

逢甲大學100學年度轉學生招生考試試題

編號：轉039-3

科目	管理學	適用 系別	國際企業管理學士學位學程 (英語專班)二年級	時間	80分鐘
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※ 請務必在答案卷作答區內作答 ※

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一、選擇題 (25題) (50 %)

- Emotional intelligence is especially important to a manager in performing her _____ roles.
A) Planning B) Organizing C) Decisional D) Informational
E) Interpersonal
- In general, the more stable the organization's environment, the _____ complex its strategy; and the more skilled its workforce, the _____ likely that the organization will use a formal organizational structure.
A) more; more B) more; less C) less; more D) less; less
E) none of the above
- McDonald's Corporation made a basic decision as to how to divide the tasks of the jobs of "chefs" and "food servers" in its restaurants. This was an example of:
A) continuous-process technology. B) job design. C) divisional structure.
D) product structure. E) matrix structure.
- A manager increases the number of tasks that a subordinate has to do in order to attempt to make the job more interesting for the subordinate. This is called:
A) job simplification. B) job enlargement. C) job enrichment.
D) a matrix structure. E) a functional job structure.
- What is the most desirable type of control that prevents anticipated problems?
A) feedforward control B) concurrent control
C) feedback control D) fast-forward control
- According to Maslow's Hierarchy of Needs Theory, the highest level of needs of workers is:
A) physiological B) safety C) self-actualization
D) esteem E) belongingness
- A subordinate changes his behavior from a dysfunctional to a functional behavior, and his manager then removes an undesired outcome. This is known as:
A) positive reinforcement. B) extinction.
C) negative reinforcement. D) inequity. E) instrumentality.

8. A worker who is paid on the basis of the number of units produced per day is said to be paid on:
- A) a commission basis.
 - B) an equity basis.
 - C) an overpayment inequity basis.
 - D) an underpayment inequity basis.
 - E) a piece-rate basis.
9. FedEx uses a computer system to track the on-time performance of its retail locations. FedEx is using a(n):
- A) transaction-processing system.
 - B) operations information system.
 - C) expert system.
 - D) artificial intelligence system.
 - E) group decision support system.
10. In which step of SWOT analysis would "slower market growth" be most likely to arise?
- A) S
 - B) W
 - C) O
 - D) T
 - E) Either S or W
11. When an organization enters a new type of industry, which is not similar in any way to the current businesses of the organization, this is known as which type of strategy?
- A) Concentration on a single business
 - B) Unrelated diversification
 - C) International expansion
 - D) Related diversification
 - E) Vertical integration
12. Which of the following is not a reason that group decision-making is superior to individual decision-making?
- A) fewer bias's and errors
 - B) more feasible alternatives generated
 - C) groupthink
 - D) correction of each others' errors
 - E) increased probability of successful implementation
13. Whereas _____ is concerned with the means of getting things done, _____ is concerned with the ends, or attainment of organizational goals.
- A) effectiveness; efficiency
 - B) efficiency; effectiveness
 - C) effectiveness; goal attainment
 - D) goal attainment; efficiency
14. Which of the following is not a way for management to reduce unethical behavior?
- A) select individuals with high ethical standards
 - B) establish codes of conduct
 - C) provide ethics training
 - D) monitor employee telephone calls
15. A(n) _____ is a type of Web site that allows anyone visiting it to add, remove, or otherwise edit the content.
- A) blog
 - B) electronic data interchange
 - C) instant message
 - D) wiki

16. _____ are any constituencies in an organization's external environment that are affected by the organization's decisions and actions.
- A) Stockholders B) Pressure groups
C) Suppliers D) Stakeholders
17. 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 incompetent employee
D) developed in such a manner that the employees are self-directed and do not need supervision
18. When the _____ stage is complete, there will be a relatively clear hierarchy of leadership within the group and agreement on the group's direction.
- A) forming B) storming C) norming D) performing
19. Which of the following is a potential means of limiting the free rider effect?
- A) be able to identify individual responsibility
B) reward groups collectively, not individually
C) never allow an outsider into a group once it is formed
D) provide merit pay that is proportional to group effectiveness
20. For organizations such as hospitals, which hire nurses, the labor union and the local labor market are examples of which of the following specific environmental factors?
- A) competitor and supplier B) customer and pressure group
C) both are examples of suppliers D) both are examples of pressure groups
21. The greater the environmental uncertainty, the more an organization needs to become _____.
- A) organic B) mechanistic C) technologically pure
D) supportive of technological change
22. Two areas in which the corporate governance is being reformed are the role of boards of directors and _____.
- A) awarding of employee stock options B) financial reporting
C) executive compensation D) upper management

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

George Wilberson is an engineer by training and manager of a work team that consists of two engineers, four production workers, an accountant, and a purchasing manager. They are about to embark on a new project for their company. George has prepared a memorandum for the work team explaining to them the objectives of the work team. Some of the production workers and the accountant have come to see George and ask for clarification about the memorandum. (Questions 24 and 25)

24. George held a meeting with the work team to determine what had gone wrong. It was determined that members of the work team had many varied experiences in the company, different technical backgrounds, and varying emotions about working on the assignment. These differences among the work team members created _____ for George's communication.
- A) encoded messages B) noise C) decoding D) feedback
25. The team began work on the project and reported to George that they had started doing as he had asked in the memorandum, but George noticed immediately that the work team did not appear to be doing what he thought that they should. The work team's performance provided George with _____.
- A) noise B) decoding C) feedback D) the message

二、問答題 (5 題) (50 %)

1. How do organizations create value? What is the role of entrepreneurship in this process? (10 %)
2. In what ways do managers apply technical, interpersonal, decision-making, conceptual, and time management skills to business? (10 %)
3. What are the implications of Theory X, Theory Y, Theory Z, and the Vroom model? (10 %)
4. (a) Differentiate between creativity and innovation? (5 %)
(b) Explain how organizations can stimulate innovation. (5 %)
5. Describe the human resource management process. (10 %)