

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 70%)

- A decision which may result in benefit for one party but will definitely cause injury to another is called choosing:
 - based on a practical rule.
 - based on community principles.
 - between the lesser of two evils.
 - based on the public interest.
 - based on reputation.
- In making ethical choices, managers should first consider:
 - which options are right and which are wrong
 - how she feels about the various options.
 - how others feel about the various options.
 - which options are legal and which are illegal.
 - which option is the lesser of the evils presented.
- The total group of people and groups affected by the way a company does business is called the company's:
 - stakeholders.
 - shareholders.
 - employees.
 - competitors.
 - customers.
- Stockholders are considered stakeholders in a company because:
 - they work for the company.
 - they are responsible for what the company does and doesn't do.
 - the ethical judgments of stockholders guide a company's day-to-day operations.
 - they buy products from the company.
 - they own the company.
- Using one's personality, beliefs, values, social skills, knowledge, and power to influence other people is called:
 - manipulation.
 - supervision.
 - management.
 - leadership.
 - controlling.
- The leadership approach in which the leader sets challenging goals which emphasize the need to behave proactively and perform at the highest level while demonstrating confidence in the employees and providing them the autonomy and freedom to decide how to perform their jobs is called the:

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- A) expert leadership approach.
 - B) directive approach.
 - C) supportive approach.
 - D) participative approach.
 - E) achievement oriented approach.
7. If rewards are not tied to performance, employees:
- A) employees report higher levels of satisfaction because their jobs include an element of chance.
 - B) tend to resign.
 - C) become dejected and depressed.
 - D) begin to take the rewards for granted and are no longer motivated by them.
 - E) have grounds for a lawsuit under the Fair Pay Act.
8. The series of rewards and punishments derived by managers to shape, influence, and control the way employees behave is called:
- A) the employee handbook.
 - B) leadership.
 - C) coercion.
 - D) the incentive system.
 - E) politics.
9. The psychological forces within people that arouse their interest, direct their attention, and cause them to persist and work intensely to find ways to achieve their work goals is called:
- A) expectancy.
 - B) supervision.
 - C) management.
 - D) work motivation.
 - E) expectancy.
10. An employee displaying high motivation:
- A) works hard to make sure that minimum performance standards are met.
 - B) is very likely to quit and move on to another company.
 - C) works hard and seeks ways to improve personal performance standards even higher.
 - D) tries to organize other employees into work slowdowns and strikes.
 - E) probably lacks at least one basic physiological need.
11. Maslow called the need for food, water, clothing, sex, and all other essentials people require to remain alive as:
- A) belongingness needs.
 - B) security needs.
 - C) self-actualization needs.
 - D) physiological needs.
 - E) esteem needs.

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12. According to the goal setting theory, a goal should have all of the following characteristics EXCEPT:
- A) specific.
 - B) challenging.
 - C) constant.
 - D) measurable.
 - E) results oriented.
13. A work performance system that involves setting specific, challenging goals, then reviewing employee progress toward achieving these goals is known as:
- A) GTO.
 - B) HBO.
 - C) MBO.
 - D) MOS.
 - E) HMO.
14. The contingency approach suggests that:
- A) there is an ideal organizational structure which would succeed in any company.
 - B) a portion of all revenues should be held back as a contingency reserve in case adverse changes in the environment occur.
 - C) once a successful organizational structure is in place, it should be preserved indefinitely.
 - D) organizational structure and culture are dynamic and will change as the environment changes.
 - E) most companies would be better off not tampering with their structure or culture.
15. A company has a group of employees under a marketing manager, another group under a financial manager, and still another under a production manager. This company has adopted a(n):
- A) matrix structure.
 - B) functional structure.
 - C) geographic structure.
 - D) market structure.
 - E) product structure.
16. In a matrix organization, each employee:
- A) works autonomously.
 - B) reports only to corporate managers.
 - C) reports to both a functional boss and the boss of the product team.
 - D) is paid by the piece rate system.
 - E) is paid a salary based solely on the profitability of the matrix team's product.
17. A set of data, facts, numbers, and words that has been organized in such a way that it provides its users with something useful is called:
- A) knowledge.
 - B) learning.
 - C) information.
 - D) values.
 - E) norms.

