

世新大學九十七學年度碩士在職專班招生考試試題卷

第 1 頁共計 4 頁

系所組別	考試科目
國際經營管理碩士學位學程 (IMBA)	管理專業英文

※本考題 ☐ 可使用 ☒ 禁止使用 簡易型電子計算機

※考生請於答案卷內作答

I. Multiple Choice (單選題, 2 points each)

1. When problems are _____, managers must rely on _____ in order to develop unique solutions.
(a) well structured; nonprogrammed decision making
(b) well structured; pure intuition
(c) poorly structured; nonprogrammed decision making
(d) poorly structured; programmed decision making
2. A management system in which specific performance goals are jointly determined by employees and their managers is known as
(a) management by objectives (b) means-ends chain
(c) traditional goal setting (d) management by opinions
3. In the strategic management process, the _____ defines the organizational purpose and answers the question: "What is our reason for being in business?"
(a) objective (b) evaluation (c) strategy (d) mission
4. Which of the following describes a company growing by combining with other organizations in the same industry?
(a) Forward vertical integration (b) Backward vertical integration
(c) Horizontal integration (d) Related diversification
5. Which of the following is not a competitive strategy that a business may use in order to gain a distinct advantage, according to Michael Porter?
(a) retrenchment (b) cost-leadership (c) focus (d) differentiation
6. The tendency for people to base their judgments on information that is readily available is known as
(a) availability heuristic (b) representative heuristic
(c) escalation of commitment (d) optimal decision making
7. _____ is a form of conformity whereby group members withhold information or discussion in order to give the appearance of agreement.
(a) Group conformity (b) Groupthink (c) Minority domination
(d) Group domination
8. An increased commitment to a previous decision despite negative information is known as a(n)
(a) availability heuristic (b) representative heuristic
(c) escalation of commitment (d) optimal decision making.

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9. If you get more output for a given input, you have
 (a) decreased effectiveness (b) increased efficiency
 (c) decreased efficiency (d) increased effectiveness
10. Determining the tasks to be accomplished, how the tasks are to be grouped, and who is responsible for the various tasks is known as which of the following processes of management?
 (a) Planning (b) organizing (c) leading (d) controlling
11. According to Mintzberg, which management category includes the roles of figurehead, leader, and liaison?
 (a) interpersonal (b) informational (c) decisional (d) planning
12. Which of the following is not one of the four specific dimensions of national culture according to Hofstede?
 (a) power distance (b) uncertainty avoidance (c) space acceptance
 (d) individualism versus collectivism
13. Organizational culture is similar to an individual's _____.
 (a) motivation (b) skills (c) ability (d) personality
14. An organization's culture is _____.
 (a) changed when the organization is purchased by new owners
 (b) represented by a common perception held by interest groups that watch the organization
 (c) represented in organizational meetings by the top manager of the organization
 (d) represented by a common perception held by the organization's members
15. Corporate _____ are repetitive sequences of activities that express and reinforce the values of the organization, what goals are most important, which people are important, and which are expendable.
 (a) rituals (b) ceremonies (c) symbols (d) languages
16. Managers have three options for change: structure, technology, and people. Which of the following is not a change in people?
 (a) attitudes (b) expectations (c) spans of control (d) behavior
17. Which of the following is not a step in Kurt Lewin's change process?
 (a) Unfreezing the status quo (b) Changing to a new state
 (c) Disrupting the equilibrium (d) Refreezing the new change
18. The "white water" metaphor takes into consideration that environments are
 (a) certain and static (b) uncertain and dynamic
 (c) certain and dynamic (d) uncertain and static

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19. Which of the following is not a contingency variable that determines the appropriate span of control for managers?
 - (a) employee training (b) task complexity
 - (c) management style preferences (d) expenses
20. French and Raven identified five sources, or bases, of power. Which of the following is not included?
 - (a) influence (b) coercive (c) referent (d) expert
21. The pushing down of decision-making authority to the lowest levels of an organization is known as which of the following?
 - (a) centralization (b) decentralization (c) span of control
 - (d) acceptance theory
22. A manager who organizes his or her plant by separating engineering, accounting, human resources, and purchasing is using _____ departmentalization.
 - (a) functional (b) product (c) customer (d) geographic
23. Which of the following is not a contingency variable that affects the appropriate structure for an organization?
 - (a) strategy (b) size (c) technology (d) sales
24. A structure that is high in specialization, formalization, and centralization is a(n)
 - (a) strategic organization (b) mechanistic organization
 - (c) organic organization (d) matrix organization.
25. An organization that uses technology which is nonroutine, will probably find which structure to be most effective?
 - (a) strategic organization (b) mechanistic organization
 - (c) organic organization (d) bureaucracy
26. Groups that are affected by organizational decisions and policies are known as
 - (a) management constituencies (b) stockholders
 - (c) stakeholders (d) business owners
27. Lewin found that work quality and group satisfaction were highest using which leadership style?
 - (a) dictatorial (b) laissez-faire (c) autocratic (d) democratic
28. The managerial grid developed by Blake and Mouton emphasizes which two variables?
 - (a) employee-oriented, production-oriented
 - (b) concern for people, concern for production
 - (c) initiating structure, consideration
 - (d) concern for people, consideration

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29. Which of the following is not a core job dimension used in the job characteristics model?
(a) skill variety (b) task identity (c) output (d) feedback
30. Which of the following statements would a Theory X manager consider to be true?
(a) Employees view work as being as natural as play (b) Employees will exercise self-direction if they are committed to the objectives
(c) The average person can learn to accept and even seek responsibility
(d) Employees will shirk responsibility

II. Matching (配合題, 2 points each): Please match the following theory or perspective with its associated author(s)

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|--------------------------|----------------------------------|
| 1. Scientific Management | (A) Douglas McGregor |
| 2. Hawthorne Study | (B) Frederick Herzberg |
| 3. The Fifth Discipline | (C) Abraham Maslow |
| 4. Need Theory | (D) Elton Mayo |
| 5. Motivating/Hygiene | (E) Chan Kim and Renée Mauborgne |
| 6. Process Reengineering | (F) Peter Senge |
| 7. Balanced Scorecard | (G) Hammer and Champy |
| 8. Theory Y | (H) Frederick Taylor |
| 9. Groupthink | (I) Kaplan and Norton |
| 10. Blue Ocean Strategy | (J) Irving Janis |

III. Short Essay (簡答題, 10 points each)

1. How can organizations demonstrate socially responsible actions?
2. How do managers become more socially responsible?