

國立成功大學

111學年度碩士班招生考試試題

編 號：243

系 所：企業管理學系

科 目：管理學

日 期：0220

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(1~10，共 10 題；作答時請註明題號，每題 4 分；40%)

1. A team of senior leaders work together to develop a vision of where they see the company going ten years down the road. After developing this vision of the organization of the future, the team decides that it is necessary to close several facilities and undergo major hiring initiatives to get into a new line of business.

The change being described could be described as:

- (A) Incremental change
- (B) Reactive change
- (C) Transformative change
- (D) Organic change

2. A real estate development firm would like to build a new shopping mall. They find an ideal location which is very accessible and likely to get a lot of traffic. However, the location currently has a very popular park and some homes which would have to be torn down. Members of the community are upset about the plans for the mall and contact the media to share their displeasure. The CEO is alarmed about this bad press and decides to look for a new location for the mall. Her decision is based on which of the following arguments for CSR?

- (A) Moral responsibility
- (B) Reputation
- (C) License to operate
- (D) Sustainability

3. David is very task-focused and competent. As an individual contributor, David was always a top performer. However, in a management role David has not done as well. He often makes comments which are intended as jokes which hurt people's feelings. Many people find him rude and unapproachable. However, when David receives feedback that he is perceived this way he is very surprised as he sees himself as a "people person."

Which of the following is true about David?

- (A) David has low emotional intelligence
- (B) David is very intelligent, but a bad manager
- (C) David has low creativity
- (D) David is not a risk taker

4. If a manager wants to maintain the worth of a company after an acquisition, which of the following is an effective approach to handling the different cultures of the acquiring and acquired firms?
- (A) Leave the cultures of both firms alone and intact
  - (B) Work toward the elimination of the culture of the acquired firm
  - (C) Merge companies where the cultures are fairly similar to begin with
  - (D) Conduct an employee survey to see which culture the employees prefer
5. Patagonia is an organization which manufactures products for outdoor enthusiasts. Patagonia is involved in environmental causes and contributes 1% of its earnings to the planet. Which of the following do you think characterizes Patagonia's perspective on the purpose of business?
- (A) Business exists to create products to sell to customers
  - (B) Business exists to make a profit and benefit shareholders
  - (C) Business exists to provide jobs for employees
  - (D) Business exists in order to serve the needs of multiple stakeholders
6. A scientist works for a major pharmaceutical company. After getting in a fight with management, the scientist quits and goes to work for a competitor. The competitor is pleased because the scientist took the data from the research he was conducting with him and is able to share this with the competitor. If the scientist shares this data, what is he doing?
- (A) Engaging in a conflict of interest
  - (B) Revealing a trade secret
  - (C) Competing fairly on the open market
  - (D) Violating employee privacy
7. A manager is reviewing a stack of resumes to deciding who to hire for a new associate position. In reviewing the stack of resumes he notices that one of the applicants has her B.S. degree from National Cheng Kung University (NCKU). Because he has known other good employees that have degrees from NCKU he decides that the applicant with the NCKU degree will likely work out well. Which of the following heuristics is the manager using to make a decision here?
- (A) Availability
  - (B) Representativeness
  - (C) Adjustment
  - (D) Framing

8. An IT firm learns that skilled programmers are available in India for wages far below what is typically paid in Taiwan. The firm decides it is a good idea to outsource its programming to India. Which of the following describes the reason this IT firm pursued international diversification?

- (A) To take advantage of local factors
- (B) To take advantage of economies of scale
- (C) To enter new markets
- (D) None of the above

9. Regardless of the group, Jane seems to be able to fit in and be “one of the team.” You often wonder who Jane really is because she seems to behave so differently in different situations. Which of the following would best describe Jane?

- (A) High self-monitor
- (B) Internal locus of control
- (C) High extraversion
- (D) Very self-aware

10. You are working abroad in the Middle East. You enter your negotiation and lay your cards on the table. However, you feel completely confused by the negotiation process. Each time you think you have a deal, it turns out you have misunderstood something and no deal has been made. You wonder why they won't just say what they mean in the Middle East. What kind of cultural difference might explain these issues in the negotiation?

- (A) Individualism/collectivism
- (B) Masculinity/femininity
- (C) Egalitarianism/hierarchy
- (D) Low context/high context

二、簡答題(11~13，共 3 題；作答時請註明題號，可用中文作答，每題 20 分；60%)

11. Describe the six steps in the strategic management process (20%)

12. Discuss the balanced scorecard and how its components are used in performance management systems (20%)

13. Outline the three organizational structures and one hybrid giving the advantages and disadvantages. (20%)