

2007 年对外经贸大学 832 工商管理综合考研试题

第一部分管理专业英语(70 分)

一、True / False Questions (8 points)

1. In order to be considered a manager, an individual must coordinate the work of others.
2. "One best way" is the phrase most associated with scientific management.
3. Managers tend to operate under assumptions of bounded rationality.
4. The more the current plans affect future commitments, the longer the time frame for which managers should plan.
5. Innovators need the efficiency, stability, and tight controls of the mechanistic structure.
6. Being happy at work results in employees being productive workers.
7. A formal group of employees who operate without a manager and are responsible for a complete work process or segment is referred to as the self-managed team.
8. Adding vertical depth to a job is called job enlargement.

二、Read the Scenario passages and answer questions (12 points)

Passage I

As a production supervisor, Joe decides on Friday afternoon how many units of output his employees will be able to produce and on which days certain products will be run in his department. He also decides which of his employees are going to be responsible for operating which machines within the department next week, as his employees are multi-skilled assemblers. On Monday, he informs his employees whom he has assigned to which machines by handing out assignment sheets and informs the employees that the schedule is going to be difficult due to the increased number of units. He goes on to tell them that he is sure they can fulfill the schedule because they are such good and skilled employees. Each day during the week he checks the amount of output that the employees have completed and the number of units that have been scraped.

1. When Joe decides which of his employees are going to be responsible for operating which machines, he is performing which of the management functions?
 - a. controlling
 - b. leading
 - c. planning
 - d. organizing
2. When Joe decides how many units of output his employees will be able to produce and on which days certain products will be run, he is performing which of the management functions?
 - a. controlling
 - b. leading
 - c. planning
 - d. organizing
3. When Joe checks the amount of output that the employees have completed and the number of units that have been scraped, he is performing which of the management functions?
 - a. controlling

- b. leading
 - c. planning
 - d. organizing
4. When Joe tells the employees that he is sure they can fulfill the schedule because they are such good and skilled employees, Jhe is performing which of the management functions?
- a. controlling
 - b. leading
 - c. planning
 - d. organizing
5. When Joe performs all of his management functions in a continuous manner, he is performing which of the following?
- a. scheduling process
 - b. quality controil process
 - c. management process
 - d. manufacturing process

Passage II

As vice president of a local manufacturer, you are interested in developing a new organizational plan. However, you are unsure about several factors. You are not sure who you should assign to the varying planning tasks. At the same time, several other issues that could deeply affect your business are pending, jincluding rising interest rates and the potential formation of a new employee union. You must also consider your firm's contracts with large vendors that extend 5 years into the future.

6. For the most part, you should assign the operational planning activities to
- a. line staff
 - b. top managers
 - c. lower-level managers
 - d. middle managers
7. Which plans should you and other top management members be working on?
- a. operational
 - b. specific
 - c. overall
 - d. strategic
8. The issues that may deeply impact your business such as rising interest rates, the potential formation of a new employee union and the firm's contracts with large vendors, are examples of _____ factors that affect planning.
- a. environmental
 - b. uncontrollable
 - c. outside
 - d. contingency

Passage III

Michelle is a registered nurse in charge of a new unit at her hospital. She would like to have a more laid-back approach in dealing with her new staff, but the hospital demands that there be strict hierarchical levels and that all decisions must be signed off by Michelle. Sometimes this drives Michelle nuts---the constant filling out of forms, and so forth. She also feels that the

numerous levels of hierarchy are unnecessary and place barriers between herself and her staff. She isn't sure why things have to be so "organized" and is thinking about speaking with her boss to attempt changing her unit to have more flexibility and fewer roles.

9. Michelle is very concerned about the formal framework by which job tasks within her nursing unit are divided, grouped, and coordinated within her unit. This framework is known as the unit's

- a. formal organizational chart
- b. organizational structure
- c. staff
- d. span of control

10. Michelle's unit specializes in cardiology cases. Dividing work units up in such a manner is most representative of _____ departmentalization.

- a. functional
- b. product
- c. process
- d. customer

11. Michelle is required to sign off on all decisions, suggesting the hospital has what kind of decision-making authority?

- a. centralized
- b. formal
- c. autocratic
- d. strict

12. Michelle has noticed that everyone is very concerned about the line of authority within the organization. The line of authority within the organization is also called a(n) _____

- a. responsibility
- b. chain of command
- c. span of control
- d. organizational strategy

三、 Essay Questions (30 points)

1. Define creativity and innovation. Next, discuss the three sets of variables that have been found to stimulate innovation.
2. List three shortcuts frequently used in judging others.
3. Discuss five characteristics that are associated with effective teams.
4. Discuss the equity theory and list five probable behavioral responses that may occur when employees perceive an inequity.
5. Define Management by Objectives (MBO) and list four elements of this type of goal setting.

