

銘傳大學 95 學年度轉學生招生考試

企業管理學系、觀光事業學系國際班

7 月 26 日第五節

(第 1 頁共 3 頁)

管理學試題

(限用答案本作答)

一、選擇題：共 20 題，每題 3 分 (佔 60%)

1. Which type of power is based on the specialized knowledge and skill of the leader?  
(A) Legitimate power.  
(B) Referent power.  
(C) Expert power.  
(D) Coercive power.
2. When a company sells another company the right to use its name and operating procedures in return for a fee and share of the profit, this is known as:  
(A) Licensing.  
(B) Exporting.  
(C) Importing.  
(D) Franchising.
3. A manager who is hard working and aspires to a higher level of management within the organization is expressing which type of instrument value?  
(A) Independence.  
(B) Responsibility.  
(C) Helpfulness.  
(D) Ambition.
4. The set of activities in which managers engage to develop a pool of qualified candidates for open positions is known as:  
(A) Selection.  
(B) Performance appraisal.  
(C) Feedback.  
(D) Training.
5. When a company attempts to make its products unique in the industry, it is following what type of strategy?  
(A) Growth strategy.  
(B) Diversification strategy.  
(C) Overall cost leadership strategy.  
(D) Differentiation strategy.
6. The process of attracting, training, developing, motivating, and appraising a sufficient quantity of qualified employees to perform the activities necessary to accomplish organizational objectives is part of \_\_\_\_\_.  
(A) Human resource management.  
(B) Human asset accounting.  
(C) An assessment center.  
(D) Management development.
7. The contingency approach to management is also known as the:  
(A) Situational approach.

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- (B) Matrix approach.  
(C) Scientific approach.  
(D) Gantt approach.
8. Which of the following is key components for managers who cross national borders?  
(A) Efficiency and flexibility.  
(B) Adaptability and effectiveness.  
(C) Effectiveness and an ethnocentric viewpoint.  
(D) Flexibility and adaptability.
9. Continuous process improvement programs are designed to constantly reduce:  
(A) Standardization.  
(B) Variability.  
(C) Production time.  
(D) Inventory.
10. Which of the following is not a support activity in the value chain?  
(A) Human resources.  
(B) Production.  
(C) Research and development.  
(D) Material management.
11. Which of the following is not one of the four common elements of Management by Objectives?  
(A) Goal specificity.  
(B) Participative decision-making.  
(C) A system loop.  
(D) An explicit time period.
12. Which of the following would likely be found in mechanistic organizations?  
(A) Wide span of control.  
(B) Empowered employees.  
(C) Decentralized responsibility.  
(D) Standardized job specialties.
13. Which of the following is the second stage of the group development?  
(A) Storming  
(B) Performing.  
(C) Forming.  
(D) Norming.
14. Which of the following is horizontal communication network?  
(A) Wheel.  
(B) Chain.  
(C) Y.  
(D) Circle.
15. In a SWOT analysis, strength and weakness are considered as part of:  
(A) Strategic Implementation

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- (B) External analysis.  
(C) Internal analysis.  
(D) Performance evaluation.
16. Which of the following is NOT one of Hofstede's cultural dimensions?  
(A) Psychological.  
(B) Power.  
(C) Uncertainty.  
(D) Social.
17. According to Maslow's Hierarchy of Needs, the third level of needs is:  
(A) Security.  
(B) Esteem.  
(C) Belongingness.  
(D) Self-actualization.
18. The primary issue that aroused Taylor to create a more scientific approach to management is:  
(A) Worker efficiency.  
(B) Worker effectiveness.  
(C) Workplace safety.  
(D) Worker relations.
19. Span of control refers to which of the following concepts?  
(A) How much power a manager has in the organization.  
(B) The geographic dispersion of a manager's subunits of responsibility.  
(C) How many subordinates a manager can effectively and efficiently supervise.  
(D) The number of subordinates affected by a single managerial order.
20. A manager who believes that employees need constant control would be described as \_\_\_\_\_ according to McGregor.  
(A) A Theory X manager.  
(B) A Theory Y manager.  
(C) A Theory Z manager.  
(D) A human relations manager.

二、問答題：共 2 題，每題 20 分 (佔 40%)

1. BCG (Boston Consulting Group) 的分析模式為何? 請詳細說明之。
2. 請說明赫茲伯格 (Herzberg) 兩因子理論 (Two-Factor Theory) 的內容及其理論之限制。

試題完