

國立高雄大學 103 學年度研究所碩士班招生考試試題

科目：管理學
考試時間：100 分鐘

系所：亞太工商管理學系
本科原始成績：100 分

是否使用計算機：否

單選題 (50 分，共計 25 題，每題 2 分)

1) Theory X assumed that _____ needs dominated individuals, and Theory Y assumed that _____ needs dominated.

- A) lower-order; higher-order
- B) safety; physiological
- C) esteem; self-actualization
- D) social; safety

2) In the statement, "The highway is very busy at 5 P.M. and is scary to drive, so I'll wait until 7 P.M. to go home," the phrase, "so I'll wait until 7 P.M. to go home," represents which component of an attitude?

- A) cognitive
- B) behavioral
- C) emotive
- D) affective

3) An individual who would enjoy taking on the challenge of personally redesigning the work flow of a manufacturing line to improve employee productivity would probably be rated high on which of the following?

- A) need for affiliation
- B) need for impact
- C) need for achievement
- D) need for power

4) Knowledge management involves encouraging the members of the organization to _____.

- A) improve the educational level of the average employee
- B) develop new training programs to help new employees learn their jobs
- C) develop a corporate university like Hamburger University at McDonald's
- D) systematically gather information and share it with others

5) The cognitive dissonance theory proposed that the desire to reduce dissonance is determined by _____.

- A) importance, influence, and rewards
- B) economics, politics, and organizational structure

國立高雄大學 103 學年度研究所碩士班招生考試試題

科目：管理學
考試時間：100 分鐘

系所：亞太工商管理學系
本科原始成績：100 分

是否使用計算機：否

C) stability, position, and power

D) awareness, status, and punishments

6) The process through which the symbols of a message are translated into a form that the receiver can understand is called _____.

A) decoding

B) encoding

C) reinstating

D) expanding

7) A new commercial bank employee who notices stares from other officers because he does not wear conservative work attire is experiencing what aspect of groups?

A) role conflict

B) norms

C) status separation

D) cohesiveness conflict

8) As a source of potential job candidates, _____ generates the best referrals, because a good referral reflects on the source of the recommendation.

A) the company Web site

B) the Internet

C) employee referrals

D) professional recruiting organizations

9) The unfreezing step of the change process can be thought of as _____.

A) thawing the organization loose from the current status to the new status

B) making the move to the new organizational condition

C) loosening the organization from the old condition and moving it to the new condition

D) preparing for the needed change

10) Management by objectives (MBO) is a management system in which the first step is 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

國立高雄大學 103 學年度研究所碩士班招生考試試題

科目：管理學
考試時間：100 分鐘

系所：亞太工商管理學系
本科原始成績：100 分

是否使用計算機：否

incompetent employee

D) developed in such a manner that the employees are self-directed and do not need supervision

11) What is defined as the acceptable parameters of variance between actual performance and the standard?

A) basic corrective action

B) performance

C) productivity

D) range of variation

12) _____ is the search for the best practices among competitors or noncompetitors that lead to their superior performance.

A) Factoring

B) Correlating

C) Situating

D) Benchmarking

13) 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

14) Which type of change might include a shift from a functional to a product structure?

A) a structural design change

B) a structural component change

C) automation

D) computerization

15) When cohesiveness is low and goals are not supported, cohesiveness has _____ on productivity.

A) no significant effect

B) a marginal effect

C) a consistent effect

D) a significant effect

國立高雄大學 103 學年度研究所碩士班招生考試試題

科目：管理學
考試時間：100 分鐘

系所：亞太工商管理學系
本科原始成績：100 分

是否使用計算機：否

16) Which of the following are two of the three key situational factors Fiedler felt were important in determining leader effectiveness?

- A) leader-member relations and maturity of followers
- B) organizational success and position power
- C) task structure and leader-member relations
- D) maturity of organization and subordinates

17) Lower-level managers typically confront what type of decision making?

- A) unique
- B) nonroutine
- C) programmed
- D) nonprogrammed

18) When a decision maker chooses an alternative under perfect rationality, she _____ her decision, whereas under bounded rationality she chooses a _____ decision.

- A) minimizes; satisficing
- B) satisfices; maximizing
- C) maximizes; satisficing
- D) maximizes; minimizing

19) Which of the following is important to remember in evaluating the effectiveness of the decision-making process?

- A) You should ignore criticism concerning the decision-making process.
- B) You may have to start the whole decision process over.
- C) You will have to restart the decision-making process if the decision is less than 50 percent effective.
- D) Ninety percent of problems with decision making occur in the implementation step.

20) An automobile manufacturer that increased the total number of cars produced at the same cost, but with many defects, would be _____.

- A) efficient and effective
- B) increasing efficiency
- C) increasing effectiveness
- D) concerned with inputs

國立高雄大學 103 學年度研究所碩士班招生考試試題

科目：管理學
考試時間：100 分鐘

系所：亞太工商管理學系
本科原始成績：100 分

是否使用計算機：否

- 21) In the University of Iowa behavioral studies, group members' satisfaction levels were generally _____.
- A) higher under an autocratic leader in the long run
 - B) improved when the leader was considerate of the outcomes
 - C) maintained when the leader was autocratic on the short run
 - D) higher under a democratic leader than under an autocratic one
- 22) Which view of conflict sees it as absolutely necessary for effective organizational performance?
- A) contemporary view
 - B) conservative view
 - C) human relations view
 - D) interactionist view
- 23) An assessment that defines the jobs and behaviors necessary to perform the job is known as a _____.
- A) job description
 - B) job specification
 - C) goal-oriented job definition
 - D) job analysis
- 24) What factor influences the amount of decentralization an organization uses?
- A) Lower-level managers want a voice in decisions.
 - B) Lower level managers are not as capable at making decisions as upper-level managers.
 - C) Effective implementation of company strategies depends on managers retaining say over what happens.
 - D) The company is large.
- 25) A city's policy concerning skateboarding on downtown sidewalks that provides guidance for police action would be considered what type of plan?
- A) standing
 - B) contingency
 - C) directional
 - D) single-use

國立高雄大學 103 學年度研究所碩士班招生考試試題

科目：管理學
考試時間：100 分鐘

系所：亞太工商管理學系
本科原始成績：100 分

是否使用計算機：否

申論題 (50 分)

1. 外在環境分析常分成一般環境分析(general environment)與特定環境(specific environment)分析，請說明一般環境與特定環境有何差異？常見的一般環境與特定環境有哪些？請各列舉四項說明。(15 分)
2. 說明關於企業應負的社會責任有哪些不同的觀點？舉一個最近台灣有關於企業的社會責任例子並提出你的看法。(15 分)
3. 說明不同的決策類型(types of decisions)－結構問題(structured problems) vs. 非結構問題(unstructured problems)－以及決策的情況(decision-making conditions)－確定情況(certainty) vs. 風險情況(risk) vs. 不確定情況(uncertainty)如何影響決策的制定？(20 分)