

九十三年學年度 科技管理研究所 系(所) 甲 組碩士班入學考試

科目 管理學 科號 5903 共 4 頁第 1 頁 *請在試卷【答案卷】內作答

NTHU MBA Exam paper
Course: Management

Part I. Multiple choice (3 points/question, 15 questions, 45 points in total)

Note: Choose the best answer only. One wrong answer will cause 1 point penalty)

1. 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

2. Which technique to reduce the resistance to changing the organizational structure may be a good first step?
 - a. coercion
 - b. facilitation and support
 - c. participation
 - d. education and communication

Talk about personalities! Samantha is sure she has one of everything in her very diverse workforce. Sometimes she wonders if her 20 employees have anything in common. Yesterday Jon came in complaining and blaming her for his poor performance evaluation. He seemed to forget the five differing times during the last six months he and Samantha had sat down and discussed the fact that his continual tardiness and absences were going to affect his evaluation. Then there was Joe, who was always Joe. He was a likable enough person but he was always loud and outspoken and bordered on being rude. Even when the president of the company had been in the office last week, Joe was still the same Joe. Then there was Cassie who daily made the statement that the end justifies the means. Samantha, more than once, had to remind Cassie of the company code of ethics. Finally, though, there was Jennifer who quietly and efficiently did her work on a consistent basis. She was always ready for a new assignment and trusted that she had the abilities needed in order to succeed on the next project. For Samantha, she was a safety net in times of crisis.

3. Please read paragraph above and answer why should Samantha be concerned about the differing personalities in her workforce?
 - a. It helps her in the selection process of matching jobs with employees.
 - b. It is always interesting.
 - c. It gives her a basis to fire employees.
 - d. It is important information to record for performance evaluations.

4. 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

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5. Leaders who guide or motivate their followers toward established goals by clarifying role and task requirements are using _____ leadership.
- charismatic
 - transformational
 - transactional
 - autocratic
6. One of the central characteristics of continuous improvement programs is:
- communication.
 - teams.
 - management support.
 - large, sweeping improvements.
7. Which of the following allows managers to monitor the interdependent activities of a project's progress, identify possible bottlenecks, and shift resources as necessary in order to keep the project on schedule?
- Gantt chart
 - PERT
 - load chart
 - break-even analysis
8. Labor unions, employees, suppliers, customers, clients, and public interest groups are all examples of:
- management constituencies.
 - stockholders.
 - stakeholders.
 - business owners.

Krista is unsure what to do next. Her company is about to implement a radical new technology transformation that will affect every person in the organization. They are basically updating their plant to the 21st century, and almost everything is changing. Krista is in charge of assisting the members of the company with the planned changes. Since it is a long-term change that is organization-wide, management felt that someone needed to facilitate the change because, in essence, it was changing the culture of the company. The first thing Krista did was to ask employees a specific set of questions about the perceived changes. From this data, then Krista needed to decide what to do next. An outside consultant has been hired to help Krista diagnose the interpersonal processes that needed improvement. The move from functional departmentalization to work teams was a change necessitated by the new technology. This was a major change for employees who had worked in specific departments for most of their careers. Furthermore, the teams will have to interact with each other as they use the new technology. Krista feels that her task is almost overwhelming.

9. Please read the paragraph above and answer what Krista is in charge of:
- human resource management.
 - strategic human resource planning.
 - organizational development.
 - cultural change.

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10. MBO makes objectives _____ by devising a process by which they cascade down through the organization.
 - a. operational
 - b. realistic
 - c. strategic
 - d. directional

11. Jay tends to always look at the broad picture and likes to look at many alternatives. He focuses on the long run and looks for creative solutions. He prefers which of the following styles of decision making?
 - a. analytic
 - b. conceptual
 - c. directive
 - d. behavioral

12. The competitive advantage based upon their known reputation among small business owners for a computer with few frills but the capabilities of performing word processing, databases, and spreadsheets would be known as a:
 - a. cost-leadership strategy.
 - b. differentiation strategy.
 - c. focus strategy.
 - d. retrenchment strategy.

13. Which of the following is the primary strength of the matrix structure?
 - a. economies of scale and the ability to coordinate interdependent projects
 - b. propensity to foster power struggles
 - c. employee satisfaction
 - d. duplication of activities and resources

14. Which of the following is not a reason for planning?
 - a. provides direction
 - b. reduces the impact of change
 - c. maximizes waste and redundancy
 - d. sets standards to facilitate control

15. Which of the following has the ability to distinguish patterns and trends too subtle or complex for human beings?
 - a. expert systems
 - b. neural networks
 - c. groupware
 - d. superior systems

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Part II Essay (4 essay, 55 points in total)

1. (15 points)

(1) (5%) How does the knowledge-based economy (KBE) differ from traditional industrial economy (please list a table to indicate at least five differences).

(2) (4 %) By using these differences, illustrate the characteristics of two specific knowledge products or services.

(3) (6%) What are the managerial implications to managers in the rise of KBE?

2. (20 points)

Compare the five groups of needs in Maslow's hierarchy of needs theory and the three groups of needs in Alderfer's ERG theory.

3. (10 points)

Compare and contrast authority, responsibility, accountability, and delegation.

4. (10 points)

Define nonverbal communication and discuss its importance to communicating in organizations.