

# 國立臺北大學 111 學年度碩士班一般入學考試試題

系(所)組別：企業管理學系乙組

科 目：管理學

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## 1. Multiple choice (2 %/each, 50%)

Please select the best answer, each question has one answer.

- (1) \_\_\_\_\_ is the formal arrangement of jobs within an organization.  
(A) Departmentalization (B) Organizational design  
(C) Organizational structure (D) Work specialization
- (2) Which one of the following management responsibilities determines if organizational goals are being achieved?  
(A) Designing the organization's structure (B) Motivating employees  
(C) Formulating business strategy (D) Measuring firm's performance
- (3) One recent study shows that over two-thirds of CEOs believe that human capital \_\_\_\_\_.  
(A) will eventually become obsolete  
(B) is the key source of sustained economic value  
(C) will continue to increase the organization's costs  
(D) is becoming more litigious
- (4) The \_\_\_\_\_ determines the number of levels and managers in an organization.  
(A) delegation of authority (B) unity of command  
(C) chain of command (D) span of control
- (5) A(n) \_\_\_\_\_ organization is highly adaptive, loose, and flexible.  
(A) organic (B) centralized (C) customer-oriented (D) mechanistic
- (6) \_\_\_\_\_ is defined as the failure to report to work.  
(A) Turnover (B) Tardiness (C) Absenteeism (D) Negligence
- (7) If top managers make key decisions with little input from below, then the organization is \_\_\_\_\_.  
(A) less mechanistic (B) more decentralized  
(C) less formalized (D) more centralized
- (8) Which one of the following refers to independent formal groups whose members, in addition to their regular jobs, take on traditional managerial responsibilities, such as hiring, planning and scheduling, and evaluating performance?  
(A) Command groups (B) Task groups  
(C) Self-managed teams (D) Cross-functional teams
- (9) The first three activities of the human resource management process involve \_\_\_\_\_.  
(A) providing employees with flexible job assignments  
(B) identifying and selecting competent employees  
(C) providing employees with up-to-date knowledge and skills  
(D) retaining competent and high-performing employees
- (10) Group cohesiveness is most likely to produce strong increases in productivity when \_\_\_\_\_.  
(A) cohesiveness reduces internal strife  
(B) the group's goals align with the organization's goals  
(C) it reduces social loafing in the group  
(D) group members respect and uphold the group norms

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接背面

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- (11) Justin noticed that when he switched his evaluation technique from an individual metric to a group metric that two members of the group reduced their efforts. He learned this tendency is called \_\_\_\_\_.
- (A) conflict avoidance            (B) prestige slacking  
(C) group incohesiveness        (D) social loafing
- (12) Research evidence suggests that teams typically outperform individuals when \_\_\_\_\_.
- (A) one or more members are allowed to dominate the other team members  
(B) projects are short-term and need quick solutions  
(C) tasks require multiple skills, judgment, and experience  
(D) tasks are simple and do not involve critical thinking
- (13) Which one of the following is true for organizational citizenship behavior (OCB)?
- (A) OCB is a performance measure of efficiency.  
(B) The requirements of OCB are spelled out in employee job profiles.  
(C) OCB is the behavior leading to permanent withdrawal from an organization.  
(D) OCB is discretionary behavior which promotes the effective functioning of the organization.
- (14) 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 citizenship behavior  
(C) attitude                (D) job satisfaction
- (15) The Big Five Model of personality includes \_\_\_\_\_.
- (A) intuition        (B) judgment                (C) perception                (D) extraversion
- (16) Early research on leadership traits \_\_\_\_\_.
- (A) sought to prove that charisma was an essential trait of leadership  
(B) focused on behavioral traits rather than physical traits of a leader  
(C) found consistent and unique traits that would apply to all effective leaders  
(D) focused on characteristics that might differentiate leaders from nonleaders
- (17) Which one of the following describes the leadership style in which a leader tends to centralize authority, dictate work methods, make unilateral decisions, and limit employee participation?
- (A) Authoritarian style            (B) Autocratic style  
(C) Democratic style                (D) Laissez-faire style
- (18) The University of Michigan studies used the two dimensions of \_\_\_\_\_ and \_\_\_\_\_ to study behavioral characteristics of leaders.
- (A) employee oriented; production oriented            (B) consideration; initiating structure  
(C) task; people    (D) decision-making; employee development

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- (19) The \_\_\_\_\_ model proposed that effective group performance depended upon the proper match between the leader's style of interacting with his or her followers and the degree to which the situation allowed the leader to control and influence.
- (A) Fiedler contingency (B) situational leadership  
(C) University of Michigan (D) path-goal
- (20) Which one of the following is included in the class of contingency variables termed "follower" by the path-goal theory?
- (A) Locus of control (B) Work group relationships  
(C) Employee compensation (D) Formal authority system
- (21) Adrienne receives more attention and information from her supervisor than some of her coworkers. Because she feels "special," she puts more effort into her performance and scores higher on her evaluations. According to LMX theory, Adrienne is a \_\_\_\_\_.
- (A) naturally high achiever (B) member of the in-group  
(C) protégé of her supervisor (D) task-oriented employee
- (22) Bill expects his employees to wonder "What's in it for me?" when he assigns extra tasks to them, so he is ready with an answer about the reward for their work. Bill is a(n) \_\_\_\_\_ leader.
- (A) situational (B) transformational (C) transactional (D) charismatic
- (23) The comparing step in the control process determines \_\_\_\_\_.
- (A) a company's relative position in the industry in terms of the standards used  
(B) a company's relative position in the industry in terms of performance variances  
(C) the variation between actual performance and an external benchmark from a noncompetitor  
(D) the variation between actual performance and the standard
- (24) The plant superintendent wants to know the value of products per man hour. She is concerned with \_\_\_\_\_.
- (A) costs (B) waste (C) productivity (D) profits
- (25) The management control that takes place while a work activity is in progress is known as \_\_\_\_\_ control.
- (A) immediate (B) concurrent (C) feedback (D) consistent
2. "During a training exercise off Chiayi County's Dongshi Township coast on Tuesday (Jan. 11), an F-16V fighter suddenly disappeared from radar screens, and ground crews lost contact with the pilot, Captain Chen I (陳奕). After two days of searching by land, sea, and air, search and rescue crews at 4 p.m. on Thursday began to find some of what are believed to be Chen's remains as well as his aviator flight suit about one kilometer off the coast of the northern section of the Aogu Wetlands and Forest Park, in Chiayi County's Dongshi Township, according to Air Force Command Headquarters." (cited from Taiwan News, <https://www.taiwannews.com.tw/en/news/4409721>) Based on the jet crash, illustrate what might be wrong with the four management functions of Taiwan Air Force. (25%)
3. List several specific steps to lead organizational planned change in an organization. (25%)

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