

國防大學管理學院 103 學年度碩士班入學考試試題

運籌管理學系碩士班：在職軍職/一般生

資源管理及決策研究所：在職軍職/一般生

科目：管理學(含個案分析)

壹、選擇題(80%)

1. **The five management functions of planning, organizing, commanding, coordinating, and controlling was proposed by _____.**
 - (A) Frederick W. Taylor
 - (B) Henry Ford
 - (C) Chester Barnard
 - (D) Henri Fayol

2. **The lowest level of management is _____.**
 - (A) a nonmanagerial employee
 - (B) a department of research manager
 - (C) a vice president
 - (D) a first-line manager

3. **_____ is the process of getting activities completed efficiently and effectively with and through other people.**
 - (A) Leading
 - (B) Management
 - (C) Supervision
 - (D) Controlling

4. **Efficiency refers to _____.**
 - (A) the relationship between inputs and outputs
 - (B) the additive relationship between costs and benefits
 - (C) the exponential nature of costs and outputs
 - (D) increasing outputs regardless of cost

5. **Many of Mintzberg's roles align with the basic functions of management. For example, all three interpersonal roles are part of the _____ function.**
 - (A) organizing
 - (B) planning
 - (C) leading
 - (D) controlling

6. **General administrative theory focuses on _____.**
 - (A) the entire organization
 - (B) managers and administrators
 - (C) the measurement of organizational design relationships
 - (D) primarily the accounting function

7. **What scientist is most closely associated with the Hawthorne studies?**
 - (A) Adams
 - (B) Mayo
 - (C) Lawler
 - (D) Barnard

8. The merging of the analyses of internal and external factors influencing the organization's strategy is known as _____.
- (A) complete studies
 - (B) organizational behavior and theory
 - (C) definitional analysis
 - (D) SWOT analysis
9. A written statement of what a job holder does, how it is done, and why it is done is known as _____.
- (A) job specification
 - (B) process departmentalization
 - (C) goal-oriented job definition
 - (D) job description
10. Job analysis is concerned with which of the following human resource planning aspects?
- (A) deciding how well someone is performing his or her job
 - (B) what behaviors are necessary to perform a job
 - (C) hiring someone to do a job
 - (D) estimating pay on job level in an organization
11. A list of the minimum qualifications or requirements needed by an employee to perform a job is known as a _____.
- (A) job analysis
 - (B) job description
 - (C) responsibility factor list
 - (D) job specification
12. The concept that behavior, because of consequences, is known as _____.
- (A) reinforcement theory
 - (B) leadership
 - (C) group dynamics
 - (D) human resource management
13. The higher your _____, the more confidence you have in your ability to succeed in a task.
- (A) self-esteem
 - (B) reinforcers
 - (C) self-efficacy
 - (D) job scope
14. The job characteristics model provides guidance to managers concerning _____.
- (A) job design
 - (B) employee selection
 - (C) pay satisfaction
 - (D) collective bargaining
15. Persons who are able to influence others and who possess managerial authority are termed _____.
- (A) managers
 - (B) leaders
 - (C) organizers
 - (D) visionaries

16. According to the (Ohio State) studies, which of the following dimensions of leader behavior refers to the extent to which a leader is likely to define and structure his or her role and the roles of group members in the search for goal attainment?
- (A) intelligence structure
 - (B) psychological structure
 - (C) Initiating structure
 - (D) consideration structure
17. Fiedler's dimension termed _____ is the degree of confidence, trust, and respect subordinates had for their leader.
- (A) leader-member relations
 - (B) power relationship
 - (C) task structure
 - (D) authority
18. A leader who sets challenging goals and expects very high performance levels from subordinates would be classified as what type of leader, according to path-goal theory?
- (A) supportive
 - (B) participative
 - (C) achievement oriented
 - (D) democratic
19. Bureaucratic control relies upon _____.
- (A) administrative rules and regulations
 - (B) managerial autonomy
 - (C) shared values
 - (D) units acting as individual profit centers
20. The most thorough performance appraisal method, _____, utilizes feedback from supervisors, employees, and coworkers.
- (A) management by objectives
 - (B) 360-degree feedback
 - (C) critical incidents
 - (D) graphic rating scales

貳、個案分析(20%)

Michelle is a registered nurse in charge of a new unit at her hospital. She would like to have a more laid-back approach in dealing with her new staff, but the hospital demands that there be strict hierarchical levels and that all decisions must be signed off by Michelle. Sometimes this drives Michelle nuts—the constant filling out of forms, and so forth. She also feels that the numerous levels of hierarchy are unnecessary and place barriers between herself and her staff. She isn't sure why things have to be so "organized" and is thinking about speaking with her boss to attempt changing her unit to have more flexibility and fewer rules.

21. Michelle is very concerned about the formal framework by which job tasks within her nursing unit are divided, grouped, and coordinated within her unit. This framework is known as the unit's _____.
- (A) formal organizational chart
 - (B) organizational structure
 - (C) staff
 - (D) span of control

- 22. Michelle's unit specializes in cardiology cases. Dividing work units up in such a manner is most representative of _____ departmentalization.**
- (A) functional
 - (B) product
 - (C) process
 - (D) customer
- 23. Michelle is required to sign off on all decisions, suggesting the hospital has what kind of decision-making authority?**
- (A) centralized
 - (B) formal
 - (C) autocratic
 - (D) strict
- 24. Michelle has noticed that everyone is very concerned about the line of authority within the organization. The line of authority within the organization is also called a(n) _____.**
- (A) responsibility
 - (B) chain of command
 - (C) span of control
 - (D) organizational strategy
- 25. Michelle was asked to represent her cardiac unit as part of a Total Quality Management (TQM) initiative that is aimed at improving the overall quality of care at the hospital. Other departments, such as Cardiology and ER, also have representatives on this team. The TQM team exemplifies _____.**
- (A) project management
 - (B) a cross functional team
 - (C) process integration
 - (D) customer departmentalization