarchies are necessary for planning in uncertain environments.
 - C) Organizations must discontinue formal planning in such a scenario.
 - D) Organizations should follow a pyramidal structure when operating in uncertain environments.
- (17) Which of the following is true regarding reduction of employee stress?
- A) Improved organizational communications maximizes ambiguity-induced stress.
 - B) Job redesigns that increase opportunities for employees to participate in decisions and to gain social support increase stress.
 - C) In order to reduce stress, managers should make sure that the employee's abilities match the job requirements.
 - D) A realistic job preview during the selection process maximizes stress by reducing ambiguity over job expectations.
- (18) Which of the following statements is true concerning problem identification?
- A) Generally, what is a problem for one manager is a problem for all other managers.
 - B) Effectively identifying problems is not easy.
 - C) A symptom and a problem are one and the same.
 - D) Problems are generally obvious.
- (19) Which of the following benefits of workplace diversity is attributed to organizational performance?
- A) increased understanding of the marketplace and improved ability to better market to diverse customers
 - B) ability to attract and retain employees of diverse backgrounds
 - C) potential source of competitive advantage from improved innovation efforts
 - D) reduced costs associated with high turnover and absenteeism
- (20) Amanda, a single parent, is looking for a new job. Considering that she has two school-going children, she is particularly keen on finding an employer who can provide her with alternative work arrangements such as flexible work hours and telecommuting. In terms of the decision-making process, these represent Amanda's _____.
- A) alternatives
 - B) heuristics
 - C) problems
 - D) decision criteria
- (21) Which of the following statements is true regarding an organization's goals?
- A) A single goal is more efficient than multiple goals for defining an organization's success.
 - B) All organizations share the single goal of making profits.
 - C) Using a single goal such as profit may result in unethical behaviors by employees.
 - D) Long-term success is ensured if managers emphasize only one goal for an organization.

※ 考生請注意：本試題不可使用計算機

- (22) Computer peripherals provider Ascent plans to enter a new market in another country. Which of the following represents a threat for Ascent?
- A) Ascent needs to improve its service capabilities in the new country as this is an important source of revenue.
 - B) Ascent will have to plan its entry carefully as the laws in the country do not favor foreign businesses.
 - C) Ascent's profit margin in the previous year was its lowest on record and it will require long-term planning to improve margins.
 - D) Ascent lacks the resources to enter the market on its own and has to find a partner in the new market.
- (23) Which of the following management responsibilities determines if organizational goals are being achieved?
- A) designing the organization's structure
 - B) measuring firm performance
 - C) motivating employees
 - D) formulating business strategy
- (24) The line of authority that extends from upper organizational levels to lower levels, clarifying who reports to whom, is known as the _____.
- A) employee power distance
 - B) span of control
 - C) chain of command
 - D) unity of command
- (25) In terms of organizational design, external boundaries refer to the boundaries that separate _____.
- A) an organization's top-management from its middle- and lower-management
 - B) an organization from its divisions in other countries
 - C) an organization from its customers, suppliers, and other stakeholders
 - D) an organization's permanent workforce from its contingent workforce
- (26) _____ are groups of nominated or elected employees who must be consulted when management makes decisions involving personnel.
- A) Board representatives
 - B) Work councils
 - C) Cross-functional teams
 - D) Task forces

(背面仍有題目，請繼續作答)

系所組別：企業管理學系甲組

考試科目：管理學

考試日期：0223，節次：3

※ 考生請注意：本試題不可使用計算機

- (27) Which of the following is a negative aspect of group norms?
- A) Being part of a group has the ability to increase an individual's antisocial actions.
 - B) The most widespread norms are those related to dress codes.
 - C) Norms do not influence employees' performance.
 - D) Groups become dysfunctional when they maintain strict norms.
- (28) Which of the following arguments on social responsibility states that there is no direct line of responsibility for social actions?
- A) too much power
 - B) stockholder interest
 - C) lack of accountability
 - D) dilution of purpose
- (29) A problem associated with traditional goal setting is that _____.
- A) the high degree of reliance on employees for developing goals is not suited to many situations
 - B) the narrowly defined goals inhibit a manager's ability to interpret them
 - C) it promotes the growth of a flatter organizational structure and threatens organizational efficiency
 - D) clarity is lost as the goals make their way down from the top of the organization to lower levels
- (30) Gareth has been promoted as the HR manager. He is now in charge of recruiting at Eowin Systems, and is expected to enhance the diversity of the workforce. Which of the following recruiting sources should Gareth avoid if he is to achieve the stated aim of a more diverse workforce?
- A) professional recruiting organizations
 - B) college recruiting
 - C) company Web site
 - D) employee referrals

系所組別：企業管理學系甲組

考試科目：管理學

考試日期：0223，節次：3

※ 考生請注意：本試題不可使用計算機

二、問答題（40 分，每題 20 分）

1. 我們在判斷他人，或是嘗試去解釋他人所表現出的行為時，常常會採用一些簡易的方法 (shortcuts)。請舉出三種常被採用判斷他人的方法，及採用這些方法可能的缺點。

2. 請先閱讀以下這則新聞。然後回答以下的問題。

「宏碁昨(17)日宣布，全球各區域與事業群主管等高階主管減薪三成，為產業界投下震撼彈。法人認為，台灣高階經理人的薪資環境已不如中國大陸與歐美，這次宏碁為降低成本，首度祭出減薪策略，可能引爆新一波人才出走潮，高階人力恐現缺口。

法人表示，人才是推升企業向上的原動力，宏碁若以營運狀況不佳做為減薪的理由，對高階經理人士氣將是重大打擊；華碩過去幾年也曾面臨轉型困境，卻沒有因此減薪，反而留住人才，加上轉型有成，讓華碩近年來營運持續向上。

去年第 4 季，宏碁執行人力精簡計畫，全球人力裁減近 7%，昨日更宣布，高階主管減薪三成。」

(1)一般企業為了要降低人事成本，可以採行的方法有哪些？可能的優缺點是什麼？

(2)如果宏碁請你提供建議，希望精簡它們的人力，你的看法是？