四、 Case Study (20 points)

The First Department Store has been in bad sales condition for a long time, management decided to change this situation by changing the compensation system.

The original system includes two parts. The first part is called basic salary that calculated by working hours/capita(每人的工作小时数) multiply(乘以) fixed working hour wage standard; The second part is called commission income calculated by fixed commission rate multiply sales. The new compensation system gives up the basic salary part and increases the fixed commission rate.

For example, under the old system, the sales people earn their salary like this: \$5(hour

wage)*working hours+ 0.5%(commission rate)*sales. Under the new system,they Will earn their salary by: 5%(new commission rate)*sales.

But this new policy brought complaints in some departments, especially in those selling low-priced small items such as daily used cheap products. While the people in big-ticket items departments such as furniture strongly support this policy. Meanwhile, the new policy leads to worries about whether sales people will make the full service and customers' satisfactory as price when pursuing larger sales. How to solve these problems? Management is facing big difficulties.

Questions:

1. What theories about motivation underline the switch from salary to commission rate system?
2. What kind of positive and negative effects the new policy will lead to?
3. From management's view, what kind of problems exists in this new policy?
4. According to your understanding, how to face and solve these problems?

第二部分：管理专业知识(共 80 分)

一、判断题(选择正确或错误，共 5 题，每题 2 分，总计 10 分)

1. 根据阿罗的不可能性定理，在独裁的情况下，不可能存在适合于所有个人偏好类型的社会福利函数。
2. 组织行为研究的目标是解释、描述和预期人们在工作中的行为。
3. 行政组织(bureaucracy)被定义为有明确的分工、清晰的管理层次、详细描述的工作规则和非个人的人际关系网络
4. 存货的先进先出法使现行成本与现行收入相互配比，从而在利润表上准确地反映本期利润。
5. "累计折旧"账户是"固定资产"账户的备抵账户，它的增减记录和固定资产账户的增减记录相反。

二、单项选择题(共 7 题，每题 2 分，总计 14 分)

1. 正常物品价格上升导致需求量减少的原因在于：
A. 替代效应使需求量增加，收入效应使需求量减少；
B. 替代效应使需求量增加，收入效应使需求量增加；
C. 替代效应使需求量减少，收入效应使需求量减少；
D. 替代效应使需求量减少，收入效应使需求量增加。
2. 某一个时期笔记本电脑的需求曲线向右平移的原因可以是：
A. 笔记本电脑的价格上升；
B. 消费者对笔记本电脑的预期价格上升；
C. 消费者对笔记本电脑的预期价格下降；
D. 消费者的收入水平上升
3. 相对于企业市场，消费者市场，
A. 购买者数量较少；
B. 购买者在地理区域上更加集中；
C. 需求弹性较大；
D. 购买行为更加理性；
E. 买卖双方的关系更加密切。
4. 下列陈述中哪一个最好地反映了顾客价值层级(customer value hierarchy)中产品的核心利益？
A. 小丽经常去麦当劳，因为她喜欢 9.90 元的那种套餐；

- B. 李经理出差总住在万豪酒店, 因为他特别喜欢酒店免费提供的薄荷糖;
C. 小王买了一辆捷达牌小轿车解决上班的交通问题;
D. 赵女士常在华联商厦购物, 因为她喜欢那里服装的样式;
E. 小邓很喜欢北京晨报上附赠的购物优惠券。
5. 会计核算中设置“预提费用”和“待摊费用”账户, 是依据()原则。
A. 客观性原则;
B. 历史成本;
C. 权责发生制;
D. 稳健原则。
6. 某企业 1 月份发生下列支出 1)支付本年度保险费 3600 元; (2)支付全年报刊订阅费 1200 元;(3)支付上年第四季度银行借款利息 2000 元。本月费用应为。
A. 6800;
B. 4800;
C. 2800;
D. 400。
7. 在物价持续下跌的情况下, 为贯彻谨慎性原则, 存货计价方法应采用:
A. 先进先出法;
B. 后进先出法;
C. 加权平均法;
D. 个别认定法。

三、简答题(共 4 题, 每题 8 分, 总计 24 分)

1. 解释借贷记帐法下“借”、“贷”的含义, 说明各类账户的增减记账方向, 并说明借贷记帐法的特点
2. 简述豪斯(Robert House)的路径一目标理论, 然后说明基于路径一目标理论的四种领导行为。
3. 在一个典型的产品生命周期中, 成熟期阶段在产品销售、经营成本、利润水平、顾客类型、竞争形势等方面的特点是什么? [在该阶段应该确立什么样的营销目标?在该阶段应该采用何种营销组合策略?

