

銘傳大學 99 學年度研究所碩士班招生考試

企業管理學系碩士班(甲組)

第三節

管理學試題

(第 1 頁共 6 頁) (限用答案本作答)

可使用計算機 不可使用計算機

第一部分：選擇題，每題2分，本大題共計60分

注意：請依下列格式作答，違者扣10分。

1	2	3	4	5	6	7	8	9	10
11	12	13	14	15	16	17	18	19	20
21	22	23	24	25	26	27	28	29	30

1. Jennifer assigns George a project to be completed by the end of the month and then holds periodic meetings with him to review his progress. Which of the management functions is Jennifer performing?
 - a. planning
 - b. leading
 - c. controlling
 - d. organizing
2. Mintzberg grouped the ten managerial roles into three primary headings. Which of the following is not one of these headings?
 - a. interpersonal relationships
 - b. transfer of information
 - c. planning
 - d. decision making
3. In what order should plans be developed?
 - a. Mission, operational, strategic, and tactical
 - b. Strategic, tactical, mission, and operational
 - c. Mission, tactical, strategic, and operational
 - d. Mission, strategic, tactical, and operational
4. Plans that apply to the entire organization, establish the organization's overall objectives, and seek to position the organization in terms of its environment are called _____ plans.
 - a. operational
 - b. tactical
 - c. strategic
 - d. single-use
5. MBO advocates participative goal setting. Research comparing participative set and assigned goals on performance

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- a. shows consistently higher performance with participatively set goals.
 - b. shows consistently lower performance with participatively set goals.
 - c. has not shown any strong or consistent relationships.
 - d. has been biased by the researchers.
6. In environmental SWOT analysis, the external organizational position is analyzed according to its
- a. strengths and weaknesses.
 - b. opportunities and weaknesses.
 - c. strengths and threats.
 - d. opportunities and threats.
7. According to the concept of bounded rationality, decision makers are limited by _____.
- a. less than complete information
 - b. their habits
 - c. time
 - d. All of the above.
8. _____ is one of the disadvantages of group decisions that typically results in groups that are very cohesive.
- a. Conflict
 - b. Groupthink
 - c. Domination
 - d. Compromise
9. A _____ span of control is associated with many levels of management, which gives rise to a _____ organizational structure.
- a. wide; tall
 - b. wide; flat
 - c. narrow; tall
 - d. narrow; flat
10. _____ facilitates effective coordination of the various organizational parts or functions in a consistent manner, while _____ provides greater flexibility to respond to change.
- a. Centralization; decentralization
 - b. Decentralization; centralization
 - c. Specialization, centralization
 - d. Specialization, decentralization
11. _____ is a characteristic of the matrix organizational structure.
- a. A high degree of centralization
 - b. A dual-reporting relationship

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- c. A lack of flexibility
d. A lack of functional specialization
12. _____ is a written statement the duties and responsibilities of a job.
a. Job analysis
b. Job specification
c. Job description
d. Job inventory chart
13. Which of the following does NOT accurately describe Lewin's model of organizational change?
a. The change process consists of three phases.
b. The change agent performs the same tasks during each phase of the change process.
c. Modifying the organizational targets of tasks, people, culture, technology, and structure occurs during the changing phase of the process.
d. Unfreezing involves preparing a system for change.
14. Cross-functional teams are expected to do all of the following *except*
a. share information.
b. explore new ideas.
c. focus on solving departmental or functional problems.
d. communicate cross-functionally.
15. _____ is a characteristic of a high-performing team that makes the group greater than the sum of its parts (members).
a. A quality circle
b. Group dynamics
c. Synergy
d. Cohesiveness
16. In Maslow's need hierarchy, a healthy work environment is an example of what type of need?
a. physiological
b. esteem
c. safety
d. social
17. The two factors in Herzberg's theory are motivators and _____.
a. growth
b. hygiene
c. power
d. achievement
18. The view that people develop beliefs about the fairness of the rewards they receive relative to their contributions is referred to as _____.

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(第 4 頁共 6 頁) (限用答案本作答)

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- a. expectancy theory
 - b. need theory
 - c. equity theory
 - d. the Motivation-Hygiene Theory
19. According to the _____ theory of motivation, having the strength to act in a particular way depends on people's beliefs that their actions will produce outcomes they value and find attractive.
- a. expectancy
 - b. motivation-hygiene
 - c. goal
 - d. equity
20. Which of the following statements would a Theory Y manager consider to be true?
- a. Employees dislike work.
 - b. Employees must be coerced, controlled, or threatened.
 - c. Employees view work as being as natural as rest or play.
 - d. Employees will shirk responsibilities whenever possible.
21. On the basis of equity theory, when employees perceive an inequity, they might do all of the following except
- a. distort either their own or others' inputs or outcomes.
 - b. behave so as to induce others to change their inputs or outcomes.
 - c. behave so as to change their personal inputs or outcomes.
 - d. work harder on their job.
22. According to House's path-goal theory a(n) _____ leader is one who actively seeks subordinate and group suggestions and opinions when making decisions that affect them.
- a. directive leader
 - b. supportive leader
 - c. achievement-oriented leader
 - d. participative leader
23. According to Lewin, quantity of work accomplished was equal using which two types of leadership styles?
- a. dictatorial and autocratic
 - b. laissez-fair and autocratic
 - c. democratic and autocratic
 - d. laissez-faire and democratic
24. _____ involves the transmission of meaningful information from one party to another through the use of symbols with shared meanings.

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- a. Presentation
- b. Communication
- c. Encoding
- d. Decoding

25. Reward systems for teams should focus on

- a. individual contribution.
- b. effectiveness as a team member.
- c. individual contribution to the team goals.
- d. longevity.

26. Which of the following is the one substantial barrier to using work teams?

- a. lack of creativity
- b. lack of diversity
- c. individual resistance
- d. open communication

27. John is a salesperson for XYZ Corporation's Houston office. If the salespeople meet their sales goals for the month, they are given an all-expense-paid trip to a Denver Broncos football game. Football is not one of Houston's favorite sports, and the Denver Broncos are definitely not John's favorite team. John's performance might be influenced by the _____ part of Vroom's expectancy theory.

- a. effort-performance linkage
- b. performance-reward linkage
- c. effort-reward linkage
- d. attractiveness

28. Compensation plans, such as piece-rate plans and profit sharing, that pay employees on the basis of some performance measure are

- a. competency-based compensation.
- b. employee stock ownership programs.
- c. wages.
- d. pay-for-performance programs.

29. The degree to which a job requires a variety of activities that call for different skills and talents is

- a. skill variety.
- b. task identity.
- c. autonomy.

30. The process of monitoring performance, comparing it with goals, and correcting any significant deviations is known as

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- a. planning.
- b. organizing.
- c. leading.

第二部分: 問答題, 每題10分, 本大題共計40分

1. 請說明群體決策(Group Decision)的優缺點。
2. 請問領導者的權力(Power)來源有哪些?
3. 請說明控制幅度(Span of Control)的意義, 以及管理者所面臨的層級兩難問題為何?
4. 請解釋工作擴大化(Job Enlargement)與工作豐富化(Job Enrichment)的意義。

本試題兩面印刷

試題完