銘傳大學八十九學年度二年制在職進修專班招生考試

第一節

管理學 試題

一、 選擇題：本題中有四個檔案，每個個案後面有五題選擇題，共計 20 題，每題以三分計，共計 60 分，請看完個題之後再作答，並於答案卷上清楚寫明答案之題號（如：1. A，2. B，...等）

個案一：Managerial Basic Training

Imagine that your marketing company has just merged with a manufacturing organization. You have been asked to help provide some "basic" managerial training to the engineers in the research and development unit of the new sister company. Your boss has asked to see an overview of materials that you will be providing the engineers to make sure you are covering the necessary materials.

1. Now that both companies are merged and are a systematic arrangement of people set to accomplish a specific purpose they could be described as a(n)
A. business unit.
B. multinational company.
C. organization.
D. holding company.
E. cross-functional work group.

2. People in the newly merged company who work on direct tasks but do not supervise people are referred to as
A. operatives.
B. first-line supervisors.
C. managers.
D. entrepreneurs.
E. project-oriented employees.

3. One of the first things the engineers need to learn is that _____ are the people who direct the activities of others in an organization.
A. directors
B. managers
C. subordinates

D. line workers

E. staff

4. Another fact about managing that engineers need to learn is that supervisors may frequently be referred to as

A. middle manager.

B. top manager.

C. project leader.

D. first-line manager.

E. unit chief

5. Finally, the engineers need to learn that department head, project leader, and plant managed are all potential titles for

A. division managers.

B. deans.

C. agency heads.

D. CEOs.

E. middle managers.

個案二： A Look Back

Cindy Schultz, tired from working with customers all day, decided to take a fifteen-minute nap to help clear her head before the 4:15 managers' meeting. Her company had recently begun a re-engineering process as well as other changes requiring copious management input. As she leaned back in her chair, she wondered if management science had always been this way and how it all began. As she napped, she dreamed that, along with "Mr. Peebodi" as her guide, she was traveling in the "Management Way Back Machine" that took her back through management theory.

6. One of the earliest sites Cindy visited was Adam Smith's home, author of *The Wealth of Nations*, which suggested that organizations and society would gain from

A. time management.

B. division of labor.

C. group work.

D. quality management.

E. time and motion studies.

7. Cindy also learned that the Industrial Revolution began in Great Britain and crossed over to America

A. shortly after the Revolution War.

B. by about 1820.

C. by the end of the Civil War.

D. in 1910.

E. right before World War One.

8. She also visited a bookstore where there was a book signing occurring. She looked down and saw that the title of the book was Principles of Scientific Management and concluded that the author must be

A. Adam Smith.

B. Frank Gilbreth.

C. Henry Gaunt.

D. Frederick Taylor.

E. Henri Fayol.

9. Cindy admired the works of Taylor and Gilbreth, two advocates of

A. scientific management.

B. organizational behavior

C. human resource management.

D. motivation.

E. leadership.

10. Cindy spent some time visiting with _____, a researcher she previously knew little about but who also contributed to management science by being among the first to use motion picture films to body hand-and body motions and by devising a classification scheme known as a "therblig".

A. Henry Gantt

B. Max Weber

C. Chester Barnard

D. Frank Gilbreth

E. Mary Parker Follet

個案三：Making Change Happen

Colin was getting accustomed to his surroundings in state government. His efforts at getting people to accept change had met with a little resistance due to

his and his new director's efforts and the hard work of his subordinates. But now the hard part really started, actually managing the change. What techniques could he and his agency's new director employ to most effectively implement changes that would result in increased productivity in his department? He considered changing three aspects of his agency：the structure, technology, and people.

11. If the new agency director decided to remove layers in the agency and increase the span of managerial control, this would be considered changing the

A. structure design.
B. selection process.
C. degree of centralization
D. structural components.
E. technological design.

12. If the agency director decided to shift away from a functional to a product design, this would be considered changing the

A. structural design.
B. selection process.
C. degree of centralization.
D. structural components.
E. technological design.

13. If Colin decided to replace some employee work time with a telephone menu systems, this would be considered changing the

A. organizational structure.
B. technology.
C. people.
D. organizational development.
E. attitudes.

14. If Colin decided to implement programs to help change people and the quality of interpersonal work relationships, this would be considered change through

A. organizational development.
B. team building.
C. job redesign.
D. technological redesign.

E. process consultation.

15. Finally, Colin decided his people could benefit from _____, a method of changing behavior through unstructured group interaction.
A. survey feedback
B. sensitivity training
C. team building
D. intergroup development
E. process consultant

個案四：An Effective Control

Barry's, a popular family style restaurant, decided they needed to implement a more effective control process. They were losing market share, their prices seemed uncompetitive with other restaurants, and employee work standards were unpredictable and inconsistent. They needed some help with developing this process, so they called HyperJob, a management consulting form. To assist them with this development.

16. The HyperJob consultant told them that the control process was comprised of all but which of the following factors?
A. standards
B. measurements
C. comparisons
D. goals
E. action

17. Barry's management learned to utilize all but which of the following methods for measuring and collecting information.
A. statistical reports
B. personal observation
C. oral reports
D. written reports
E. customer interviews

18. Important to developing a good control process for Barry's was learning about _____, or acceptable parameters of variance between actual performance and the standard.
A. range of variation

B. range of deviation

C. tolerance range

D. goal tolerance

E. objective tolerance

19. Barry's found that they had to make some changes with fundamental processed. Leading about _____ or determining how and why performance has deviated and correcting the source of deviation, was an important step.

A. immediate corrective action

B. changing the standard

C. basic corrective action

D. changing the goals

E. changing the processes

20. Sometimes Barry's management discovered that they had set goals too high for their employees to reach and had to revise them, otherwise known as:

A. immediate corrective action.

B. changing the standard.

C. basic corrective action.

D. changing the goals.

E. changing the processed.

二、 申論題（共二題，每題 20 分，共計 40 分）

l. According to Fiedler's Model, (a)when are task-oriented leaders (工作導向型領導者) more effective, and (b)when are relationship-oriented leaders (關係導向型領導者) more effective? What are the differences between transactional and transformational leaders (交易型及轉換型領導者)？

2. What is the relationship between planning and organizational performance (規劃與組織績效)？ Contrast traditional objective setting(傳統的目標設定) and management by objective(目標管理).

試題完