

招生學年度	100	招生類別	碩士班
系所班別	國際企業學系碩士班、企業管理學系碩士班(甲組、乙組)、觀光暨休閒遊憩學系碩士班(丙組)		
科目	管理學		
注意事項	中英文命題		

選擇題請於**答案卡**上作答、**非選擇題**請於**答案卷**上作答。

一、選擇題 (請以電腦答案卡作答) : (60%) (2% for each)

1. In the BCG matrix, a _____ does not consume or produce much cash and holds little or no improved performance.
 - (1) cash cow
 - (2) star
 - (3) dog
 - (4) question mark
2. Which of the following represents the most significant ways through which corporate cultures are transmitted to employees?
 - (1) rituals, myths, competitions, and language
 - (2) symbols, rituals, language, and business systems
 - (3) stories, rituals, symbols, and language
 - (4) language, stories, rituals, and rewards
3. Efficiency refers to _____.
 - (1) the relationship between inputs and outputs
 - (2) the additive relationship between costs and benefits
 - (3) the exponential nature of costs and outputs
 - (4) increasing outputs regardless of cost
4. General administrative theorists devoted their efforts to _____.
 - (1) developing mathematical models to improve management
 - (2) improving the productivity and efficiency of workers
 - (3) making the overall organization more effective
 - (4) emphasizing the study of human behavior in organizations
5. An Internet-based knowledge management system that resulted in shorter customer response times would be one e-business technique that contributes to the competitive advantage of a _____.
 - (1) cost leader
 - (2) differentiator
 - (3) focuser
 - (4) star
6. An organization's values reflect _____.
 - (1) what it stands for and what it believes in
 - (2) management
 - (3) the board of directors' values
 - (4) their profit goals
7. Planning is often called the primary management function because it _____.
 - (1) offers some basis for future decision making
 - (2) creates the vision for the organizational members to work toward
 - (3) establishes the basis for all the other functions
 - (4) sets the tone for the organizational culture
8. 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
9. Strategic plans include the formulation of goals, whereas operational plans define ways to _____.
 - (1) maximize the organization's profits

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- (2) achieve the goals
 (3) minimize the number of employees that have to be laid off in hard times
 (4) provide the most efficient methods of production
10. Communication encourages _____ by clarifying to employees what is to be done, how well they're doing, and what can be done to improve performance if it's not up to par.
 (1) control
 (2) emotional expression
 (3) motivation
 (4) the sharing of information
11. High-performance work practices are characterized by _____.
 (1) improving knowledge, skills and abilities of employees
 (2) allowing managers to lead in their own best style
 (3) allowing employees to loaf on the job as long as they can produce average daily production levels
 (4) decreasing employees' motivation
12. Which of the following is the basic difference between multidomestic corporations and global companies?
 (1) Multidomestic corporations typically do business with more countries than global companies do.
 (2) Multidomestic corporations are run by global companies but must be owned by a local, national company.
 (3) Multidomestic corporations decentralize management to the local country, while global companies centralize management in the home country.
 (4) Multidomestic corporations pay more in taxes than global companies do.
13. An individual who would enjoy taking on the challenge of personally redesigning the workflow of a manufacturing line to improve employee productivity would probably be rated high on which of the following?
 (1) need for affiliation
 (2) need for impact
 (3) need for achievement
 (4) need for power
14. _____ assumes that employees have little ambition, dislike work, and avoid responsibility.
 (1) Theory Y
 (2) Theory X
 (3) Self-actualization Need Theory
 (4) Belongingness Need Theory
15. Within Maslow's hierarchy of needs, the need for belonging is associated with _____.
 (1) physiological needs
 (2) safety needs
 (3) social needs
 (4) esteem needs
16. Leadership is _____.
 (1) the process of influencing a group toward the achievement of goals
 (2) a group that achieves goals
 (3) the function of influencing a group towards the achievement of goals
 (4) directing a group towards the achievement of goals
17. The distinction between a managerial position and a nonmanagerial position is

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- (1) planning the work of others
 (2) coordinating the work of others
 (3) controlling the work of others
 (4) organizing the work of others
18. Effectiveness is synonymous with _____.
 (1) cost minimization
 (2) resource control
 (3) goal attainment
 (4) efficiency
19. To succeed in a global marketplace, managers must _____.
 (1) constantly develop new strategies to maintain their parochial views
 (2) expect competitors to suddenly appear at any time from any place
 (3) implement only the best practices of their home countries
 (4) downplay the effect of the values and customs of other cultures
20. Based on his scientific management principles, Taylor suggested which of the following pay principles?
 (1) monthly salary
 (2) monthly salary with bonus
 (3) seniority pay
 (4) incentive pay
21. General administrative theorists devoted their efforts to _____.
 (1) developing mathematical models to improve management
 (2) improving the productivity and efficiency of workers
 (3) making the overall organization more effective
 (4) emphasizing the study of human behavior in organizations
22. Bureaucracy is defined as a form of organization characterized by _____.
 (1) division of labor
 (2) clearly defined hierarchy
 (3) detailed rules and regulations
 (4) all of the above
23. _____ is the performance characteristics, features and attributes, and any other aspects of goods and services for which customers are willing to give up resources.
 (1) Value
 (2) Cost
 (3) Convenience
 (4) Performance
24. Multi-domestic cooperation _____.
 (1) maintain operations in multiple counties, but do not allow managers in each country to make their own decisions
 (2) utilize ethnocentric attitudes in financial decisions, but favor polycentric views in human resources issues
 (3) utilize decentralization to make decisions in management in local countries
 (4) follow the tastes, preferences, and values of the home country
25. Successful _____ management requires enhanced sensitivity to differences in national customs and practices.
 (1) ethnocentric
 (2) polycentric
 (3) global
 (4) parochial

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26. Governmental regulations, powerful labor unions, and other critical environmental forces constrain managers' options and _____ the impact of planning on an organization's performance.
- (1) reduce
 - (2) increase
 - (3) neutralize
 - (4) don't affect
27. Innovation strategies should reflect the organization's philosophy about innovation, which is shaped by _____.
- (1) communication of innovations and innovation training
 - (2) giving the customers what they want and targeting a narrow market segment with customized products
 - (3) innovation emphasis and innovation timing
 - (4) innovative technology and Internet technology
28. What e-business strategy uses both online and traditional stand-alone locations?
- (1) functional
 - (2) clicks-and-bricks
 - (3) focus
 - (4) differentiation
29. How can a company create strategic flexibility?
- (1) encourage employees to be open about disclosing negative information
 - (2) know what has happened with strategies in the past
 - (3) get old ideas from senior employees
 - (4) never make mistakes
30. Functional-level strategy directly supports _____.
- (1) corporate strategy
 - (2) business strategy
 - (3) differentiation strategy
 - (4) focus strategy

二、問答題 (請以答案紙作答) (40%)

1. 運用任何商業期刊 (如商業周刊等) 內容之例子, 請描述和解釋經理人如何執行四個管理功能。(10%)
2. 什麼是作業管理和它是如何應用在製造業和服務組織?(10%)
3. 請描述決策之步驟和解釋群體決策有什麼優、缺點?(10%)
4. 創新文化是如何使一個組織更有效性? 或你認為一個創新文化會長久失去組織的有效性? 為什麼會有效性或為什麼不會有效性呢?(10%)