

銘傳大學九十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：本題中有六個個案，每個個案後面有三或四題選擇題，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：Motivation

Shue-Fan is surprised at the amount of motivational energy her recent 'pep-talk' seems to have created in her staff. They seem to be very concerned about making her happy and making a good impression on her. As she ponders their reaction, she concludes that her emphasis on helping her employees develop their potential is really paying off. An employee approaches her and asks if their team could create a team T-shirt and wear it on casual dress day. Shue-Fan agrees. Finally, Shue-Fan decides the company ought to do more to recognize employee accomplishments, so she proposes a company-wide recognition/awards program.

1. Shue-Fan is surprised by the motivational element of :
 - A. arousal.
 - B. direction.
 - C. maintenance.
 - D. performance.
2. Shue-Fan's emphasis focuses on which level of Alderfer's hierarchy?
 - A. existence
 - B. relatedness
 - C. growth
 - D. safety
3. The employee's request is an example of the desire to meet :
 - A. existence needs.
 - B. relatedness needs.
 - C. growth needs.
 - D. self-esteem needs.

個案二：Teamwork

Nermina is preparing to implement teams in her functional saga. Currently she is studying how to create a team. In her past experience she often found that groups of people did less work than just one or two people could do. It is now two weeks later. Nermina is well into the process of creating teams. She is ensuring the correct resources, both human and material are available for the team.

4. Nermina's original experience with groups is an example of :
 - A. social loafing.
 - B. common with work groups.
 - C. social facilitation.
 - D. dirtrraction-conflict effect.

5. How could she have prevented the problem ?
 - A. By recognizing and rewarding individual effort.
 - B. By developing commitment to a common purpose.
 - C. By making each person working identifiable.
 - D. By doing all of these.

6. What management mistakes could Nermina make that would cause her teams to fail?
 - A. Linking individual rewards to team performance.
 - B. Diversifying the team membership.
 - C. Emphasizing the urgency of the team's tasks.
 - D. Failing to relinquish control to the team.

個案三：Organizational Processes

As the new general manager of a regional cable service, Joe is studying the formal configuration of groups and individuals in respect to the allocation of tasks, responsibilities, and authority within the cable company. He notices that there are numerous layers of people between the cable installers and technicians and himself as general manager. He thinks this is because of the high degree of specialization in the company. Everyone seems to have very narrowly defined jobs. Joe decides he wants fewer layers of employees and for each manager to have responsibility for more employees. He reduces the number of managers form 10 to 3. As a consequence, each manager will make

of his/her own decisions and rely less on Joe.

7. Joe's initial study is of the cable company's:

- A. division of labor
- B. organizational design.
- C. span of control.
- D. organizistional structure.

8. The numerous layers of employees between the service providers and top management represents the company's:

- A. division of labor.
- B. hierarchy of authority.
- C. decentralization,
- D. span of control.

9. The high degree of specialization Joe is seeing is a function of the company's :

- A. decentralization.
- B. hierarchy of authority.
- C. division of labor."
- D. span of control.

10. Joe's eliminating of management layers resulted in:

- A. a greater division of labor.
- B. decentralization of decision making.
- C. more line positions.
- D. small span of control.

個案四：Individual Power

The boss wants the staff to work overtime this week on a big project. He tells the managers that if they want to keep their jobs, they better keep their people here. Bob goes to his department and calls a meeting. He explains the problems and asks if everyone would be willing to stay and put in the time. His employees recognize his right to ask them, he's been good to them in the past, and they want to help him out, so they all agree to stay. Joan goes to her department, calls everyone together and tells them the bad news. She then begins assigning responsibilities and scheduling work. One of her new supervisors says, "Who are you to tell us we have to work overtime?" Her

answer is, I'm your boss, that's who, now get with it." Joseph offers everyone in his department compensatory time and a pizza party if they put in the overtime.

11. The boss is using _____ power to gain his managers' compliance.

- A. personal
- B. coercive
- C. legitimate
- D. referent

12. Bob uses _____ power to get his workers to comply.

- A. personal
- B. coercive
- C. legitimate
- D. referent

13. Joan is using _____ power.

- A. personal
- B. coercive
- C. legitimate
- D. referent

14. The power that Joseph uses to get his people to work overtime is :

- A. reward power.
- B. legitimate power.
- C. referent power.
- D. charisma power.

個案五：The Strategic Management Process

You finally made it. You were recently promoted to executive vice-president in the corporate division. On the first day in your new position, the Chairperson said she was pleased at your new promotion and looked forward to hearing your presentation at next week's meeting concerning the new strategic management process you will be handling. You smiled, even though your stomach was churning. Unfortunately, this was the first you had heard about this meeting, and, other than doing your small part in past planning efforts, you have little idea about how to design a strategic management process. You quickly grab your daughter's management text and read up on the topic.

15. You learn that the very first thing you should do in the strategic management process is

- A. analyze the environment.
- B. analyze the Organization's resources.
- C. formulate strategies.
- D. identify the organization's current mission, objectives, and strategies.

16. At this point, you are not even sure what a "mission" is, but you quickly learn that it outlines.

- A. the goals of an organization.
- B. the purpose of an organization.
- C. the values of an organization.
- D. the overall plan of an organization.

17. You learn that the third step in the process, the one that needs completing directly before analyzing the organization's resources, is

- A. identifying opportunities and threats.
- B. identifying strengths and weaknesses.
- C. formulating strategies.
- D. implementing strategies.

個案六：Operations Management

Celeste had been asked to attend training in operations management. Her background and training had previously been in accounting, but with the reorganization looming, it was either learn a new skill or be recruited. She was actually looking forward to the training. She felt her background with numbers should prove valuable in operations management, but she admitted that she knew little about the field. Until now, she had been in a support staff function and had little feel for how their product went from raw materials to finished product. Celeste's first class would be tonight at Central University and she was excited about the opportunity.

18. On the first night of class Celeste learned that the central focus of operations management was

- A. people.
- B. capital.
- C. the transformation process.
- D. goods.

19. Celeste also had to keep straight what factors were considered inputs versus those considered outputs. Inputs included all but which of the following?

- A. materials.
- B. information
- C. goods
- D. technology

20. Celeste must remember that productivity is a composite of _____ variables.

- A. people and operations
- B. task and relationship
- C. structural and procedural
- D. market and internal

二、 申論題(共二題，每題 20 分，共計 40 分)

1. Compare and contrast the following management studies: Frederick Taylor's work in scientific management (科學管理), Elton Mayo's Hawthorne studies(霍桑研究)。
2. What is knowledge management(知識管理)? Discuss the relationship between knowledge management and technology-innovation performance(科技創新績效)?

試題完