

銘傳大學九十一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(單選，選擇最適合的答案)

1. Paying attention to works and getting them to perform at higher levels as a result is an example of :
 - (A) Cross-functional management;
 - (B)Bureaucratic motives;
 - (C)Theory X;
 - (D) TQM
 - (E)The Hawthorne effect.
2. In a stable and predictable environment, contingency theory suggests managers should:
 - (A) Centralize operations ;
 - (B)Decentralize decisions ;
 - (C)Avoid empowerment;
 - (D) Search for new alternative;
 - (E)Drive out fear and dark down barriers.
3. Wal-Mart owns all of its stores worldwide, making each international store a:
 - (A) Licensee;
 - (B)Franchise;
 - (C)Turnkey operation;
 - (D) Strategic alliance.
4. Critics of social responsibility argue that:
 - (A) No one clearly knows what being responsible means
 - (B)Firms that gives profits a lower priority are more likely to fail
 - (C)The court system covers all aspects of social responsibility
 - (D) It is a form of political correctness
5. Individuals or groups that have vested interests in or are affect by a company's performance are known as :
 - (A) Outsiders;
 - (B)Prioritizers;
 - (C)Stakeholders;
 - (D) Rights holder;

(E) Representatives

6. Mary Kay Cosmetics bestows awards to high-achieving sales consultants in an auditorium filled with sales agents and their families as part of:

- (A) Performance appraisal;
- (B) Socialization;
- (C) Recognition of company heroes;
- (D) A company ritual or ceremony;
- (E) Development of company heroes.

7. A Frito Lay manager once drove for several hours to deliver an order of chips to a remote customer in order to stress the company's aim to keep all customer shelves stocked with product. This is an example of:

- (A) Socialization;
- (B) Integration;
- (C) A company ritual;
- (D) A company hero;
- (E) A company story.

8. When a smaller company forms an alliance with a larger company so that both can achieve goals, the process is called:

- (A) forming a proprietor relationship;
- (B) creating a partnership program;
- (C) enhancing negotiation skills;
- (D) building a business network;
- (E) developing an inner circle.

9. An entrepreneur who has taken on challenges and barriers that would deter others because he or she believe "I can do it. I can succeed," exhibit which characteristic?

- (A) stubbornness;
- (B) reconstruction of reality;
- (C) internal locus of control;
- (D) willingness to take high risks;
- (E) transitional leadership skills.

10. McDonal's, Taco Bell, and Radio Shack are what form of entrepreneurial ventures?

- (A) entrepreneurships;
- (B) spin-off
- (C) venture capital operations;
- (D) franchises;
- (E) internal expansion.

11. Retaliation, price-cutting, and imitation are used by which force in an industry environment?
- (A) New entrants;
 - (B) Substitutes;
 - (C) Suppliers;
 - (D) Customers;
 - (E) Competitors.
12. The growing need for nursing homes due to increasing life expectancies would be discovered at which level of an external environment analysis?
- (A) General environment;
 - (B) Industry;
 - (C) Strategic groups;
 - (D) Direct competitors;
 - (E) Product versus product.
13. Successful planning involves all of the following EXCEPT:
- (A) Rigidly adhering to objectives and processes
 - (B) Involving many organization levels
 - (C) Using both numerical and judgmental approaches
 - (D) Avoiding parlay of the analysis
 - (E) Concentrating on a manageable set of issues
14. When UPS describes specific steps to increase profits which include developing more fuel efficient delivery vehicles and sorting techniques, which phase of planning is involved?
- (A) Objective;
 - (B) Actions;
 - (C) Implementation;
 - (D) Formulation;
 - (E) Allocation.
15. A company that fails to successfully introduce the e-commerce aspect of the business, spends more, and it still doesn't generate profit is suffering from which decision making problem?
- (A) Organizational politics;
 - (B) Groupthink;
 - (C) Escalation of commitment;
 - (D) Illusion of control;
 - (E) Poor organizational skills.
16. Which is NOT an advantage of group decision?
- (A) Increased acceptance;

- (B) Different perspective;
 - (C) A greater pool of knowledge;
 - (D) Speed
 - (E) Greater comprehension.
17. If McDonald's wanted to keep a reasonably standardized operation but at the same time adapt to regional condition, such as by selling wine with food in France, the company would probably use which approach?
- (A) centralized operations;
 - (B) functional approach;
 - (C) strong chain of command;
 - (D) matrix approach;
 - (E) geographic based divisions;
18. A flexible and adaptable organization design that is more effective in dealing effectively in dealing with turbulent environment is referred to as:
- (A) operational;
 - (B) directional;
 - (C) mechanistic;
 - (D) organic;
 - (E) strategic.
19. Job enrichment theory would reflect which aspect of two-factor theory?
- (A) hygiene factors;
 - (B) dissatisfiers;
 - (C) motivators;
 - (D) extrinsic rewards;
 - (E) negative reinforcement.
20. Anderson Consulting deploys a team to consult with a client in New York. Even though the team consists of members from several companies, the type of team involved is a:
- (A) project team;
 - (B) self-managed team;
 - (C) special purpose team;
 - (D) parallel team;
 - (E) virtual team.

二、 申論題(共 2 題，每題 20 分，共 40 分)

1. 請以您服務的公​​司為例，具體地說明所面臨的長期、中期、與短期的管理問題。

2. 請簡要說明平衡計分卡(Balanced Scorecard)之意義內容及應用。

試題完