

國立聯合大學 100 學年度碩士班考試招生

管理碩士學位學程 入學考試試題科目：管理學 第 1 頁共 5 頁

注意事項：

1. 題目共有二個部份，請在答案卷上標明第幾部份、第幾題之後作答。
2. 第一部份選擇題之作答，請在答案卷上畫出如下每列10題的答案表格，而後將答案寫在空格處。

題目	01	02	03	04	05	06	07	08	09	10
答案										

I. 第一部份：選擇題 (每題1.5分，共60分)

1. Developing rules and procedures and setting goals are part of the _____ process.
 - a. organizing
 - b. leading
 - c. managing
 - d. planning
2. Efficiency can be defined as _____.
 - 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
3. Which statement is true about ethics and the law?
 - a. something may be legal but not ethical.
 - b. if something is legal, it will also be ethical.
 - c. most people need laws or standards to get them to do the right thing.
 - d. a person who acts unethically is also breaking the law.
4. 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
5. Which of the following represent the two views of managerial impact on the success or failure of the organization?
 - a. omnipotent and symbolic
 - b. omnipotent and reflective
 - c. symbolic and interactive
 - d. reflective and interactive
6. International management means:
 - a. governments of different nations engaging in trade agreements.
 - b. carrying out the four management functions of planning, organizing, leading, and controlling across national boundaries.
 - c. the export or import of goods or services to consumers in another country.
 - d. setting trade barriers such as tariffs and quotas to reduce the competitiveness of imported products or services.
7. _____ involves granting another firm a right to do business in a prescribed manner.
 - a. licensing
 - b. franchising
 - c. strategic alliances
 - d. foreign direct investment
8. Social obligation is the obligation of a business to meet its _____.
 - a. social and technological responsibilities
 - b. economic and social responsibilities
 - c. technological and economic responsibilities
 - d. economic and legal responsibilities
9. According to Michael Porter, _____ is a plan designed to establish a competitive position against the dominant forces driving industry competition.
 - a. a corporate-level strategy
 - b. integration
 - c. a strategic alliance
 - d. competitive strategy

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10. The effect of planning on managers is that it forces them to _____.
- react to change
 - consider the impact of change
 - respond indiscriminately
 - develop bureaucratic response models
11. Intermittent production systems are characterized by:
- relatively low product volumes and frequent schedule changes.
 - running more or less continuously.
 - high production volume with high product variety.
 - high volume with no variation.
12. _____ assumes that any manufacturing process that does not add value to the product for the customer is wasteful.
- lean manufacturing
 - supply chain management
 - enterprise-resource planning
 - flexible manufacturing systems
13. In the first step of strategic management, the mission of the firm answers the question, _____
- what business should we be in?
 - what is our reason for being in business?
 - who are our customers?
 - who are our creditors?
14. _____ are the organization's major value-creating skills, capabilities, and resources that determine the organization's competitive weapons.
- strengths
 - opportunities
 - core competencies
 - weaknesses
15. The three main types of growth strategies are: _____.
- concentration, integration, and diversification
 - concentration, integration, and exfoliation
 - integration, diversification, and infiltration
 - concentration, integration, and focus
16. In the Boston Consulting Group (BCG) matrix, a business unit that exists in a low anticipated growth rate and a high market share is known as a _____.
- cash cow
 - star
 - dog
 - question mark
17. _____ refers to the rights inherent to a position that allows a manager to tell subordinates what to do and expect them to do it.
- responsibility
 - unity of command
 - chain of command
 - authority
18. The primary difference between line and staff managers is that the line manager can _____, whereas the staff manager can _____.
- coordinate; integrate
 - advise; issue orders
 - issue orders; advise
 - integrate; coordinate
19. _____ organizations encourage that decisions be made at lower levels.
- mechanistic
 - specialized
 - organic
 - centralized
20. A matrix structure violates a key element of organizational design called _____.
- unity of command
 - chain of command
 - span of management
 - decentralization

