

國立清華大學 命題紙

98 學年度 科技管理研究所 組碩士班入學考試

科目 管理學 科目代碼 4703 共 6 頁第 1 頁 *請在【答案卷卡】內作答

Part I. multiple choice questions (50%)

Please circle one answer in each question. 2 points for each multiple-choice question and total 25 questions.

1. IBM, Acer, and HP-Compaq were vying for dominance in the computer industry. This is an example of which of the following?
 - a. Task/legal political
 - b. General/competitor
 - c. Task/competitor
 - d. General/economic
 - e. Task/technological

2. Conceptual, human, and technical skills are important to which managerial level?
 - a. Top managers
 - b. Middle managers
 - c. First-line managers
 - d. Non managers
 - e. All of the above

3. When Flowers Unlimited uses hand-held computers to monitor daily sales activity, it is an example of a
 - a. feedback control.
 - b. feedforward control.
 - c. concurrent control.
 - d. technological control.
 - e. hand-held control.

4. _____ is the process of measuring your organizational process against the best in the industry.
 - a. Outsourcing
 - b. Continuous improvement
 - c. Environmental analysis
 - d. Benchmarking
 - e. Competitive measurement

5. Which of the following is a characteristic of a well-constructed goal?
 - a. precise and measurable
 - b. address important issues
 - c. challenging but realistic
 - d. All of the above are characteristics of a well-constructed goal.

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6. Sarah's Jewelry Shop has just hired a comparative shopper to visit other local jewelry stores to gain product pricing information. What strategy is this describing?
- Boundary-spanning roles
 - A flexible structure
 - Unfair practice
 - Increase planning and forecasting
 - Joint venture
7. Which of the following would be considered a visual representation(s) of a company's corporate culture?
- All department heads have an executive office.
 - Each department has an award plaque for employee of the month.
 - All employees are dressed in professional business attire.
 - Top level executives drive company owned sports car.
 - All of the above.
8. _____ refers to the code of moral principles and values that govern behaviors with respect to what is right and wrong.
- Social responsibility
 - Free domain
 - Ethics
 - Codified law
 - Discretionary responsibility
9. The decision to produce a new product by ASUSTek Computer Inc. is in the
- domain of codified law.
 - domain of free choice.
 - domain of ethics.
 - domain of compensatory justice.
 - domain of social responsibility.
10. When former Enron CEO Kenneth Lay made sure his own family benefited handsomely from Enron, he engaged in:
- information manipulation.
 - anticompetitive behavior.
 - self-dealing.
 - opportunistic exploitation.

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11. All of the following are characteristics of effective goal setting EXCEPT

- a. goals should be challenging but not unreasonably difficult.
- b. goals should be set for every aspect of employee behavior.
- c. specific and measurable.
- d. cover key results area.
- e. linked to rewards.

12. Any group within or outside the organization that has a stake in the organization's performance is called

- a. a supplier.
- b. an international customer.
- c. a stakeholder.
- d. OPEC.
- e. a trade association.

13. A corporate-level strategy is concerned with the question

- a. what business are we in?
- b. how do we compete?
- c. how do we support our chosen strategy?
- d. where do we market our products?
- e. should we promote from within?

14. All of the following are primary dimensions of diversity EXCEPT

- a. age.
- b. sexual orientation.
- c. religious beliefs.
- d. physical ability.
- e. all of the above are primary dimensions of diversity.

15. _____ are the champions of structural change.

- a. Middle and top managers
- b. Top and lower-level managers
- c. Middle and lower-level managers
- d. Lower-level managers and operatives
- e. Operatives and customers

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16. Which of these is the potential ability to influence the behavior of others?

- a. Leadership
- b. Management
- c. Power
- d. Control
- e. Motivation

17. Autonomy, a core job characteristic, contributes to which of the following psychological states according to the job characteristics model?

- a. meaningfulness
- b. responsibility
- c. knowledge of results
- d. individual differences

18. After establishing standards of performance, according to the control model, the manager should

- a. compare performance to standards.
- b. get the standards approved by the supervisors and subordinates.
- c. measure actual performance.
- d. take corrective action.
- e. provide feedback.

19. Decentralized control is most consistent with which of the following budget processes?

- a. Bottom-up budgeting
- b. Top-down budgeting
- c. Strategic budgeting
- d. Cost budgeting
- e. None of these

20. Today there is a crisis of sorts in the newspaper industry. More and more readers are getting their news from the free websites that newspapers offer. For example, instead of getting a subscription to the *Washington Post* you can simply go to washingtonpost.com and get the day's latest news for free. As a result subscriptions for many newspapers are declining. This problem was created in the newspaper industry largely by:

- a. punctuated status quo.
- b. disruptive technology.
- c. exceptional business plans.
- d. swarms of successor technologies.

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21. With TQM, employees must be trained to think in terms of _____ and not _____.

- a. detection, prevention
- b. prevention, detection
- c. measurement, prevention
- d. innovation, improvement
- e. none of these

22. _____ is a quality control approach that emphasizes a relentless pursuit of higher quality and lower costs.

- a. Continuous improvement
- b. Cycle time
- c. Quality circles
- d. Six Sigma
- e. Benchmarking

23. Pier 1 has struggled in the market recently, posting declines in same-store sales for several years. While it has changed its product and promotion in an attempt to differentiate itself from competitors such as Target and Wal-Mart, nothing seems to have worked. It would appear that management has lost touch with which stakeholder group?

- a. stockholders
- b. employees
- c. advertising agencies
- d. customers

24. Kodak's mission statement is to provide "customers with the solutions they need to capture, store, process, output, and communicate images—anywhere, anytime." It is an example of a good mission statement because:

- a. it focuses on the product Kodak produces.
- b. it focuses on Kodak's customers.
- c. a functional component is included.
- d. all of the above apply.

25. The assumption that "If it's not illegal, it must be ethical," ignores which of the following?

- a. Domain of codified law
- b. Domain of ethics
- c. Domain of free choice
- d. Discretionary responsibility
- e. Domain of symbolism

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Part II. Short Answer Questions (50%)

Please keep your answers concise!! (中文回答亦可)

1. Please list four elements in the task environment of an organization. (5%)
2. What are the three important adjustments that need to be to create a learning organization in order to promote continuous learning? Why is each important? (15%)
3. What are the five bases of power and which one is generally the most expensive to use? (10%)
4. Discuss the differences between a transformational leader and a transactional leader. (10%)
5. Define two organizational-level rewards. How effective are organizational-level rewards? (10%)