

國防大學管理學院 102 學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

資源管理及決策研究所：全時軍費/自費生

科目：管理學

一、選擇題：(60%；每題4分)

- () 1. A human resource manager attending a local Society for Human Resource Management meeting would be functioning in which role?
- (1) informational
 - (2) leader
 - (3) liaison
 - (4) disseminator
- () 2. TQM differs from earlier management theories because _____.
- (1) employee layoffs are considered acceptable provided that morale remains stable
 - (2) high quality and low costs are both seen as important to productivity
 - (3) reworked production items are handled by special teams assigned to this task
 - (4) low costs are viewed as the only road to increased productivity
- () 3. _____ is the way tasks are combined to form complete jobs.
- (1) Job scope
 - (2) Job enlargement
 - (3) Job enrichment
 - (4) Job design
- () 4. How are ethics a part of leadership?
- (1) Trust explicitly deals with the leadership traits of honesty and integrity.
 - (2) Unethical leaders may use their charisma in more socially constructive ways to serve others.
 - (3) Ethics are used when leaders give themselves large salaries while they lay off employees.
 - (4) Transactional leaders have been described as fostering moral virtue when they try to change the attitudes and behaviors of followers.
- () 5. When people judge someone on the basis of the perception of a group they are a part of, they are using the shortcut called _____.
- (1) stereotyping
 - (2) self-serving bias

- (3) assumed similarity
- (4) the halo effect

- () 6. _____ is a process of setting standards and measuring employee performance to arrive at performance standards.
- (1) Time and motion study
 - (2) Benchmarking
 - (3) Legal influence arrangements
 - (4) A performance management system
- () 7. All of the following are barriers to effective interpersonal communication except _____.
- (1) filtering
 - (2) selective perception
 - (3) feedback
 - (4) defensiveness
- () 8. Management by objectives (MBO) is a management system in which the first step is setting specific performance goals that are _____.
- (1) established that can be easily accomplished
 - (2) jointly determined by employees and their managers
 - (3) determined by top management with clarity so that the objectives are clear to even the most incompetent employee
 - (4) developed in such a manner that the employees are self-directed and do not need supervision
- () 9. An organization's culture affects managers by _____.
- (1) establishing what is appropriate and expected behavior
 - (2) restricting them from disciplining certain employees
 - (3) encouraging them to bend or even break company rules
 - (4) providing them with additional decision-making power
- () 10. Which of the following would you find in a country with a high power distance?
- (1) Society accepts narrow differences in organizations.
 - (2) Title carries little power, but status power is high.
 - (3) There is little respect for those in authority.
 - (4) Titles, rank, and status carry a lot of weight.
- () 11. Organizational design is based on decisions about _____.
- (1) work specialization and mechanisms
 - (2) chain of command and span of control

- (3) centralization and matrices
- (4) strategy and structure

- () 12. The task of defining the group's purpose, structure, and leadership is part of the _____ stage.
- (1) forming
 - (2) storming
 - (3) norming
 - (4) performing
- () 13. Selecting an alternative in the decision-making process is accomplished by _____.
- (1) choosing the alternative with the highest score
 - (2) choosing the one you like best
 - (3) selecting the alternative that has the lowest price
 - (4) selecting the alternative that is the most reliable
- () 14. _____ is employees' general belief that their organization values their contribution and cares about their well-being.
- (1) Job involvement
 - (2) Organizational commitment
 - (3) Perceived organizational support
 - (4) Cognitive dissonance
- () 15. Strategic plans are plans that apply to the entire organization, establish the organization's overall goals, and _____.
- (1) guide the organization toward maximizing organizational profits for the stockholders
 - (2) attempt to satisfy all government regulations while maximizing profits
 - (3) satisfy the organization's stakeholders
 - (4) seek to position the organization in terms of its environment

二、問答題：(40%；每題8分)

1. 領導一直都被視為是影響組織效能的關鍵因素，但近年來卻有學者提出領導替代論 (substitutes of leadership) 的理論觀點，請解釋何謂領導的替代品？
2. 平衡計分卡 (balanced scorecard) 是一種不限於只由財務觀點來衡量組織績效的方法，因此，以平衡計分卡的觀點，管理者可從哪四個角度切入來衡量其對公司績效的貢獻度？
3. 所謂的價值鏈管理 (value chain management) 是指整個價值鏈中，作業與資訊的管理，但

價值鏈管理要獲致成功，需要包含哪些要件？

4. 策略管理攸關組織績效的優劣，請說明策略管理程序 (strategic management process) 包含哪些重要步驟？請畫圖表示。
5. 為了因應外部環境等不確定因素的影響，組織必須推動變革以回應環境不確定的挑戰，根據 Kurt Lewin 的觀點，組織變革 (organizational change) 包含哪些過程？