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18. The customer desires, wants, and requirements that can be satisfied by the qualities or features of a good or service are called:
 - A) selling points.
 - B) customer needs.
 - C) customer attitudes.
 - D) marketing objectives.
 - E) product positioning.
19. A set of techniques designed to track customers' demand for and satisfaction with a product in order to develop relationships with customers and maximize the value a company can deliver to them is called:
 - A) marketing.
 - B) customer relationship management.
 - C) product development.
 - D) market research.
 - E) sales.
20. The typical sequence of changes in demand for a product over time is called the:
 - A) product development cycle.
 - B) product life cycle.
 - C) product marketing cycle.
 - D) business vision.
 - E) product growth plan.
21. Product customization:
 - A) greatly reduces selling and distribution costs.
 - B) eliminates the need for advertising.
 - C) makes critical the role of the wholesaler.
 - D) greatly increases the costs of distributing and selling the product.
 - E) is only appropriate for standardized products.
22. The number of customer orders that are accurately processed is a measure of:
 - A) innovation.
 - B) control of the upstream value chain.
 - C) responsiveness to customers.
 - D) quality.
 - E) productivity.
23. Today, the definition of property rights includes the ownership of all of the following EXCEPT:
 - A) land.
 - B) the use of one's own labor.
 - C) the tangible results of enterprise.
 - D) financial capital.
 - E) spouses and children.

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24. The set of activities designed to acquire high-quality human resources then to build their skills and capabilities so that they can perform their jobs more effectively is called:
- A) top-level management. B) middle management.
C) human resource management. D) operations management.
25. The HRM function that involves rewarding employees that have performed well is called:
- A) selection. B) developing.
C) performance appraisal. D) pay and benefits.
E) promoting.
26. The process of forecasting the type and number of employees a company will require in the future to meet the objectives of its business model is called:
- A) strategic planning. B) labor planning.
C) management planning. D) human resource planning.
E) union planning.
27. A list of the specific tasks, duties, and responsibilities that make up a particular job is called a(n):
- A) job specification. B) job analysis.
C) job description. D) job plan.
E) benefit assessment.
28. The process through which companies increase their employees' skills and knowledge to help them do their jobs in ways that lead to superior efficiency, quality, innovation, and customer responsiveness is called:
- A) on-the-job training. B) training and development.
C) supervisory training. D) training analysis.
E) performance enhancement survey.
29. The process through which managers communicate the results of their evaluations to employees to persuade them to maintain or improve their level of performance is called:
- A) performance enhancement. B) employee development.
C) performance feedback. D) performance training.
E) benefits consultation.
30. The process of collecting, measuring, and recording data, organizing it into useful information about a company's financial performance, and communicating this information to all stakeholders is called:
- A) operations management. B) finance.
C) accounting. D) IT.
E) human resource management.

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31. 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
32. Gantt charts were developed to help managers perform
 - A) budgeting
 - B) benchmarking
 - C) regression analysis
 - D) scheduling
33. In *Wealth of Nations*, Adam Smith described the breakdown of jobs into narrow and repetitive tasks and called this
 - A) assembly lines
 - B) lowest common factor of work
 - C) division of labor
 - D) greatest common factor of work
34. The lowest level of management is _____.
 - A) a nonmanagerial employee
 - B) a department of research manager
 - C) a vice president
 - D) a first-line manager
35. 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

II. Short Essays (Total 30%)

Please write a short essay (less than 200 words) to answer the following three questions in English after reading this article "Facebook And Twitter Increase Workplace Productivity"

Facebook And Twitter Increase Workplace Productivity

02 April, 2009, by Desire Athrow

Research carried out by a team from Melbourne University in Australia came to the conclusion that visiting Facebook or shopping online during office hours could actually increase workers' productivity. In a study of 300 workers, 70 percent of employees who go online at work do engage in WILB (Workplace Internet Leisure Browsing) with the most popular activities including watching movies on Youtube, playing games online, reading news, chatting up on Instant messenger and updating one's status on Facebook.

The author of the paper, Dr Brent Coker, reckons that "workplace internet leisure browsing" or WILB could help sharpen workers' concentration as "people need to zone out for a bit to get back their concentration".

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Indeed, using the internet for leisure, the virtual equivalent of taking a break, improved employees' productivity by a whopping 9 percent, under the condition that the people used the internet "in moderation" or were online for less than a fifth of their total time in the office.

Dr Coker however warned against internet addiction which could have adverse effects - like any addictions - on productivity. He posits that "approximately 14 per cent of internet users in Australia show signs of internet addiction - they don't take breaks at appropriate times, they spend more than a 'normal' amount of time online, and can get irritable if they are interrupted while surfing."

Questions

1. Explain what is meant by a "social media" (10%)
2. Do you agree with the conclusion proposed by Dr. Coker stating that WILB could increase employees' productivity? Why? (10%)
3. In your opinion, what could a manager do to utilize social media for increasing profits and incorporate it into daily business operation? (10%)