

世新大學九十八學年度碩士在職專班招生考試試題卷

第 1 頁共計 10 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

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※考生請於答案卷內作答

I. Multiple Choice (單選題, each 2%, total 80%)

- The lowest level of management is _____.
 - a nonmanagerial employee
 - a department of research manager
 - a vice president
 - a first-line manager
- One of the common characteristics of all organization is _____, which clarifies members' work relationships.
 - its people
 - its goals
 - its deliberate structure
 - its purpose
- An automobile manufacturer that increased the total number of cars produced at the same cost, but with many defects, would be _____.
 - efficient and effective
 - increasing efficiency
 - increasing effectiveness
 - concerned with inputs
- In *Wealth of Nations*, Adam Smith described the breakdown of jobs into narrow and repetitive tasks and called this _____.
 - assembly lines
 - lowest common factor of work
 - division of labor
 - greatest common factor of work
- Which of the following is not one of the four management approaches that grew out of the first half of this century?
 - scientific management
 - general administrative
 - organizational behavior
 - systems approach

轉後頁

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6. One outcome of the Hawthorne studies could be described by which of the following statements?
- Social norms or group standards are the key determinants of individual work behavior.
 - Money is more important than the group on individual productivity.
 - Behavior and employee sentiments are inversely related.
 - Security is relatively unimportant.
7. Organizational culture is similar to an individual's _____.
- skills
 - personality
 - motivation
 - ability
8. The original source of an organization's culture usually _____.
- is shared among the first workers hired into the organization
 - is formulated by the board of directors when the organization is formed
 - identifies what the organization is successful doing
 - reflects the vision or mission of the organization's founder
9. When we categorize plans as being single use versus standing, we categorize them by _____.
- breadth
 - specificity
 - frequency of use
 - time frame
10. Management by objectives is a management system in which the first steps are setting specific performance goals that are _____.
- established that can be easily accomplished
 - jointly determined by employees and their managers
 - determined by top management with clarity so that the objective are clear to even the most incompetent employee
 - developed in such a manner that the employees are self-directed and do not need supervision
11. When an organization attempts to combine with other organizations in the same industry, the strategy is known as a _____ strategy.
- growth
 - horizontal integration
 - vertical integration
 - stability

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12. Which of the four business groups in the corporate portfolio matrix has low growth and high market share?
 - a. question marks
 - b. dogs
 - c. cash cows
 - d. stars
13. Gantt charts were developed to help managers perform _____.
 - a. budgeting
 - b. benchmarking
 - c. regression analysis
 - d. scheduling
14. Breakeven analysis is a widely used resource allocation technique to help managers make _____.
 - a. project total cost estimates
 - b. projections like PERT except it uses costs instead of time units
 - c. profit projections
 - d. fixed and variable cost estimates
15. Leadership is _____.
 - a. the process of influencing a group toward the achievement of goals
 - b. a group that achieves goals
 - c. the function of influencing a group towards the achievement of goals
 - d. directing a group towards the achievement of goals
16. Which of the following are two of the three key situational factors Fielder felt were important in determining leader effectiveness?
 - a. leader-member relations and maturity of followers
 - b. organizational success and position power
 - c. task structure and leader-member relations
 - d. maturity of organization and subordinates
17. In Michael Porter's five forces model of competition, _____ is determined by the height of barriers to entry, such as economies of scale and brand loyalty.
 - a. threat of substitutes
 - b. threats of new entrants
 - c. bargaining power of buyers
 - d. bargaining power of suppliers

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18. Which of the following is not an example of a specific environmental factor?
 - a. suppliers
 - b. political conditions
 - c. customers
 - d. governmental agencies
19. In a society with a large _____, titles, rank, and status carry a lot of weight.
 - a. collectivism
 - b. power distance
 - c. compassionate conservatism
 - d. uncertainty avoidance
20. Rational managerial decision making assumes that decisions are made in the best _____ interests of the organization.
 - a. economic
 - b. pay-off
 - c. statistical
 - d. budgetary
21. In "bounded rationality," managers construct _____ models that extract the essential features from problems.
 - a. multiple
 - b. binding
 - c. interactive
 - d. simplified
22. Nonprogrammed decisions are best described as _____.
 - a. recurring, but difficult to make
 - b. very similar to problems in other areas of the organization
 - c. requiring more aggressive action on the decision maker's thought processes
 - d. unique and nonrecurring
23. In organizations, the trend in recent years has been toward _____.
 - a. narrower span of control
 - b. increased chain of command
 - c. the organization's structure being based on its financial position
 - d. wider span of control
24. The appropriate structure for an organization is based on four contingency variables: strategy, size, degree of environmental uncertainty, and _____.
 - a. technology

