

銘傳大學 98 學年度研究所碩士在職專班招生考試

國際企業學系碩士在職專班

管理理論與實務試題

(第 / 頁共 3 頁) (限用答案本作答)

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I. 單選題 (共 25 題, 每題 2 分, 計 50 分): 請在答案紙上繪製如下方表格, 並據以填答

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

1. What is the process of getting activities completed efficiently and effectively with and through other people?
a. leading b. management c. organizing d. controlling
2. Leadership is _____.
a. the process of influencing a group to achieve goals b. a group that achieves goals
c. the function of influencing a group to achieve goals d. directing a group to achieve goals
3. The management process functions consist of _____.
a. planning, organizing, staffing, and directing b. planning, organizing, staffing, and controlling
c. planning, organizing, leading, and staffing d. planning, organizing, leading, and controlling
4. Which of the following approaches to management has also been called *operations research* or *management science*?
a. the qualitative approach b. the quantitative approach
c. the experimental approach d. the theoretical system approach
5. Concern for employee motivation is most closely associated with which management approach?
a. operations management b. organizational behavior c. scientific management d. scientific system
6. Knowledge management involves encouraging the members of the organization to _____.
a. improve the educational level of the average employee
b. develop new training programs to help new employees learn their jobs
c. analyze the factors that affect the organization's performance
d. systematically gather information and share it with others
7. What can be as a business firm's obligation, beyond that required by law and economics, to pursue long-term goals that are good for society?
a. Social obligation b. Social responsibility c. Social screening d. Social engineering
8. If one company estimates the capabilities of employees in sales department prior to implementing a new training program designed to change their method of providing customer service, it is completing what step in the strategic management process?
a. identifying opportunities and threats b. identifying the organization's current mission
c. identifying strengths and weaknesses d. identifying the organization's business mission and formulating its strategy
9. In BCG matrix developed by the Boston Consulting, a _____ does not consume or produce much cash and holds little or no improved performance.
a. cash cow b. star c. dog d. question mark
10. A _____ is a written statement that describes a job—typically, job content, environment, and conditions of employment.
a. job analysis b. job specification c. goal-oriented job definition d. job description

本試題兩面印刷

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11. _____ is a process of establishing standards and evaluating employee performance to arrive at performance standards.
- a. Time and motion study
b. Performance-simulation system
c. Legal influence arrangements
d. Performance management system
12. Employee productivity, absenteeism, turnover, and the attitude of _____ are the four common behaviors which are typically studied in organizational behavior.
- a. job satisfaction
b. pay satisfaction
c. job involvement
d. organizational commitment
13. It would be _____, if an automobile manufacturing company that increased the total number of cars produced at the same cost, but with many defects.
- a. efficient and effective
b. increasing efficiency
c. increasing effectiveness
d. concerned with inputs
14. The major value-creating capabilities, skills, and resources that determine the organization's competitive weapons are known as its _____.
- a. strengths
b. opportunities
c. core competencies
d. mission
15. The three techniques can help managers do assessing the environment. They are _____.
- a. strategic planning, environmental scanning, and TQM
b. forecasting, budgeting, and time management
c. environmental scanning, forecasting, and benchmarking
d. benchmarking, planning, and evaluating
16. _____, developed by J. Stacey Adams, is that an employee compares his job's inputs-outcomes ratio with that of relevant others and then corrects any inequity.
- a. Reinforcement theory
b. Integrating contemporary theory
c. Expectancy theory
d. Equity theory
17. The specific environment of organizations includes those external forces that have a direct impact on managers' decisions and actions and are directly relevant to the achievement of the organization's goals. The main forces that make up the specific environment are customers, suppliers, competitors, and _____.
- a. legislators
b. pressure groups
c. shareholders
d. unions
18. Successful global management calls for an attitude that is best described as _____.
- a. parochial
b. ethnocentric
c. polycentric
d. geocentric
19. _____ is a specific type of strategic alliance in which the partners agree to form a separate, independent organization for some business purpose. For example, a domestic firm and a foreign firm share the cost of developing new products or building production facilities in a foreign country.
- a. Franchising agreement
b. Joint venture
c. Foreign subsidiary
d. Management contract
20. In Hofstede's conceptual framework for assessing cultures, _____ is a cultural dimension in which people expect others in their group to look after them and protect them when they are in trouble.
- a. power distance
b. collectivism
c. femininity
d. uncertainty avoidance
21. What do we call if the components in an organization's environment change frequently?
- a. moving environment
b. diverse environment
c. dynamic environment
d. difficult environment

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22. In path-goal theory, a manager who consults with group members and uses their suggestions would be exhibiting what type of leadership behavior?
- a. directive b. supportive c. participative d. achievement oriented
23. _____ is the unique combination of emotional, thought, and behavioral patterns that affect how a person reacts and interacts with others.
- a. Psychology b. Intelligence c. Behavior d. Personality
24. _____ is that any relatively permanent change in behavior that occurs as a result of experience.
- a. Training b. Learning c. Development d. Change
25. The job characteristics model provides guidance to managers concerning _____.
- a. job design b. job enlargement c. job scope d. job sharing

II. 問答題 (兩大題, 計 50 分)

1. 美國心理學者馬斯洛 (Abraham H. Maslow) 主張人類動機的發展和需要的滿足之間存在著密切的關係, 其學說也對日後組織管理的方法上具有相當高度的啟發與意涵, 請接著回答以下兩個子題 (請言之有據, 勿長篇大論):
- (1) 請繪圖並說明馬斯洛的需求層級理論 (Maslow's Hierarchy of Needs)。(10 分)
- (2) 假如您是一位管理者, 請針對上述各個需求層級, 分別提出一種管理措施。(10 分)
2. 美國哈佛大學教授 Michael E. Porter 是重要的策略管理學者, 過去 30 年來提出許多重要的學說主張, 影響全球管理學界與實務界甚為深遠。像是他從產業環境結構條件的角度, 提出一套五力模型 (Five Forces Model), 用於協助管理者有效分析組織所面對的機會與威脅, 進而作為產業吸引力分析的工具, 請接著回答以下兩個子題 (請言之有據, 勿長篇大論):
- (1) 請舉一您所熟悉的產業為例, 以 Porter 的五力模型分析之。(20 分)
- (2) 此外, 前 Intel CEO 葛洛夫 (Andrew S. Grove), 從自身任職的產業經驗中發現, 前述的 Porter 五力模型有其不足之處, 他進一步主張不應該忽略「互補品業者」(Complementors) 的力量與能耐之影響, 請嘗試說明葛洛夫所提出的第六力。(10 分)

試題完