

# 中原大學 102 學年度 碩士班 入學考試

102/3/2 10:00 ~ 11:30 企業管理學系

誠實是我們珍視的美德，  
我們喜愛「拒絕作弊，堅守正直」的你！

科目：管理學

(共 4 頁第 1 頁)

可使用計算機，惟僅限不具可程式及多重記憶者

不可使用計算機

## 一、解釋名詞 (每題 8 分，共 32 分)

1. power distance
2. corporate governance
3. job specification and job description
4. balanced scorecard

## 二、單選選擇題 (每題 4 分，共 48 分)

說明：請於答案紙上按順序標示題號與答案

1. A successful workplace conflict management strategy can reduce hostility at work. Which of the following conflict-management technique reflects “cooperativeness and unassertiveness”?  
A) collaborating  
B) compromising  
C) accommodating  
D) avoiding
2. \_\_\_\_\_ means that a subordinate should receive orders and instructions from only one boss.  
A) Decentralization  
B) Unity of command  
C) Work specialization  
D) Division of labor
3. A company that relies on routines and rules even as new events occur is most likely to be a(n) \_\_\_\_\_ organization.  
A) matrix  
B) flat  
C) mechanistic  
D) organic

# 中原大學 102 學年度 碩士班 入學考試

102/3/2 10:00 ~ 11:30 企業管理學系

誠實是我們珍視的美德，  
我們喜愛「拒絕作弊，堅守正直」的你！

科目：管理學

(共 4 頁第 2 頁)

可使用計算機，惟僅限不具可程式及多重記憶者  不可使用計算機

4. Which statement about expectancy theory is correct?
- A) Expectancy theory is first proposed by David McClelland.
  - B) Instrumentality means that the degree to which a person will consider that performing at a particular level is critical to receiving a desired reward.
  - C) Motivational Force = Expectancy x Instrumentality
  - D) Expectancy refers to "Is the outcome I get of any value to me?"
5. One research finding of the Hawthorne Studies could be:
- A) Social norms or group standards are the key determinants of individual work behavior.
  - B) Behavior and employee sentiments are inversely related.
  - C) Formal organization affects productivity.
  - D) An increase in worker productivity produced by the physical stimulus is singled out.
6. According to the BCG Matrix, \_\_\_\_\_ have a low market share in a fast growing market.
- A) Dogs
  - B) Stars
  - C) Cash cows
  - D) Question marks
7. Which of the description is not true about the path-goal theory?
- A) There are three kinds of environmental factors: task structure, formal authority system, and the work group.
  - B) A manager with supportive leadership who lets subordinates know what they are expected to do, scheduling and coordinating work, giving specific guidance, and clarifying policies, rules, and procedures as to how to accomplish tasks.
  - C) Environment and subordinate are two contingency variables that moderate the relationship between leadership behavior and outcomes.
  - D) Subordinates with an external locus of control are more suitable for a directive leadership.

# 中原大學 102 學年度 碩士班 入學考試

102/3/2 10:00 ~ 11:30 企業管理學系

誠實是我們珍視的美德，  
我們喜愛「拒絕作弊，堅守正直」的你！

科目：管理學

(共 4 頁第 3 頁)

可使用計算機，惟僅限不具可程式及多重記憶者

不可使用計算機

8. What researcher is most closely related to the Hawthorne Studies?
- A) Chester Barnard
  - B) Frank and Lillian Gilbreth
  - C) Elton Mayo
  - D) Mary Parker Follett
9. \_\_\_\_\_ are destructive and may prevent a team or group from achieving its objectives.
- A) Dysfunctional conflicts
  - B) Cross-functional teams
  - C) Formal communications
  - D) Functional conflicts
10. If a subordinate demonstrates an undesirable behavior, his or her boss can apply \_\_\_\_\_.
- A) positive reinforcement to decrease the recurrence of that behavior
  - B) extinction by removing the reinforcer which encourages that behavior
  - C) negative punishment to reinforce that behavior
  - D) negative reinforcement to decrease the repetition of that behavior
11. Which of the description is not true about the managerial grid?
- A) The relationship-oriented manager has a high concern for people, but a low concern for production is so-called impoverished management.
  - B) It includes two fundamental behavioral dimensions: the concern for getting the job done, and the concern for people doing the work.
  - C) The managerial grid is proposed by R. Black and J. Mouton.
  - D) A leader with team management has great concerns about both of people and production.

# 中原大學 102 學年度 碩士班 入學考試

102/3/2 10:00 ~ 11:30 企業管理學系

誠實是我們珍視的美德，  
我們喜愛「拒絕作弊，堅守正直」的你！

科目：管理學

(共 4 頁第 4 頁)

可使用計算機，惟僅限不具可程式及多重記憶者

不可使用計算機

12. F. Taylor focused on studying \_\_\_\_\_, whereas H. Fayol was interested in studying \_\_\_\_\_.

- A) effective managers; senior managers
- B) first-line managers; all managers
- C) bureaucratic organizations ; monetary rewards
- D) organizational behavior; administrative theory

### 三、問答題 (20 分)

說明：儘量以條列方式清楚地說明。

1. 企業為求生存與成長常需要進行組織變革(organizational change)。請說明組織內成員抗拒改變的理由有那些？企業可以採用那些方法來減少員工對變革的抗拒？