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- b. history
 - c. leadership
 - d. intensity of competition
25. The matrix approach violates what classical principle?
- a. unity of command
 - b. decentralization
 - c. customer focus
 - d. linear lines of responsibility
26. Under clan control, employee behaviors are regulated by _____.
- a. peer pressure
 - b. shared values and norms
 - c. brainwashing
 - d. strict hierarchical mechanisms
27. The balanced scorecard is an approach that looks at four areas—financial, customer, internal processes, and _____—that contribute to a company's performance.
- a. shareholder value
 - b. people assets
 - c. managerial decision making
 - d. none of the above
28. McGregor assumed that people who were lazy would normally be viewed through _____.
- a. Theory X
 - b. Theory Y
 - c. Social Needs Theory
 - d. Physical Needs Theory
29. The drive to find food, drink, and sexual satisfaction is based on what level of need?
- a. physiological
 - b. safety
 - c. self-actualization
 - d. social
30. According to reinforcement theory, an individual would behave in a desired manner if which of the following occurred?
- a. Nothing happened when they acted appropriately.
 - b. They are punished for doing the wrong behavior.
 - c. They set specific, difficult goals to achieve.
 - d. They are immediately rewarded, such as by a monthly bonus.

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31. Proprietary company information that's critical to a company's efficient and effective functioning and competitiveness is called _____.

- a. real property
- b. intellectual property
- c. tangible property
- d. management property

Questions 32-34 :Please choose the best answer according to the following scenario.

Mandy recently returned from her two-day managerial seminar, *How to Totally Change Your Management and Leadership Style in Two Days*. Even though she felt the seminar was worthless (as she had predicted), it did give her a chance to think about how to change the culture of her organization. She had been brought in by the new CEO as a change agent, and her position had the authority to make an impact. She felt that the recent hostile takeover by their parent company had shocked everyone, especially given that the entire organization consisted of only 150 people and had been in business for only 5 years. She felt this might be the time to attempt cultural change while everyone was still thinking in terms of change. As she tossed her leadership seminar manual into the wastebasket, she considered what might be her first step and how well the cultural change would work.

32. Of the following, which is an advantage that Mandy has to implement cultural change?

- a. her new leadership skills
- b. the recent purchase of her company
- c. previous stable leadership
- d. her managerial level

33. Which of the following statements is true concerning the leadership of Mandy's company and its effect on cultural change?

- a. New top leadership can be an advantage.
- b. New top leadership is rarely an advantage.
- c. It is important for the cultural change to begin with employees first.
- d. Leadership issues have little impact on cultural change.

34. Which of the following statements about her company is most advantageous to Mandy as she attempts to change the cultural leadership?

- a. Change would be easiest with a company that is older and has a small number of employees.
- b. Change would be easiest in an older company with many employees.
- c. Small companies that are new are easiest in which to implement change.
- d. Small companies that are old are easiest in which to implement change.

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35. Of the following, which statement about her company's previous culture would be most advantageous to her accomplishing a change?
- A previously strong culture is receptive to change.
 - A previously nonexistent culture is receptive to change.
 - A moderately strong culture is receptive to change.
 - A weak culture is more receptive to change.

Questions 36-38: Please choose the best answer according to the following letter.

Mr. Nelson Wu
Vice President
Formosa News Corporation
303 Chung-kung Rd., Section 2
Taichung, Taiwan, R.O.C.

March 1, 2000

Dear Mr. Wu,

This is to confirm my resignation from the position of *Good Morning Taiwan* Editor, effective March 31, 2000.

There are several reasons for my resignation, but to put it simply, I'm just too tired. To do my job well, I need to spend at least ten hours a day at the office, which leaves me no time for anything else.

In light of this, I recently accepted a job at Let's Learn English Inc., where I will be editing textbooks for children. I will be working fewer hours a day, for almost as much as I am making at Formosa News. This will permit me time to pursue other interests, including night classes at one of the local universities.

Regarding the salary at Formosa News, I feel it is reasonable, and in line with the industry standard. However, I believe that the company should consider creating a position for an assistant editor, as this job is really too much for one person.

