

國立臺北大學 114 學年度碩士班一般入學考試試題

系（所）組別：企業管理學系乙組

科 目：管理學

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I、Multiple-Choice Question (6% for each question)

1. Which of the following statements are included in the behaviours that managers try to explain, predict, and influence? Select all the correct statements.
 - a. Creativity and innovation at work
 - b. Conflict and cooperation among team members
 - c. Personalities of employees
 - d. Workplace misbehaviour and turnover
 - e. Political party affiliation of employees
2. Which of the following statements are incorrect regarding the early theories of motivation? Select all the incorrect statements.
 - a. Maslow's hierarchy of needs is universally accepted as a rigid, step-by-step model for motivation.
 - b. Hygiene factors, such as salary and work conditions, are sufficient to motivate employees.
 - c. McGregor's Theory X assumes that employees are lazy, avoid responsibility, and require constant supervision.
 - d. Herzberg proposed two separate continua: one for satisfaction and another for dissatisfaction.
 - e. The hierarchy includes a need for wealth as a standalone level.
3. Which of the following statements are correct regarding the trait and behavioural theories of leadership? Select all the correct statements.
 - a. Trait theories assert that leadership is purely dependent on the environment.
 - b. Behavioural theory suggests that leadership effectiveness is determined by a combination of specific traits and environmental factors.
 - c. Trait theories focus on identifying inherent qualities that differentiate leaders from non-leaders.
 - d. Behavioural theories emphasize the actions and behaviours of leaders rather than their inherent traits.
 - e. Trait theories categorize leadership into autocratic, democratic, and laissez-faire styles.
 - f. Behavioural theory suggests that leaders can adapt their behaviour to the needs of the situation, promoting flexibility in leadership styles.
4. According to the communication process, which of the following statements are incorrect? Select all the incorrect statements.
 - a. Effective communication involves both the sender encoding the message and the receiver decoding it correctly.
 - b. Feedback from the receiver is essential for ensuring the message has been understood and interpreted accurately.
 - c. Communication is only effective if both the sender and receiver use the same language.
 - d. The context of the communication influences how the message is both interpreted and delivered.
 - e. Verbal messages need to be decoded, while non-verbal cues are automatically understood.

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5. According to the control process in management, which of the following statements are correct? Select all the correct statements.
- a. The control process is unnecessary if the organization has well-defined goals and objectives.
 - b. The control process helps managers ensure that the organization's goals are being achieved efficiently and effectively.
 - c. The control process involves setting an organisation's goals and strategies, measuring actual performance, and taking corrective actions when necessary.
 - d. Feedback from the control process provides information that helps managers make informed decisions about future actions.
 - e. Corrective actions in the control process always involve disciplinary measures or punishment.

II、Multiple-Choice Question (6% for each question)

1. "Tariff," President-elect Donald Trump has said many times, "is the most beautiful work in the dictionary." He uses tariffs as a negotiating tactic to try to force concessions from America's biggest trading partners and realize the potential to bring back jobs across the US. Select all the correct statements about tariffs.
- a. Tariffs are the most effective way to protect domestic jobs.
 - b. Tariffs can stifle economic growth by reducing efficiency and innovation.
 - c. Tariffs are a straightforward solution to trade imbalances.
 - d. Different types of tariffs (e.g., specific tariffs, ad valorem tariffs) can have various impacts, but all benefit the economy.
 - e. All the above are correct.
2. Bureaucracy has always been criticized as the main reason hindering companies from success. Select all the correct statements about bureaucracy.
- a. Bureaucracy always inhibits innovation and flexibility.
 - b. Flat organizational structures are always more efficient than hierarchical ones.
 - c. Organizational design is a one-time decision that rarely needs to be revisited.
 - d. Eliminating bureaucracy entirely will always improve company performance.
 - e. All the above are incorrect.
3. Modern organizations face the challenge of navigating complex external environments. Some argue that organizations not only strategically adapt to these changes, but also endeavor to influence and control them. Select all the correct statements about businesses and their external environment.
- a. When demand decreases, companies often cut back on production and laying off employees.
 - b. Corporate social responsibility initiatives are measures aimed at shaping and influencing social trends.
 - c. Actively controlling government regulations is unethical and illegal.
 - d. Directly controlling customer preferences is unethical and manipulative.
 - e. Companies can passively respond to natural disasters by relocating operations to areas less prone to such events.
 - f. While companies can implement strategies to mitigate geopolitical risks, complete insulation is often unrealistic and impractical.

