國立成功大學

112學年度碩士班招生考試試題

編　號：241

系　所：企業管理學系

科　目：管理學

日　期：0207

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。

選擇題：（共 28 題，前 25 題 3 分，26~27 題 8 分，28 題 9 分）

1. In 2014, General Motors (GM) concluded that their business in China made $ 2.1 billion dollars in pretax profit, but lost $ 1.4 billion in Europe and $ 200 million in South America. Such information can be better analyzed with which of the following technique?

    (A) Porter's five forces analysis

    (B) BCG Matrix

    (C) STP model

    (D) Value chain

    (E) Three generic competitive strategies

2. What is Henri Fayol's contribution to management?

    (A) Principles of bureaucracy

    (B) 13 Principles of management

    (C) 6 industrial activities

    (D) 4 functions of management

    (E) All of the above

3. During Robert Iger's term as CEO of the Walt Disney, he acquired franchises such as Marvel, Star Wars, 21 century fox, and Pixar. Which of the following statement is the best way to describe his strategic intention?

    (A) Vertical integration

    (B) Horizontal integration

    (C) Upstream integration

    (D) Downstream integration

    (E) Diversification

4. What is the main characteristic of a flat organizational structure?

    (A) More freedom

    (B) Centralization

    (C) Wider area coverage

    (D) Suitable for service industry

    (E) All of the above

5. Which of the following problem is an example of structural decision?

    (A) Netflix deciding what show to produce

    (B) Walt Disney deciding which franchise to acquire

    (C) Jiro Sushi deciding the menu for tomorrow

    (D) Starbucks deciding which country to venture in

    (E) None of the above

6. In 2010, 33 miners were trapped in a Chilean mine. What is the main difficulty when the authority tried to mount the rescue.
   (A) The cost involved in a successful rescue attempt is too high
   (B) Lack of proper technology
   (C) No prior experience in dealing with similar situation
   (D) Too little information to properly assess the situation
   (E) All of the above

7. Which of the following statement about Theory Z is not accurate?
   (A) It is an extension of Theory X and Theory Y
   (B) It is a mash of Western and Eastern culture
   (C) It is a theory based on human motivation
   (D) All of the above
   (E) None of the above

8. When facing uncertain situation, managers employed different mentalities to make decision. Which of the following statement about these mentalities are wrong?
   (A) Optimistic managers used maximax choice where they maximizing the maximum possible payoff
   (B) Pessimist managers used maximin choice where they maximizing the minimum possible payoff
   (C) Cautious managers used minimax choice where they minimize maximum 'regret'
   (D) All of the above
   (E) None of the above

9. What is the difference between stakeholder and stockholder?
   (A) One of them is shareholder
   (B) One of them is a subset of the other
   (C) One of them is entitled to the dividend of a company
   (D) All of the above
   (E) None of the above

10. What is the difference between free market economy and planned economy?
    (A) Private vs. community ownership
    (B) Decentralized vs. centralized
    (C) Capitalism vs. communism
    (D) All of the above
    (E) None of the above

11. Which of the following statement about cultural difference is inaccurate?
    (A) Eastern culture is more willing to take risk
    (B) Western culture tends to be more individualistic orientated
    (C) Eastern culture is more reserved about giving feedback in public
    (D) Western culture has lower power inequality

(E) All of the above

12. Which of the following statement about triple bottom line is wrong?

(A) The main goal is to achieve real sustainability

(B) It involved five aspects

(C) It can be a way to assess a company's performance

(D) It will increase the cost of a company

(E) All of the above

13. Which of the following coupling of scholar and theory is inaccurate?

(A) Maslow's hierarchy of needs

(B) Mintzberg's two-factor theory

(C) Michael Porter's value chain analysis

(D) Bruce Henderson's BCG Matrix

(E) None of the above

14. Which of the following characteristic about the bureaucracy as described by Max Weber is not correct?

(A) Rationality

(B) impersonality

(C) Flexibility

(D) Authoritarianism

(E) None of the above

15. Which of the following coupling of scholar and theory is inaccurate?

(A) Frank Gilbreth and microchronometer

(B) Frederick Winslow Taylor and scientific management

(C) Henri Fayol and strategic management

(D) W. Edwards Deming and total quality management

(E) None of the above

16. In 2004, Chief Marketing Officer of Netflix Leslie Kilgore begun to ask one of her employees, Camille, to sign all the contract. What was she trying to accomplish?

(A) Top-down management style

(B) Empower her employees

(C) Share obligation

(D) Training her employees

(E) All of the above

17. Which of the following arrangement cannot improve a company's innovativeness?

(A) Flatter organizational structural

(B) Tolerance to risk taking behavior

(C) Tolerance to failure

(D) More flexibility

(E) None of the above

18. Which of the following statement is not correct?

(A) Larger organization tends to have more rigid regulations

(B) Smaller organization empowered their employees

(C) Smaller organization is more adaptable to change

(D) Larger organization has clearly identified functional department

(E) None of the above

19. Which of the following is not an example of key performance index?

(A) RevPAR (revenue generated per available room)

(B) Number of sales

(C) ROI, Return on investment

(D) Ability to leverage

(E) None of the above

20. Which of the following statement is wrong?

(A) Value chain analysis comprised of in-house and outsource activities

(B) SWOT analysis comprised of strength, weakness, opportunity, and threat

(C) BCG matrix uses growth potential and market share to assess a company's products

(D) Five forces comprised of three types of competition and two bargaining powers

(E) None of the above

21. What is the issue of corporate social responsibility?

(A) Productibility

(B) Predictability

(C) Proactivity

(D) Profitability

(E) None of the above

22. Which of the following attribute is not the main characteristic of core competence?

(A) Cannot be easily duplicated

(B) Aggressiveness

(C) Differentiation

(D) Of value

(E) None of the above

23. Which of the following criterion is not a good guideline for goal setting?

(A) Attainable

(B) Responsiveness

(C) Measurable

(D) Specific

(E) None of the above

24. What is the main reason for the organization to set plan?

    (A) Provide direction

    (B) Improve creativity

    (C) Motivate employees

    (D) Improve participations of employees

    (E) None of the above

25. Which of the following workplace environment feature can improve employees' creativity?

    (A) Bureaucratic

    (B) Quotas

    (C) Reward system

    (D) Standardized operation procedure

    (E) None of the above

Using the BCG Matrix in the table below with means as crosshair, please answer the following questions:

Product Name	Volume of Sales This Year	Volume of Sales Last Year	Leading Competitor's Volume of Sales	Relative Market Share	Market Growth
Product 1	300000	700000	10000		
Product 2	200000	500000	100000		
Product 3	40000	100000	500000		
Product 4	200000	100000	600000		
Product 5	200000	10000000	200000		

26. Which category does product 4 belong to?

    (A) Stars

    (B) Cash Cows

    (C) Question Marks

    (D) Dogs

27. Which category does product 3 belong to?

    (A) Stars

    (B) Cash Cows

    (C) Question Marks

    (D) Dogs

28. Which two products belong to the same category?

    (A) 1 and 2

    (B) 2 and 3

    (C) 2 and 4

    (D) 1 and 5

    (E) None of the above