

東吳大學 100 學年度碩士班研究生招生考試試題

第 1 頁，共 4 頁

系級	企業管理學系碩士班 A 組	考試時間	100 分鐘
科目	管理學	本科總分	100 分

說明：請依題號順序作答，不必抄題，但須在答案前標明題號。請以藍筆或黑筆作答，勿以鉛筆作答。

一、單選題(每題 1 分，共 50 分)

1. 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
2. Writing an organizational strategic plan is an example of the _____ management function.
a. leading b. coordinating c. planning d. organizing
3. Organizing includes _____.
a. defining organizational goals b. hiring organizational members
c. motivating organizational members d. determining who does what tasks
4. Many of Mintzberg's roles align with the basic functions of management. For example, the _____ role is a part of planning.
a. figurehead b. leader c. liaison d. resource allocation
5. Universality of management means that _____.
a. all managers in all organizations perform the four management functions
b. all managers in all organizations can perform their job the same way
c. all organizations can hire any manager to perform the management jobs
d. any manager can work in any organization and perform any management job
6. All of the following are characteristics of a learning organization except _____.
a. if it was invented or reinvented here, reject it.
b. if you aren't changing, it won't be working for long.
c. ability to learn; knowledge and expertise.
d. control others.
7. Quantitative techniques have become less intimidating with the advent of _____.
a. training of these techniques in college b. computers
c. sophisticated computer software d. managers with better mathematical skills
8. Which of the following early advocates of organizational behavior was the first to argue that organizations were open systems?
a. Robert Owens b. Hugo Munsterberg c. Mary Parker Follett d. Chester Barnard
9. An organization's culture _____.
a. constrains what managers can do and are rarely explicit
b. seldom constrains what managers can, cannot do, and are rarely explicit
c. seldom constrains what managers can, cannot do, and are rarely implicit
d. constrains what managers can, cannot do, and are rarely explicit
10. The Internet is having an impact on who an organization's competitors are because it has _____.
a. defined the common markets for the organizations
b. made the products they sell invaluable to the customer
c. virtually eliminated the need for shopping malls
d. virtually eliminated the geographic boundaries
11. When an organization drops its structure based on countries and reorganizes according to industries, it is pursuing a global organizational operation known as _____.
a. ethnocentrism b. polycentrism c. borderless organization d. multinational organization
12. In a society with a large _____, titles, rank, and status carry a lot of weight.
a. collectivism b. power distance c. compassionate conservatism d. uncertainty avoidance

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13. _____ present(s) the greatest risk to an organization going international.
a. Joint ventures b. Strategic alliances c. Licensing d. Foreign subsidiaries
14. 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
15. According to the model of the expansion of an organization's social responsibility, Stage 2 adds an interest in _____.
a. stockholders b. human resource concerns c. safe products d. fair prices
16. The final step in the decision-making process is to _____.
a. pick the criteria for the next decision
b. reevaluate the weightings of the criteria until they indicate the correct outcome
c. evaluate the outcome of the decision
d. reassign the ratings on the criteria to find different outcomes
17. In "bounded rationality," managers construct _____ models that extract the essential features from problems.
a. multiple b. binding c. interactive d. simplified
18. A retail clothing store manager who estimates how much to order for the current spring season based on last spring's outcomes is operating under what kind of decision-making condition?
a. seasonal b. risk c. uncertainty d. certainty
19. In informal planning, _____ sharing of goals with others in the organization.
a. everything may be written down, but there is little or no
b. everything is written down, and there is
c. nothing is written down, and there is little or no
d. nothing is written down, therefore management does a lot of
20. In an uncertain environment, managers want to develop plans that are _____.
a. flexible but manageable b. specific and long ranging
c. directional but flexible d. specific but flexible
21. When an organization attempts to combine with other organizations in different, but associated industries, the strategy is known as a _____ strategy.
a. growth b. horizontal integration c. vertical integration d. related diversification
22. Cost leadership as a strategy requires a firm to _____.
a. aggressively search out efficiencies to maintain the lowest cost structure
b. be unique in its product offering
c. aim at a cost advantage in a niche market
d. aim to be similar to its competition in most operations
23. Environmental scanning creates the foundation for _____.
a. project management b. forecasts c. benchmarking d. budgeting
24. The Gantt chart visually shows when tasks are supposed to be done and compares that with the _____.
a. supervisors' estimate of completion b. actual progress on each
c. scheduled delivery of materials d. customer's requested date of delivery
25. A simple organizational structure is characterized by _____.
a. high departmentalization b. wide spans of control
c. decentralized authority d. high levels of formalization
26. A _____ design is not limited to horizontal, vertical, or external boundary imposed by a conventional structure.
a. learning organization's b. threatened organization's
c. functional d. boundaryless organization's

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27. Complex capacity refers to the degree of which the communication method _____.

a. effectively processes lengthy messages b. makes a simple message seem more complex
c. effectively processes complex messages d. none of the above