Finally, I would like to thank you for giving me the opportunity to work at Formosa News. I wish you all the very best in the future.

Sincerely,


Susan A. Wood

轉後頁

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36. What is the purpose of this letter?
- To apologize
 - To quit a job
 - To ask for a raise
 - To apply for a position
37. At her new job, how much will Susan be earning?
- Not mentioned in the letter
 - Much more money than she is making now
 - Slightly less money than she is making now
 - Slightly more money than she is making now
38. What suggestion does Susan make?
- Reduce employees' working hours
 - Increase the pay for the new editor
 - Offer classes for employees
 - Hire an assistant for the new editor

Questions 39–40: Please choose the best answer according to the following table.

New Projects of the Sino-Israeli Petrochemical Company

Project	Completion Time (Y/M/D)	Annual Production (Tonnes)	Estimated Investment (NT\$mln)	Estimated Annual Production Value (NT\$mln)
Kaohsiung Plant	00/05/31	10,000	463.88	584.00
Shanghai Plant	00/09/30	20,000	504.60	320.00
Jakarta Plant	01/01/31	20,000	408.18	620.00
Manila Plant	01/06/30	14,000	293.46	248.00
Bangkok Plant	01/12/31	22,000	223.08	577.80

39. Which plant is expected to report the highest production volume per year?
- The Bangkok Plant
 - The Shanghai Plant
 - The Manila Plant
 - The Kaohsiung Plant
40. Which plant will probably cost the most to construct?
- The Jakarta Plant
 - The Kaohsiung Plant

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C. The Manila Plant

D. The Shanghai Plant

II. Short Essays (Total 20%)

Please write a short essay(less than 200 words) to answer the following two questions in English after reading this article "Are social entrepreneurs the next big thing?"

Are social entrepreneurs the next big thing? (Shoptalk, Radio 4, June 3 2003)

Some people have chosen to trade in some of their income for more time off work. But others are swapping the stress of the business environment for the equally stressful, but often more rewarding opportunities which come from improving other people's lives. But how do you develop skills to make good on your dream? That's where the SSE comes in, Chief Executive Rowena Young told us:

"We've had about 150 graduates through the school in six years. They've worked in settings all across the UK, from Belfast to Devon, Bradford to Glasgow, and now we're moving into working with people who are actually taking forward their organisations, growing the successful ones or replicating them so we've got many more coming through.

"The majority to date have come from a voluntary sector background although there's also a large proportion who've recognised things aren't working in their communities. They can see how you can put things together differently and have the guts to have a go at doing that, and they've found a welcome home at the School for taking forward their projects.

"What we're supporting is people who take an entrepreneurial approach, whether within the voluntary sector, or at the cusp of the private sector where they're moving and becoming more socially motivated."

"Our feeling is there are many more people out there who can do this stuff but haven't been encouraged to do so. What they find at the School is effectively a home where instead of all this bureaucracy and all the reasons why you can't do things they find people who say 'Actually, we believe in you, and we'll back you all the way.'

"That's often all they need to really get going - they drop the day job, everything goes by the wayside as they focus solely on their projects.

Merlin Matthews graduated from the SSE last year, and founded Re-Cycle, a charity which collects used, unwanted bicycles, and ships them out to parts of Africa where they can be put to use.

"I describe myself as a serial social entrepreneur because I've got oodles of different ideas. At the moment I'm trying to focus on the bicycles."

轉後頁

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Matthews studied management at the London School of Economics, but wasn't attracted by the traditional route of making lots of money.

"There's a lot of messy pointless short-term greedy dirty things going on, and I don't want to be part of that. One of my best mates went off to Mitsubishi in Tokyo doing derivatives, and we convinced him it was a bad idea - he's now teaching yoga in California. He designed my website for me, and through that learned the skills to now do websites commercially."

He thinks his friend isn't alone: "A lot of my LSE mates are wanting to get out. Some of them say they're just in it for the short term - they're not involved in the game, they just want a bit of money and then they'll quit."

"A lot of people are seeing that the lack of job satisfaction, the lack of time to spend with your kids, you're spending money as fast as you're earning it, and they want to do something productive, something useful, something constructive."

Questions

1. Explain what is meant by a "social entrepreneur"(10%)
2. How does the SSE plan to help individuals who are keen on becoming social entrepreneurs? (10%)