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4. In recent years, media coverage has frequently focused on workplace issues, such as power imbalance and work-life imbalance. Select all the correct statements about how to retain competent, high-performing employees.
- a. Offering competitive compensation and benefits packages is the only means to retain top talent.
 - b. Negative feedback can be incredibly valuable when handled constructively.
 - c. Empowering employees always leads to increased productivity and reduced supervision.
 - d. Providing meaningful recognition and rewards is essential for boosting morale and motivation.
 - e. Work-from-home arrangements always lead to increased productivity and reduced burnout for top talents.
5. Goal setting is considered a critical part of strategic planning in management. Select all the correct statements about planning and goal setting.
- a. Planning is a linear process that proceeds in a predictable sequence.
 - b. Setting specific, measurable, achievable, relevant, and time-bound (SMART) goals increases the likelihood of success.
 - c. Team goal setting is more important than individual goal setting.
 - d. Planning is only beneficial for routine tasks, not creative endeavors.
 - e. Setting overly challenging goals in organization could motivate employees to exceed their limits and achieve extraordinary results.

III、Short Essay (20%)

Please read the paragraph below and respond to the associated questions. Consider offering detailed and thoughtful answers.

As a cofounder and the CEO of the U.S. chipmaker Nvidia, Jensen Huang operates in a high-velocity industry requiring agile, innovative thinking. Reflecting on how his leadership style has evolved, he told the New York Times, "I probably give fewer answers and I ask a lot more questions....It's almost possible now for me to go through a day and do nothing but ask questions." He continued, "Through probing, I help [my management team]...explore ideas that they didn't realize needed to be explored." (quoted from The Art of Asking Smarter Questions, Harvard Business Review, May-June 2024.)

Based on the above description and what is known from the media about Jensen Huang, (1) please analyse Huang's leadership style to align with key leadership theories and (2) explain its potential impact on innovation and team development.

IV、Short Essay (20%)

In August 2024, 13 current and former TSMC (台積電) employees filed a class action lawsuit in California. The 13 plaintiffs, whose backgrounds include the US, Mexico, Nigeria, Europe and South Korea, were seeking damages to redress TSMC's apparent discrimination practices. In the lawsuit, the plaintiffs claimed TSMC's employment practices include an "intentional pattern and practice of employment discrimination against individuals who are not of East Asian race, not of Taiwanese or Chinese national origin, and who are not citizens of Taiwan or China, including discrimination in hiring, staffing, promotion, and retention/termination decisions."

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接背面

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While declining to comment on the lawsuit, TSMC did say that recruitment and promotion in the company did not take into account factors such as nationality and race. “TSMC believes strongly in the value of a diverse workforce, and we hire and promote without regard to gender, religion, race, nationality, or political affiliation because we respect differences, and believe that equal employment opportunities strengthen our competitiveness,” the company said. “We also provide various channels for employees to raise concerns, and strive to address concerns constructively,” it said. (Source: Taipei Times, Friday Nov 15, 2024)

Imagine you are a consultant hired by TSMC to improve its diversity and inclusion efforts. Based on the lawsuit allegations, list, explain and identify potential issues with TWO specific recommendations that TSMC could implement in its organizational structure and processes to mitigate unconscious bias in hiring, promotion, and performance evaluation.

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