28. Organizational communication that is not defined by the organization's structural hierarchy is called _____.

a. theoretical b. hypothetical c. informal d. formal

29. Lateral communication takes place among any employees _____.

a. on the same organizational level b. in the same work group
c. within the same organization d. assigned to the same supervisor

30. In organizations, _____ programs ensure that protected classes are retained and their opportunities are maintained.

a. affirmative action b. functional c. global human resource management d. needs-based analysis

31. Recruitment is the process of _____.

a. hiring employees from competitors b. measuring the pressure in the local labor market
c. locating, identifying, and attracting potential employees d. hiring from outside the organization

32. Which of the following is an accurate statement about selection criteria validity?

a. A valid selection device would show a positive relationship between the predictor and criterion.
b. burden of criteria support is on the applicant.
c. Validity is when there is an expected relationship between the selection device and job performance criteria.
d. The law is currently unclear about the use of invalid selection devices.

33. Global recessionary pressures force organizations to become more _____.

a. price competitive b. quality conscious c. cost efficient d. conservative with raw materials

34. A manager who comes to work every morning expecting that today will definitely bring new challenges from competitors, the workforce, and so on, views organizational change in what way?

a. pragmatic b. continuous c. pessimistic d. reactive

35. _____ is an inexpensive and easy way to get support for a change.

a. In white-water rapids metaphor type of quality programs b. In any type of quality programs
c. In calm waters metaphor type of quality programs d. In reengineering type of quality programs

36. The four common behaviors typically studied in organizational behavior are employee productivity, absenteeism, turnover, and the attitude of _____.

a. job satisfaction b. pay satisfaction c. individualism d. risk taking

37. The degree to which an employee identifies with his or her job or actively participates in it refers to the employee's _____.

a. job involvement b. organizational commitment c. global commitment d. job satisfaction

38. If you believe that you control your own destiny, then your personality would be described as having a(n) _____.

a. external locus of control b. high Machiavellianism score
c. high self-esteem d. internal locus of control

39. _____ is accomplished by eliminating any reinforcement that maintains a behavior.

a. Shaping b. Positive reinforcement c. Negative reinforcement d. Extinction

40. Which of the following is not a formal group?

a. command groups b. task forces c. cross-functional teams d. business unit alliances

41. Group behavior is _____.

a. the sum of the behaviors of all the individuals in the group
b. not merely the sum total of the behaviors of all the individuals in the group
c. a set of interactions and independent behaviors of individuals with similar goals
d. individual behaviors seeking the same goals

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42. Bringing together organizational members from marketing, accounting, human resources, and finance to work on a task would be an example of what type of team?
a. cross-functional b. temporary c. specific d. functional
43. Difficult goals, when accepted, result in _____.
a. lower performance than easy goals b. higher performance than easy goals
c. low satisfaction d. higher dissatisfaction
44. The research evidence on the use of job enrichment programs could be classified as _____.
a. encouraging b. strongly supportive c. moderately supportive d. inconclusive
45. Successful motivation of professions requires that managers recognize that the loyalty of professionals is usually toward their _____.
a. employer b. short-term financial well-being c. long-term financial well-being d. profession
46. Which of the following is not true concerning the difference between managers and leaders?
a. managers are appointed b. managers influence through informal means
c. leaders may be appointed d. leaders can influence beyond formal authority
47. The Ohio State and the University of Michigan studies were _____.
a. about the same time, but had different research objectives
b. at different times, but had similar research objectives
c. at different times, but had similar research findings
d. about the same time and had similar research objectives
48. Fiedler's term _____ refers to the degree of influence a leader has over power-based activities.
a. leader-member relations b. position power c. responsibility d. task structure
49. When a young child emulates a professional sports star's behavior, the star has what kind of power over the child?
a. referent b. expert c. coercive d. legitimate
50. The fundamental concept behind which of the following two financial tools is that companies are supposed to take in capital from investors and make it worth more?
a. principle value added and economic value added b. economic value added and real value added
c. economic value added and market value added d. market value added and principle value added

二、問答題

1. 何謂價值鏈？何謂供應鏈？價值鏈管理與供應鏈管理有何差異？（10 分）
2. 為了增進員工對公司的向心力，你的主管希望你能幫忙想想辦法，並請你為公司訂立一個激勵員工的計畫。接受了這個任務，你的腦袋不停思索著該如何處理主管所交付的任務。突然想到大學時代上過管理學，有提到激勵的相關理論。於是你開始試著閱讀並思考該如何運用這些理論。但該怎麼擬定計畫呢？還好你還記得一些有關規劃的內容，心想應該可以依照規劃管理的方式，訂定一份不錯的計畫報告吧。現在請你依據適當地規劃程序，提出你的目標與計畫。（20 分）
3. 基層員工薇恩為了報復行銷部業務經理愛琳將她與行銷部副總瑞凡的親密照片拿給別人看，私下蒐集愛琳挪用公款去韓國整型的證據，並直接闖入董事長辦公室告狀。如果你是董事長，你會怎麼處理這整件事？請從組織溝通、衝突管理、以及績效控制等角度深入探討。（20 分）