

管理學 試題

(限用答案本作答)

第一大題：選擇題(六十分)，每題答對得兩分，答錯倒扣一分，不答不給分。

請於答案卷自行繪製下表填答：

1		2		3		4		5	
6		7		8		9		10	

1. Effectiveness is synonymous with _____.
 - A. cost minimization
 - B. resource control
 - C. goal attainment
 - D. efficiency
2. An organization is _____.
 - A. the physical location where people work
 - B. a collection of individuals working for the same company
 - C. a deliberate arrangement of people to accomplish some specific purpose
 - D. a group of individuals focused on profit-making for their shareholders
3. All of the following are characteristics of total quality management except _____.
 - A. intense focus on the competition
 - B. concern for continual improvement
 - C. improvement in the quality of everything the organization does
 - D. accurate measurement
4. Which of the following is a basic definition of a multinational corporation?
 - A. a company that maintains significant operations in at least two different countries
 - B. a company that maintains significant operations in at least two different countries but is based in one home country
 - C. a company that maintains significant operations in at least two different countries and has multiple home bases
 - D. a company that does business and pays taxes in at least two countries
5. _____ is a personality attribute that measures the degree to which people believe they control their own fate.
 - A. Ego strength
 - B. Locus of control
 - C. Social responsibility
 - D. Social obligation
6. Intuitive decision making is _____.
 - A. not utilized in organizations
 - B. a conscious process based on accumulated judgment
 - C. a subconscious process based on experience
 - D. important in supporting escalation of commitment
7. In the MBO system, _____.
 - A. objectives are determined by management
 - B. goals are only reviewed at the time of completion
 - C. goals are used as controls
 - D. progress is periodically reviewed
8. Which of the following is true concerning benchmarking?
 - A. Benchmarking always involves analyzing a competitor.
 - B. Benchmarking is most effective when analyzing within your own industry.
 - C. Benchmarking may involve analyzing a company with a completely different product.
 - D. Benchmarking foreign companies is not suggested due to cultural differences.

本試題兩面印刷

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9. A Gantt chart is essentially a bar graph with _____ axis and _____ axis.
 - A. time on the vertical; the activities to be scheduled on the horizontal
 - B. time on either; the activities to be scheduled on the other
 - C. time on the vertical; project completion on the horizontal
 - D. time on the horizontal; the activities to be scheduled on the vertical
10. The theory that a person should report to only one manager is called _____.
 - A. authorized line of responsibility
 - B. unity of command
 - C. responsibility factor
 - D. chain of command
11. In describing the relationship between structure and strategy, it can be said that _____.
 - A. structure follows strategy
 - B. strategy follows structure
 - C. strategy and structure are always handled equally
 - D. strategy follows structure in smaller organizations
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 statements is true of current situations in human resource management?
 - A. To improve workforce diversity, managers need to narrow their approach to recruiting.
 - B. Once a diverse pool of applicants is defined, a manager does not need to address discrimination as a problem.
 - C. Recent research has shown that diversity makes moving into a workforce harder for women and minorities.
 - D. none of the above
14. When we judge a person based on a group that he or she is a member of, we are engaging in _____.
 - A. stereotyping
 - B. selectivity
 - C. the halo effect
 - D. assumed similarity
15. Job _____ is vertical expansion of a job by adding planning and evaluating responsibilities.
 - A. scope
 - B. enlargement
 - C. enrichment
 - D. design
16. 請問下列何者不是平衡計分卡的評估內容?(a)財務;(b)顧客;(c)執行;(d)內部流程;(e)學習與成長
17. 請問下列何者不是理性決策模式的基本假設?(a)無時間及成本限制;(b)追求最適而非最佳解決方案;(c)欲解決的問題是清楚明確的;(d)決策衡量效標可以明確度量;(e)決策者無偏好
18. 請問下列何者不是工作特徵模型(Job Characteristics Model)的構面?(a)技術多樣性;(b)工作完整性;(c)工作重要性;(d)工作自由性;(e)回饋
19. 請問下列何者不是 360 度績效回饋的評估人員?(a)直屬主管;(b)人事人員;(c)顧客;(d)部屬;(e)同儕
20. 請問下列何者不是傳遞組織文化的有效方式?(a)故事;(b)儀式;(c)主管宣布;(d)符號;(e)語言
21. 請問下列何者不是權力的內容?(a)參考權;(b)法定權;(c)選擇權;(d)專家權;(e)獎懲權
22. 請問下列何者不是群體決策的優點?(a)有較完整的資訊可供決策;(b)會有更多的方案可供選擇;(c)決策速度較快;(d)決策接受程度較高;(e)決策品質較佳

