

國立成功大學  
110學年度碩士班招生考試試題

編 號：248

系 所：企業管理學系

科 目：管理學

日 期：0203

節 次：第 3 節

備 註：不可使用計算機

※ 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：(共 45 分，每題 3 分)

1. McDonald's Corporation made a basic decision as to how to divide the tasks of the jobs of "chefs" and " food servers" in its restaurants. This was an example of:  
(A)Continuous-process technology  
(B)Job design  
(C)Divisional structure  
(D)Product structure  
(E)Matrix structure
2. A worker in an automobile assembly line who chooses this type of work because of the job security it entails is said to be:  
(A)Intrinsically motivated  
(B)Experiencing overpayment inequity  
(C) Experiencing underpayment inequity  
(D)Extrinsically motivated  
(E)None of the above
3. The arrangement of jobs into categories reflecting their relative importance to the organization and its goals, level of skills required, and other characteristics is called:  
(A)Pay level  
(B)Pay structure  
(C) Job analysis  
(D)Benefit structure  
(E)Chain of command
4. A top manager recognizes that her organization's markets are highly volatile because the actions of competitors are very difficult to predict accurately. In response, she tries to create an organization that is very flexible and can react quickly. Which principle is she following ?  
(A)Open systems theory  
(B)Competition theory  
(C)Contingency theory  
(D)Bureaucracy theory  
(E)Forecasting theory

5. TQM, JIT, flexible manufacturing, and reengineering can all increase quality, efficiency, and responsiveness to customers, but they may do so at a great cost to \_\_\_\_\_.
- (A)Managers
  - (B)Production
  - (C)Suppliers
  - (D)Employees
  - (E)Stockholders
6. The manager of a 7-Eleven convenience store keeps track of the average sale amount for each customer as a way of deciding on the product mix to be carried in the store. This is an example of:
- (A)Bureaucratic control
  - (B)Feedforward control
  - (C)Output control
  - (D)Input control
  - (E)MBO control
7. If the source of a conflict is overlapping authority, a manager should:
- (A)send all the participants to diversity training
  - (B)clarify the chain of command
  - (C)change to a product structure
  - (D)institute self-managed teams
  - (E)change cultural norms
8. A production supervisor delegates to a production worker the responsibility to schedule his own work activities depending on the job requirements on the daily schedule. What type of transfer of authority has occurred?
- (A)Referent power
  - (B)Empowerment
  - (C)Relationship-oriented power
  - (D)Consideration power
  - (E)None of the above
9. The idea that workers should be aware of how their behavior affects the performance of the organization as a whole is most consistent with Fayol's principle of:
- (A)Equity
  - (B)Subordination of individual interests to the common interest
  - (C)Remuneration of personnel

- (D)Unity of direction  
(E)Stability of tenure of personnel
10. As task interdependence \_\_\_\_\_, group members need to interact \_\_\_\_\_ frequently and their efforts need to be \_\_\_\_\_ closely coordinated if the group is to perform at a high level.
- (A)Decreases; more; more  
(B)Increases; more; less  
(C)Decreases; less; more  
(D)Increases; more; more  
(E)None of the above
11. An HR specialist gives a personality test to applicants for a factory-worker position. This is an example of:
- (A)Trait appraisal  
(B)Ability testing  
(C)Situational testing  
(D)Interviewing  
(E)Role-playing
12. Which of the following is an example of a tangible reward that a manager can give to a subordinate ?
- (A)An attractive job assignment  
(B)A cash bonus  
(C)A pay raise  
(D)Stock options  
(E)All of the above
13. In Herzberg's Motivation-Hygiene Theory, all of the following are examples of motivator needs EXCEPT:
- (A)Interesting work  
(B)Responsibility  
(C)Pay  
(D)A sense of accomplishment  
(E)Autonomy
14. The CEO of ABC Company forms a top-management team to develop the strategic marketing plan for the organization and selects as members those managers who possess very different expertise, skills, knowledge, and experience. We say that this group has been formed to be consistent with the principle of:
- (A)Diversity  
(B)Research and development.

- (C) An informal group
- (D) Cross-functional group
- (E) An interest group

15. In which step of SWOT analysis would “obsolete, narrow product line” be most likely to arise?

- (A) S
- (B) W
- (C) O
- (D) T
- (E) Both O and T

二、問答題：(共 55 分)

1. 請回答以下問題：

- (1) 策略地圖 (Strategy Map, SM) 的核心概念是什麼？(5%)
- (2) 為什麼策略地圖可以被視為管理工具？(亦即，SM 如何發揮管理的五大功能？)(10%)
- (3) SM 與 KPI 的不同之處？(5%)
- (4) OKR 是哪三個英文字體的簡稱？OKR 與 KPI 有何不同？(5%)
- (5) 高科技公司比較適合採用 SM、KPI 或 OKR？為什麼？(5%)

2. 請回答以下問題：

- (1) 請詳細說明組織設計的原則(5%)
- (2) 請列表比較傳統的階級式組織與自組織 (Self-organizing, 或自我管理) 的組織設計原則之差異。(10%)
- (3) 請舉一個例子來說明自組織的組織設計。(5%)
- (4) 為什麼有專家學者指出，進入數位經濟時代，自組織將會受到更多的企業採用？(5%)