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21. According to Kurt Lewin, the ultimate goal of "unfreezing" is to:
- maintain the status quo.
 - get employees to recognize the need for change.
 - coerce employees into exhibiting new behaviors, values, and attitudes.
 - institute new systems and procedures.
22. _____ is the proven relationship between the selection device and some relevant job selection criterion, and _____ indicates how consistent a selection device measures a criterion.
- qualification, responsibility
 - responsibility, qualification
 - reliability, validity
 - validity, reliability
23. If a training event includes learning to be a better listener or learning to interact effectively with team members and customers, it is attempting to teach _____.
- technical skills
 - interpersonal skills
 - problem-solving skills
 - observational skills
24. An individual confronted by different role expectations has just encountered role _____.
- ambiguity
 - conflict
 - identification
 - purpose
25. The acceptable standards or expectations that are shared by the group's members are referred to as _____.
- roles
 - norms
 - values
 - morals
26. Which of the following is not one of the five dimensions of emotional intelligence?
- self-awareness
 - self-management
 - internal control orientation
 - social skills
27. The three components that make up an attitude are _____.
- cognitive, affective, and behavioral
 - traits, behavioral, and emotional
 - knowledge, opinion, and individual history
 - intention, opinion, and environment
28. What is a key point of Holland's theory?
- there are no intrinsic differences in personality among individuals.
 - all jobs are relatively the same.
 - people in job environments compatible with their personality types should be more satisfied.
 - there appears to be extrinsic differences in personality among individuals.
29. When people judge someone on the basis of the perception of a group they are a part of, they are using the shortcut called _____.
- stereotyping
 - self-serving bias
 - assumed similarity
 - the halo effect
30. Under which leadership style do leaders make the decision but explain the reason for their decision, according to the Hersey-Blanchard model?
- participating
 - telling
 - situational
 - selling

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31. Motivation is:
- the ability to influence the attitudes and behaviors of others.
 - the intensity of a person's desire to begin or continue engaging in the pursuit of a goal.
 - a person's confidence in his or her ability to organize and execute the courses of action necessary to accomplish a specific task.
 - a person's perception that she or he will be able to perform the tasks required.
32. The most important contribution of Herzberg's Two-Factor theory is the idea that:
- as long as hygiene needs are met, workers will be satisfied with their jobs, which leads to higher motivation.
 - motivation derives from the intrinsic value and satisfaction the worker gets from the job itself, not from the conditions surrounding the job.
 - workers have sensitivities to fairness at work and will act in ways to bring about equity if they perceive there is an inequity.
 - the need for achievement outweighs the need for power.
33. Goal setting is an effective motivator, and a goal is more likely to be attained, when:
- the goal is easy to achieve and is expressed in broad terms.
 - the task is a novel and complex one, rather than a simple and well-learned task.
 - the workers are strongly committed to the goal and are given feedback showing their progress toward it.
 - the workers have low self-efficacy.
34. Path-goal leadership theory is based on which theory of motivation?
- rewards
 - group-task
 - expectancy
 - leader-member exchange
35. Mr. Wu is telling his boss about the sale he just made, but he neglects to tell the boss that the order is smaller than the last order the customer placed. This is an example of:
- misperception.
 - filtering.
 - information overload.
 - loss of transmission.
36. An organization's grapevine works as both _____.
- an opportunity to learn new tasks and see friends
 - a screen and mirror to turn away and send back messages
 - smoke and mirrors in dealing with difficult employee issues
 - a filter and a feedback mechanism for a manager
37. Reinforcement theorists believe that behavior results from _____.
- external consequences
 - internal personality traits, such as need for achievement
 - setting high goals
 - intrinsic satisfiers
38. Fiedler assumed a person's leadership style was _____.
- contingent
 - relative
 - dimensional
 - fixed

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39. When an organizational culture is strong:
- it encourages employees to engage in behaviors that reinforce the firm's values and culture, whether good or bad.
 - it pushes employees to pursue their own individual goals rather than the goals of the organization.
 - it can rob teams of the cohesiveness they need to be effective.
 - employees tend to feel disengaged from the organization and may lose commitment.
40. The _____ approach to performance measurement was introduced as a way to evaluate organizational performance from more than just the financial perspective.
- market value added
 - economic valued added
 - balanced scorecard
 - information control

II 第二部份：問答題(每題10分，共40分)

- Explain the concept of motivation, and describe how to motivate professionals, contingent workers, and low-skilled.
- Explain "Job Characteristics Model".
- When making decisions, managers may face three difference conditions: certainty, risk, and uncertainty. Explain the characteristics of each.
- Describe the meaning of listed contemporary organizations: Matrix and Project Structure, The Boundaryless Organization, and Virtual Organization.