

銘傳大學 101 學年度研究所碩士班招生考試

風險管理與保險學系碩士班、資訊管理學系碩士班、國際事務研究所碩士班

第二節

「管理學」試題

(第 1 頁共 2 頁) (限用答案本作答)

可使用計算機 不可使用計算機

一、選擇題(每題 2 分; 40%)

※ 請在答案卷中畫出跟以下所示相似的表格來作答。

1	2	3	4	5	6	7	8	9	10
11	12	13	14	15	16	17	18	19	20

1. Today, the basic management functions are considered to be _____. (a) planning, coordinating, staffing, and directing; (b) planning, organizing, leading, and directing; (c) commanding, organizing, leading, and staffing; (d) planning, organizing, leading, and controlling
2. A domestic firm and a foreign firm sharing the cost of developing new products or building production facilities in a foreign country is called a _____. (a) franchising agreement; (b) joint venture; (c) foreign subsidiary; (d) licensing agreement
3. Organizations in which of the following cultures are likely to have formal rules and little tolerance for unusual ideas and behaviors? (a) high power distance; (b) low power distance; (c) high uncertainty avoidance; (d) low uncertainty avoidance
4. Management by objectives (MBO) is a management system in which the first steps are setting specific performance goals that are _____. (a) established that can be easily accomplished; (b) jointly determined by employees and their managers; (c) determined by top management with clarity so that the objectives are clear to even the most incompetent employee; (d) developed in such a manner that the employees are self-directed and do not need supervision
5. If a bank estimates the capabilities of its training and development department employees 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) analyzing the external environment; (b) identifying the organization's current mission, goals, and strategies; (c) analyzing the organization's resources; (d) formulating strategies
6. Employee relations, philanthropy, pricing, resource conservation, product quality and safety, and doing business in countries that violate human rights are some obvious examples of _____. (a) social responsibility ethics that managers must decide on a daily basis; (b) social responsibility issues that employees must confront while at work; (c) areas of social responsibility that influence managers, not employees; (d) decisions that managers face that have a social responsibility dimension
7. Which statement accurately defines work specialization? (a) It is the degree to which tasks are grouped together; (b) Individual employees specialize in doing part of an activity rather than the entire activity; (c) Jobs are ranked relative only to their worth or value to the businesses; (d) It clarifies who reports to whom
8. An online wine retailer that sells and ships hundreds of wines to customers all over the world with a payroll of six employees, most likely has what kind of organizational structure? (a) bureaucratic; (b) simple; (c) functional; (d) divisional
9. The most thorough performance appraisal method, _____, utilizes feedback from supervisors, employees, and coworkers. (a) management by objectives; (b) 360-degree appraisal; (c) critical incidents; (d) graphic rating scales
10. In the statement, "The highway is very busy at 5 P.M. and is scary to drive on, so I'll wait until 7 P.M. to go home," the phrase, "The highway is very busy," represents which component of an attitude? (a) cognitive; (b) behavioral; (c) emotive; (d) affective

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11. The degree to which an employee identifies with a particular organization and its goals and wishes to maintain its membership in the organization is the employees' _____. (a) job involvement; (b) organizational commitment; (c) global commitment; (d) organizational citizenship
12. Bringing together organizational members from marketing, accounting, human resources, and finance to work on a task would be an example of a _____ team. (a) cross-functional; (b) temporary; (c) specific; (d) functional
13. According to Herzberg's Motivation-Hygiene theory, which of the following is considered a motivator? (a) pay; (b) working conditions; (c) hygiene factors; (d) responsibility
14. A theory that suggests that employees compare their inputs and outcomes from a job to the ratio of input to outcomes of relevant others is known as _____. (a) action motivation; (b) goal setting; (c) reinforcement theory; (d) equity theory
15. James wants to be certain that his communication with his employees is effective, so he always checks the accuracy of what has been communicated. He asks his employees questions about what they think they heard. James is _____. (a) using feedback; (b) constraining emotions; (c) listening actively; (d) simplifying language
16. 一位財務部經理固定閱讀華爾街日報，他是執行哪一個角色？(a) 形象人物；(b) 監督者；(c) 傳播者；(d) 人際的
17. 根據波特的競爭策略架構，下列哪一個策略試着提供獨特的產品並在該產業中廣為顧客所肯定？(a) 成本領導；(b) 差異化；(c) 集中化；(d) 進退維谷
18. 當組織派遣負責專案的專業人員到工作小組，此現象稱為？(a) 事業部結構；(b) 功能式結構；(c) 產品式結構；(d) 矩陣式結構
19. 思齊剛從生產部高級專員被拔擢到研發部任主管，由於沒有管理經驗與對研發工作不熟，思齊受到研發部門同仁的質疑，這是影響領導型態與領導行為的何種理論 (a) 特質論；(b) 替代論；(c) 情境論；(d) 轉型論
20. 小郭非常受到主管的提攜與照顧，他常常揣摩上意，只向主管報告主管樂於聽到的訊息，在這樣的溝通過程，小郭建立了何種人際溝通的障礙 (a) 防衛性；(b) 過濾；(c) 選擇性知覺；(d) 單向回饋

二、問答題 (每題 20 分，60%)

1. 解釋霍桑研究 (the Hawthorne Studies) 及其對管理實務的貢獻 (20%)。
2. 期望理論 (Expectancy theory) 提出三個要素可提升員工的工作動機，假如你是某部門的主管，請運用期望理論來說明你將會採取哪些方法，以提升員工完成各任務的動機 (20%)。
3. 一家軟體公司允許軟體工程師自行設定年度績效目標，結果發現工程師們傾向於設定簡單的目標，好讓自己在年終時能達成目標，拿到獎金。有些較有雄心的工程師自行設定較難目標，但很可惜並未達到目標，因而得到較差的績效分數，拿不到獎金。從此再也沒有一位工程師敢自行設定較難的目標。

問題:

- (1) 你認為問題的癥結為何 (問題根源)？試從目標設定理論 (goal-setting theory) 的觀點進行分析，但可加入其他觀點 (10%)。
- (2) 如果你是公司總經理，你會建議公司如何去解決目前所面臨之問題 (10%)?

本試題係兩面印刷
Exam Printed on 2 sides.

試題完
End of exam