

國防大學管理學院 101 年度碩士班入學考試試題

身分：在職軍職/一班生

所別：運籌管理學系碩士班

科目：管理學(含個案分析)

壹、選擇題 (60%)

- 1. 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
- 2. 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
- 3. 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
- 4. What is the final step in the management process?**
 - (A) organizing
 - (B) planning
 - (C) controlling
 - (D) leading
- 5. The first step in the control process is _____.**
 - (A) setting standards
 - (B) measuring performance
 - (C) comparing performance against expectations
 - (D) taking managerial action
- 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. **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
12. **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
13. **The highest need in the hierarchy of needs is:**
 (A) safety
 (B) self actualization
 (C) physiological
 (D) esteem
14. **Employee empowerment is another term for increased _____.**
 (A) departmentalization
 (B) work specialization
 (C) formalization
 (D) decentralization
15. **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
16. 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
17. The task of defining the group's purpose, structure, and leadership is part of the _____ stage.
- (A) forming
 - (B) storming
 - (C) norming
 - (D) performing
18. 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
19. 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
20. Structural changes include _____.
- (A) span of control
 - (B) work processes
 - (C) attitudes
 - (D) behavior

貳、個案分析 (40%)

1. 考試院長關中日前面對媒體詢問軍公教退撫基金運作現況時表示，國軍退撫基金收支情況是影響軍公教退撫基金負成長的重要關鍵因素，因此關院長希望透過切割國軍退撫基金的方式，避免公教退撫基金頻臨破產的危機。請從國防管理的角度，剖析國軍退撫基金問題本質，以及如何克服上述之困境。
2. 請用策略管理的角度剖析國軍推動募兵制的邏輯與思維。