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23. 請問下列何者不是官僚組織的特點?(a)高度分工;(b)正式化的規則與規定;(c)能以最有效率的方式完成標準化的工作;(d)容易發生部門間的衝突;(e)其中充滿了因人設事的冗員
24. 請問下列何者錯誤?(a)Efficiency 指的是效率;(b)Efficiency 可以透過投入與產出的比值來表達;(c)Effectiveness 指的是目標的達成度;(d)Efficiency 指的是 do the right thing;(e)管理者首要追求的是 Effectiveness
25. 下列關於科學管理觀點及其貢獻者的說明何者正確?(a)Taylor 提出管理四原則;(b)Gilbreth 夫婦利用動時研究來分析工人的工作;(c)Gantt 提出甘特圖作為流程管理工具;(d)Taylor 認為應該用科學的方法來選拔與訓練員工;(e)以上皆是
26. 下列關於行政管理觀點及其貢獻者的描述何者錯誤?(a)Fayol 是德國著名的社會學家;(b)Fayol 曾提出管理十四點原則;(c)Fayol 提出 unity of command 原則,認為每一個員工應該只服從一位長官的命令;(d)Weber 提出 Bureaucry 的組織結構;(e)Weber 認為組織的管理是建立在「理性-合法」基礎之上
27. 下列何者是可用於建立組織文化的管理工具?(a)人員甄選;(b)人員導入訓練;(c)績效評估與獎酬制度;(d)集會或儀式;(e)以上皆是
28. 領導者藉由釐清角色及任務要求,來引導或激勵部屬達到預先建立的目標,是屬於何種領導者?(a)交易(transactional)型領導;(b)成就導向領導者;(c)願景(visional)領導;(d)轉型(transformational)領導;(e)魅力(charismatic)型領導
29. 根據 Herzberg 激勵理論認為移除激勵因子會造成員工:(a)增加不滿意;(b)減少滿意;(c)增加滿意;(d)減少不滿意;(e)不會有影響
30. 管理者信賴度最主要的來源是:(a)專家知識;(b)身份;(c)職權;(d)誠實;(e)魅力

第二大題：簡答題(四十分)，每題十分。

1. 你是一位傳播機構的管理者，貴公司為了提升新聞競爭力，決定購置新型 SNG 轉播車。請依理性決策模式過程，逐步制定購置新型轉播車的決策。
2. 接上題，近來貴公司發生幾起與主播有關的情感或人際交往花邊新聞，造成公司的形象受到影響。然而有論者認為企業應僅著重於滿足股東價值極大化的活動，甚至這些花邊新聞可以提升收視率，進而提升股東價值；亦有論者認為這些花邊新聞均為主播私事，企業應不須負責。請問：若根據 S. P. Sethi 所提出的社會義務(social obligation)、社會責任(social responsibility)與社會回應(social responsiveness)等觀點，作為管理者的你應如何處理這些事件或新聞。
3. 接上題，在經過主播花邊新聞事件後，公司同仁的士氣有點低落，您決定要帶領大家走過低潮；同時您也不希望公司其他主播再發生類似事件。請問：願景領導與社會學習理論，提供了您那些管理作法上的支持？
4. 接上題，在經歷了這些風波後，公司度過了社會的責難，但也損失了幾位主播。於是您要開始進用新的主播，請為新主播的招募與甄選，設計一套有效的程序及執行此程序時的應注意事項。

試題完