四、案例分析(共 2 题, 总计 20 分)

1. 联想集团(Lenovo)是中国最大的个人计算机制造商和奥林匹克顶级赞助商。2004 年 12 月, 联想收购了 IBM 的个人电脑部门, 成为全球第三大个人电脑巨头。这是中国最大的海外收购行为之一, 耗资 12.5 亿美元。联想收购将涉及 IBM 的台式计算机和笔记本电脑的所有全球业务, 包括研发和制造。将继续用 IBM 的品牌、全球营销和销售网络, 为期 5 年]在此期间, IBM 将为联想提供服务和会融咨询支持, 而联想将成为 IBM 首选的个人电脑供应商, 使 IBM 能够为它的中小型商业客户提供全套个人计算解决方案。

如何充分利用 IBM ThinkPad igq_ 笔记本电脑领域的全球性领导品牌?这已经成为联想集团领导人思考的重要问题。联想似乎希望抹掉 IBM 品牌在 ThinkPad 上的痕迹, 而且越快越好。IBM ThinkPad 正在被 Lenovo ThinkPad 所取代。然而, 一些业内人士认为, 联想在美国市场发展速度过快, 就很多美国消费者而言 I—enovo 仍然是一个陌生的品牌, 尽管 Lenovo 在中国拥有很高的知名度。根据上述描述, 回答以下问题:

- (1)IBM ThinkPad 是一个品牌权益(Brand Equity)很高的品牌, 为什么联想却要用 Lenovo

ThinkPad 来替代它?请列出至少 3 个理由并解释。(3 分)

(2)想象一下美国消费者对以 Lenovo ThinkPad 命名的笔记本电脑有着怎样的感知(perception)?请列出至少 3 种感知。(3 分)

(3)请预测联想下一步的品牌决策。如果逐步放弃 ThinkPad 而采用品牌延伸策略,即直接采用 Lenovo 作为该产品的品牌名称,你认为是否明智?请说明理由(4 分)

2. 1921 年,艾尔弗雷德·斯隆在通用汽车公司危难之际就任公司总裁。20 世纪 20 年代的经济衰退使人们对汽车的需求量大为下降。针对需求量的下降,福特汽车公司将其 T 型车降价 25%,任何人不得干涉各部门做出各种业务决策的基本自主权。每一部门均为其指定的细分市场制造并销售汽车。每一部门都有自己的管理队伍有权做出自己的业务决策。通用公司总部的主要只能是评估各部门的业绩,计划并协调整体战略。

斯隆的组织重组获得了巨大的成功。自 1927---。1937 年,通用公司赢利 20 多亿美元。以后,通用汽车公司又在其产品组合中,增加了从卡车到厨房用品等多种产品。在过去的组织结构形式中,这种扩展是不可能的。通用公司率先采取的这种组织形式已经成为公司的标准组织特征,使得许多公司能够生产出广泛系列的产品。[

请回答下列问题:

(1)根据案例中对斯隆所提出的新的组织结构的描述,你认为通用采取了哪种组织结构形式?(3 分)

(2)请说明这种新的组织结构的主要特征和优点是什么?(3 分)

(3)斯隆所提出的组织结构形式可能会面临哪些挑战?(4 分)

五、计算题(共 2 题,总计 12 分)

1. 已知某垄断厂商的反需求函数为 $P=100-2Q+(2\sqrt{A})$, 成本函数为 $TC=3(Q^2+20Q)+A$, 其中, A 表示厂商的广告支出。求:该厂商实现利润最大化的 Q、P 和 A 的值。(6 分)

2. 某公司 2006 年的主要经济业务如下:

- (1)收回客户上年欠款 250 000 元。
- (2)销售商品取得现金收入 1 800 000 元。
- (3)归还银行借款本金 600 000 元;并支付利息 36 000 元。
- (4)购买机器设备支付货款 160 000 元。
- (5)购买原材料 800 000 元,其中 250 000 元尚未支付。
- (6)偿还上年所欠的货款 420 000 元。
- (7)缴纳所得税 86 000 元。
- (8)支付现金股利 20 000 元。
- (9)支付职工工资 66 000 元。
- (10)接受所有者追加的入资 400 000 元。
- (11)从银行取得贷款 600 000 元。

完成下列要求:

(1)将上述各项目引发的现金流量按照经营活动、投资活动和筹资活动进行分类。(3 分)

(2)计算各类活动产生的现金流量净额。(3 分)