國防大學管理學院 101 年度碩士班入學考試試題

運籌管理學系碩士班：全時軍費／自費生
資源管理及決策管理研究所：全時軍費／自費生
科目：管理學

壹、選擇題 (75%)

1. **Why is strategic management important?**
    (A) It has little impact on organizational performance.
    (B) It is involved in many of the decisions that managers make.
    (C) Most organizations do not change.
    (D) Organizations are composed of similar divisions and functions.

2. **An employee who shows a great deal of respect for those in authority is:**
    (A) high in uncertainty avoidance
    (B) low in power distance
    (C) low in uncertainty avoidance
    (D) high in power distance

3. **_____ and _____ are outcomes from a study of the external environment.**
    (A) Threats; weaknesses
    (B) Strengths; weaknesses
    (C) Weights; measures
    (D) Opportunities; threats

4. **Which is true for multinational corporations?**
    (A) A MNC has significant operations in more than one country
    (B) A MNC focuses on developing specific, different strategies and products
    (C) A MNC manages each location from the host country
    (D) A MNC is a large corporation

5. **The third step in strategic management is related to analysis of _____.**
    (A) the external environment
    (B) the internal environment
    (C) the alternatives the firm faces
    (D) time pressures involved in serving the customer

6. **_____ is the formal arrangement of jobs within an organization.**
    (A) Departmentalization
    (B) Organizational design
    (C) Organizational structure
    (D) Work specialization

7. **Departmentalization based on _____ groups' jobs is based on the territory or physical location.**
    (A) functional
    (B) product
    (C) geographic
    (D) matrix

8. **The line of authority that extends from the upper levels of management to**

the lowest levels of the organization is _____.

(A) authorized line of responsibility

(B) unity of command

(C) responsibility factor

(D) chain of command

9. **Which theory was developed by Frederick Herzberg?**
   (A) motivation-hygiene theory
   (B) theory X/theory Y
   (C) intrinsic theory
   (D) equity theory

10. **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

11. **Recruitment is the process of _____.**
    (A) hiring employees from competitors
    (B) locating, identifying, and attracting potential employees
    (C) measuring the pressure in the local labor market
    (D) hiring from outside the organization

12. **The task of defining the group's purpose, structure, and leadership is part of the _____ stage.**
    (A) forming
    (B) storming
    (C) norming
    (D) performing

13. **Which of the following personality traits tends to have a negative impact on group productivity and morale?**
    (A) sociability
    (B) self-reliance
    (C) independence
    (D) dominance

14. **Assembly-line technology is changing dramatically as organizations _____.**
    (A) develop new products for the market
    (B) replace human labor with robots
    (C) replace old manually controlled machines with newer machines
    (D) find new markets for their products

15. **Structural changes include _____.**
    (A) span of control
    (B) work processes
    (C) attitudes
    (D) behavior

16. **The three components that make up an attitude are _____.**
    (A) cognitive, affective, and behavioral
    (B) traits, behavioral, and emotional

(C) knowledge, opinion, and individual history

(D) intention, opinion, and environment

17. **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

18. **The highest need in the hierarchy of needs is:**

    (A) safety

    (B) self actualization

    (C) physiological

    (D) esteem

19. **Employee empowerment is another term for increased** _____

    (A) departmentalization

    (B) work specialization

    (C) formalization

    (D) decentralization

20. **According to Herzberg, when** _____ **are adequate, people won't be dissatisfied, but they also will not be satisfied.**

    (A) achievement needs

    (B) affiliation needs

    (C) power needs

    (D) hygiene factors

21. **The higher your** _____, **the more confidence you have in your ability to succeed in a task.**

    (A) self-efficacy

    (B) self-esteem

    (C) reinforcers

    (D) job scope

22. **Which of the following describes the leadership style in which a leader tends to centralize authority, dictate work methods, make unilateral decisions, and limit employee participation?**

    (A) cultural style

    (B) autocratic style

    (C) democratic style

    (D) laissez-faire style

23. **Which of the following describes the leadership style in which the leader generally gives the group complete freedom to make decisions and complete the work in whatever way it sees fit?**

    (A) cultural style

    (B) autocratic style

    (C) democratic style

    (D) laissez-faire style

24. **What is the final step in the management process?**

    (A) organizing

    (B) planning

    (C) controlling

    (D) leading

25. The first step in the control process is _____.
   (A) setting standards
   (B) measuring performance
   (C) comparing performance against expectations
   (D) taking managerial action

貳、是非題 (25%) （請用 O, X 表示是與非）

1. An organizational culture refers to a system of shared meaning.

2. Organizational culture is a perception, not reality.

3. The European Union (EU) and the North American Free Trade Agreement (NAFTA) created regional trading and cooperative agreements.

4. Multinational corporations maintain significant operations in two or more countries simultaneously, but are based in one home country.

5. The classical view of organizational social responsibility is that management's only social responsibility is to maximize profits.

6. The term "shades of green" refers to the level of environmental responsibility that a company has.

7. Problem identification is purely objective.

8. The second step in the decision-making process is identifying a problem.

9. Planning is concerned with how objectives are to be accomplished, not what is to be accomplished.

10. Strategic goals are related to the financial performance of the organization.