

國立高雄第一科技大學 97 學年度 碩士班 招生考試 試題紙

系所別：企業管理研究所

組別：甲組

考科代碼：3411

考科：管理概論

注意事項：

- 1、本科目可使用本校提供之電子計算器。
- 2、請於答案卷上規定之範圍作答，違者該題不予計分。

一、單選題 (每題各四分，68%)

1. Ethical dilemmas are _____.
 - a. decisions that are contrary to an individual's stated beliefs and policies of the company
 - b. the choice between two competing but arguably valid options
 - c. A and B
 - d. none of the above
2. Which of the following is NOT considered an on-the-job training technique?
 - a. consultant advisory reviews
 - b. formal correspondence courses
 - c. job rotation
 - d. offsite staff developmental meetings
3. A supervisor who lacks initiative in developing new programs and who is a poor communicator, doing little to inspire subordinates, lacks _____ power.
 - a. legitimate
 - b. position
 - c. personal
 - d. expert
4. Which of the following is NOT true about organizational change?
 - a. Change involves revising strategies, structures, or technology.
 - b. Organizational change requires that employees restrain from change while managers work to change individual employees' capabilities.
 - c. Organizational change sometimes requires managers to change their customer knowledge base.
 - d. Implementing organizational change sometimes requires the use of cross-functional teams.
5. Failure often happens in the refreeze phase because _____.
 - a. managers expect subordinates to carry out most of the process
 - b. there is a lack of reinforcement of the new behaviors
 - c. productivity decreases in the refreeze phase
 - d. none of the above

第 1 頁，合計 4 頁【尚有試題】

6. Which of the following statements is NOT true regarding feedback?
- a. Feedback on employee progress should first focus on group progress, then individual progress.
 - b. Feedback on employee progress allows employees to gain a sense of movement and progression.
 - c. The feedback process very often requires face-to-face contact between managers and subordinates.
 - d. When change involves others, people benefit from knowing how the group collectively is progressing.
7. The utilitarian, moral rights, universal, and justice approaches are basic frameworks for _____.
- a. identifying the moral intensity in an ethical controversy
 - b. enforcing codes of ethical conduct
 - c. making ethical decisions
 - d. whistle blowing
8. Which of the following is NOT a problematic consequence of the efficiency perspective?
- a. Corporations may not change dangerous practices until people are injured.
 - b. Corporations may impose indirect consequences on natural or social environments.
 - c. Corporations may forego safety measures because consumers fail to understand and pay for the added costs of such measures.
 - d. Corporations may shortchange shareholders' returns in addressing other stakeholders' legitimate concerns.
9. Actions that harm shareholders but benefit other stakeholders would be viewed as _____.
- a. managerially responsible from the efficiency perspective
 - b. managerially irresponsible from the social responsibility perspective
 - c. socially responsible from the social responsibility perspective
 - d. none of the above
10. Strategic plans have _____.
- a. a time horizon of typically 12 months or less
 - b. moderate interdependence and must take other business units' resources into account
 - c. the potential to dramatically impact the future of the organization
 - d. a time horizon of typically six to eight years in the future

11. Which of the following statements is NOT true regarding organizations and ethical decision making?
- A company's culture has little impact on ethical decision making.
 - Senior managers often take steps to encourage ethical behavior among their managers.
 - Most firms have not implemented plans to encourage whistle blowing.
 - All of the above statements are true.
12. To begin motivating an apathetic associate, a manager informally questions the associate about her satisfaction with her job's ability to provide safety, social interaction, self-respect and opportunities for growth. This manager will likely attempt to apply the _____ theory in further work with the associate.
- acquired needs
 - ERG
 - two-factor
 - needs hierarchy
13. Which of the following is NOT true regarding contemporary trends in human resource management?
- Many organizations' actions do not support their claims that people are their most important asset.
 - Employees' knowledge enables them to become critical assets.
 - Though human resource management has evolved in recent years, the strategic aspects of it have evolved very little.
 - Organizations must have adequate amounts of human capital as well as quality human capital, especially among managers.
14. Which of the following is NOT a reason why managers should always consider the rate and frequency of proposed changes?
- Change that evolves too slowly may not keep pace with the problem it was designed to solve.
 - Costs of change may outweigh benefits if the degree or pace of change is inappropriate
 - Dramatic and/or frequent changes may produce employee frustration.
 - Typically, very rapid and very infrequent changes produce the best results.
15. Which of the following does NOT significantly limit the scope of a manager's legitimate power?
- cultural norms that encourage questioning authority figures
 - highly educated subordinates
 - subordinates' perceptions that a leader's credentials are inauthentic
 - the manager's expert power

16. Complex organizations typically use three types of plans _____.
- strategic, tactical, and operational plans
 - time, scope, and complexity plans
 - development and diffusion plans
 - none of the above
17. Informational bias, uncertainty absorption, selective perception, and stereotyping are:
- phases of the classical model
 - phases of the irrational model
 - factors inhibiting accurate problem identification and analysis
 - factors inhibiting accurate monitoring and evaluation

二、問答題 (32%)

- 何謂「contingency theory」？又何謂「path-goal theory」？兩者有何關連？(10%)
- 在溝通的程序中，哪些步驟可能會發生問題？如何預防與減輕這些問題？(12%)
- 控制程序包括哪些步驟？哪些步驟比較難執行？為什麼？(10%)