

國立高雄大學 107 學年度研究所碩士班招生考試試題

科目：管理學
考試時間：100 分鐘

系所：亞太工商管理學系
本科原始成績：100 分

是否使用計算機：否

一、 單選題, 每題 2 分, 共計 50 分。

1. Contingency approaches to management contend that _____.

- A) situations determine managerial approach
- B) all organizations should be managed in the same way
- C) managers determine managerial approach
- D) no two organizations should be managed the same way

2. Which of the following statements about organizational culture is correct?

- A) An organization with a weak culture would need fewer written rules and regulations to conduct business than a strong culture.
- B) An organization with a strong culture would need more written rules and regulations to conduct business than a weak culture.
- C) An organization with a strong culture would need fewer written rules and regulations to conduct business than a weak culture.
- D) Both weak and strong organizational cultures need as many written rules and regulations to conduct business as possible.

3. Which of the following would networking be most likely to help a manager accomplish?

- A) increasing efficiency
- B) increasing effectiveness
- C) defining goals
- D) building a power base

4. Almost all managerial tasks involve _____.

- A) decision making
- B) technical skills
- C) long-term planning
- D) superb political skills

5. If a car buyer knows the inventory dealer price of the same car at different dealerships, he or she is operating under what type of decision-making condition?

- A) risk
- B) uncertainty
- C) certainty
- D) factual

國立高雄大學 107 學年度研究所碩士班招生考試試題

科目：管理學
考試時間：100 分鐘

系所：亞太工商管理學系
本科原始成績：100 分

是否使用計算機：否

6. 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

7. In formal planning, _____.

- A) specific goals covering a period of years are defined
- B) to maximize flexibility, specific goals are never spelled out
- C) very broad general goals are developed
- D) goals may be written or unwritten

8. Which of the following is NOT a reason for managers to plan?

- A) to give direction to an organization
- B) to deal with change
- C) to establish goals
- D) to establish responsibility for mistakes

9. The importance of unity of command has diminished in today's workplace because of its tendency to be _____.

- A) inflexible and inefficient
- B) ethically questionable
- C) chauvinistic and dictatorial
- D) too decisive

10. Which of the following statements is true?

- A) Power is a right.
- B) Authority is one's ability to influence decisions.
- C) Authority is a right.
- D) Both power and authority are rights.

國立高雄大學 107 學年度研究所碩士班招生考試試題

科目：管理學
考試時間：100 分鐘

系所：亞太工商管理學系
本科原始成績：100 分

是否使用計算機：否

11. Which form of on-the-job training might have a trainee working with a single mentor from the organization?
- A) vestibule training
 - B) simulation exercises
 - C) understudy assignments
 - D) job rotation
12. Which of the following is NOT a positive feature of job rotation as a training method?
- A) simulation of actual work tasks
 - B) exposure to many different work tasks
 - C) introduction to coworkers
 - D) does not take up too much of any one experienced worker's time
13. Employees at a company protest a change that allows an automatic answering system to answer phone inquiries, claiming that the company is becoming "depersonalized." They are most likely resisting change due to _____.
- A) uncertainty
 - B) habit
 - C) conflicts with company goals
 - D) fear of losing status
14. Workers in a company are complaining about a new employee evaluation system. Which kind of resistance to change are they demonstrating?
- A) resistance out of habit
 - B) resistance because of uncertainty
 - C) resistance to protect company goals
 - D) resistance to protect market share
15. After spending several hours looking over an architect's plans, Wendy formed a new impression for a new building design. Which component of attitude did she change?
- A) affective
 - B) behavioral
 - C) emotive
 - D) cognitive

國立高雄大學 107 學年度研究所碩士班招生考試試題

科目：管理學
考試時間：100 分鐘

系所：亞太工商管理學系
本科原始成績：100 分

是否使用計算機：否

16. After carefully examining the architect's plans yesterday, today Wendy has decided that she loves the new design. Which component of forming an attitude did she carry out today?

- A) cognitive
- B) affective
- C) behavioral
- D) informational

17. The team that meets each week in room 201 has a goal of creating a new cell phone model. The team consists of an engineer, a designer, a computer software specialist, and a marketing specialist. The team has full authority to make and implement its own decisions. This is likely to be a _____.

- A) cross-functional team
- B) problem-solving team
- C) virtual team
- D) work group

18. Deborah's work team has its own separate office, does its own planning and scheduling, and is even responsible for evaluating each other's performance. Deborah is part of a _____ team.

- A) self-managed
- B) virtual
- C) problem-solving
- D) work group

19. Which of the following is true of the three early theories of motivation?

- A) Maslow focuses on job satisfaction.
- B) McGregor focuses on the needs of the individual.
- C) Both McGregor and Herzberg focus on human nature.
- D) Only McGregor focuses on human nature.

20. Which of the following is an accurate statement about transformational leaders?

- A) They are poor motivators.
- B) Their organizations suffer from high turnover rates.
- C) Their organizations are highly productive.
- D) Their organizations are not productive.

國立高雄大學 107 學年度研究所碩士班招生考試試題

科目：管理學
考試時間：100 分鐘

系所：亞太工商管理學系
本科原始成績：100 分

是否使用計算機：否

21. The first step in the control process is to _____.
- A) take action
 - B) measure actual performance
 - C) compare performance against a standard
 - D) compare a standard against an ideal
22. Controlling compares _____ to see if goals are being achieved.
- A) planned performance to standard performance
 - B) standard performance to ideal performance
 - C) actual performance to competitor performance
 - D) actual performance to planned performance
23. Which of the following is NOT true of active listening?
- A) It is a skill that most people need to improve.
 - B) Listening demands serious intellectual effort.
 - C) Active listening demands intense concentration.
 - D) Empathy is a barrier to active listening.
24. The path-goal theory sees the job of an effective leader as _____.
- A) providing clear instructions for followers
 - B) clearing the path between followers and their goals
 - C) defining goals for followers
 - D) helping followers understand their goals
25. The first step in any employment planning process involves making a _____.
- A) job description
 - B) human resource inventory
 - C) product evaluation
 - D) job specification

國立高雄大學 107 學年度研究所碩士班招生考試試題

科目：管理學
考試時間：100 分鐘

系所：亞太工商管理學系
本科原始成績：100 分

是否使用計算機：否

二、 簡答題，每題 10 分，共計 50 分。

- 1、 Please explain the content of McClelland's three-needs theory about leadership.
- 2、 Please name at least three types of decision-making errors and biases and also explain what they mean.
- 3、 Please compare the features of mechanistic and organic organizations and give company examples for each of them.
- 4、 What are the five stages of group development? Please explain what they mean.
- 5、 What are the three leadership styles in the University of Iowa research. Please explain what they mean.