

中原大學 97 學年度碩士班入學考試

4 月 13 日 14:00~15:30 企業管理學系甲組

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 2 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、複選題 (共 10 題，每題 5 分，總計 50 分)

說明：各題須全部答對才給分，但答錯不倒扣，請於答題紙上按順序標示 **題號及答案**。

(複選題答案也可能只有單一選項)

1. When a manager makes a choice under perfect rationality, she chooses a _____ decision, whereas under bounded rationality she chooses a _____ decision.
A) minimizing; satisficing
B) satisficing; maximizing
C) maximizing; satisficing
D) maximizing; minimizing
2. In Michael Porter's five forces model of competition, _____ is determined by the height of barriers to entry, such as economies of scale and brand loyalty.
A) threat of substitutes
B) threat of new entrants
C) bargaining power of buyers
D) bargaining power of suppliers
3. According to Kurt Lewin, which is(are) not a stage(stages) in the change process?
A) refreezing
B) unfreezing
C) motivating
D) restraining
4. Which conditions favor more decentralization in decision-making?
A) Decisions are significant.
B) Environment is complex, uncertain.
C) Company is geographically dispersed.
D) Organization is facing a crisis.
5. Which is the probable sequence of creative process?
A) preparation, incubation, insight, verification
B) insight, preparation, incubation, verification
C) incubation, insight, preparation, verification
D) insight, incubation, preparation, verification

6. In attribution theory, which factors influence our perception?
 - A) distinctiveness
 - B) dissonance
 - C) consensus
 - D) consistency
7. Under clan control, employee behaviors are regulated by _____.
 - A) market share
 - B) shared values and norms
 - C) administrative rules and regulations
 - D) managerial autonomy
8. Mintzberg's 10 management roles can be grouped into _____.
 - A) information transfer, decision making, and resource allocation
 - B) interpersonal relationships, information transfer, and decision making
 - C) leadership, decision making, and planning
 - D) interpersonal relationships, leadership, and decision making
9. Which is(are) the correct pair(s) between the scholar and his(her) proposed theory?
 - A) Douglas McGregor – Theory X and Theory Y
 - B) Paul Hersey – LPC theory
 - C) Fred Fiedler– expectancy theory
 - D) Henri Fayol – bureaucracy
10. Which statement(s) about communication is(are) incorrect?
 - A) Filtering is the deliberate manipulation of information to make it appear more favorable to the receiver.
 - B) Wheel type of network is that communications flow freely among all members of the work team.
 - C) Information overload occurs when the information we've been given is too detailed.
 - D) Grapevine is an informal organizational communication network that is active in almost every organization.

二、問答題（共 2 題，總計 50 分）

說明：請避免長篇大論，儘量以條列方式清楚地說明與論述。

1. 請說明個人決策與群體決策所可能產生的偏差(biases)有哪些(15 分)？有哪些方法可以改善偏差以提升決策品質(10 分)？
2. 請問一位稱職的經理人應具備哪些管理技能(skills)(10 分)？這些管理技能如何影響管理功能（規劃、組織、領導、控制）的執行？(15 分)？