

大同大學 107 學年度 研究所碩士班入學考試試題

考試科目：管理概論

所別：事業經營研究所

第1/3頁

註：本次考試 不可以參考自己的書籍及筆記； 不可以使用字典； 不可以使用計算器。

A. multiple choice question:

- 1.() Which of the following is the mark of a well-managed company? (A) It can build a customer base quickly. (B) It can find ways to prosper even in economically challenging times. (C) It doesn't need to worry about customer loyalty. (D) It can find ways to prosper during economic boom times.
- 2.() Described as the new frontier, this new challenge for managers has the potential to both boast and drain employee productivity. (A) organizational politics (B) social media (C) environmental activism (D) intrapreneurship
- 3.() How are the "Post-Millennials" likely to be different from previous generations? (A) They require products that are completely customized to the individual. (B) They require products that are completely generic and not at all customized to the individual. (C) They require products that are serious and meaningful rather than frivolous and fun. (D) They require products that are of much higher quality than those required by individuals in previous generations.
- 4.() Which managerial planning decision is most affected by organizational culture? (A) the degree of risk that plans contain (B) how much autonomy employees should have (C) how to implement the best leadership styles (D) how much to empower employees
- 5.() In his study of differences in cultural environments, Geert Hofstede found that _____. (A) people are largely the same from culture to culture with respect to values (B) the views of managers differ greatly from those of employees with respect to values (C) the views of IBM employees differ widely from the general population with respect to values (D) people vary from culture to culture in five value categories
- 6.() Which of the following is commonly considered a category of workforce diversity? (A) education level (B) computer skills (C) style of dress (D) age
- 7.() Which term best characterizes a decision that has bounded rationality? (A) virtually perfect (B) rigorous and comprehensive (C) not good enough (D) just good enough
- 8.() Which of the following is a drawback to seeking diverse views in decision making? (A) less reliable decision (B) easier decision-making process (C) more time consuming (D) less time consuming
- 9.() Failing to discard successful plans from the past is likely to lead to _____. (A) more success because conditions are unlikely to change in the future (B) failure because conditions are likely to change in the future (C) success because of the high quality of the plans (D) failure because of the low quality of the plans
- 10.() A cost leadership competitive strategy focuses on which of the following? (A) efficiency (B) innovation (C) elegant design (D) luxury
- 11.() What kind of departmentalization would be in place in a government agency in which there are separate departments that provide services for employers, employed workers, unemployed workers, and the disabled? (A) product (B) geographic (C) outcome (D) customer
- 12.() A key difference between a team structure and a matrix structure is that a team structure _____ while a matrix structure does not. (A) empowers group members (B) works on projects (C) has fairly permanent groups or teams (D) holds group members accountable
- 13.() Which of the following is an example of selection device reliability? (A) An applicant

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was given very different interview scores by five independent interviewers. (B) An applicant was given the same interview score by all five independent interviewers. (C) An applicant took a test a second time and her score improved markedly. (D) An applicant took a test once and scored higher than any other applicant.

- 14.() Which of the following is NOT a reason that managers put a lot of importance into developing a good compensation system? (A) a sense of fairness (B) to attract talented employees (C) to avoid breaking the law (D) to retain talented employees
- 15.() Which of the following is an organizational structure change? (A) the building of a new workshop (B) resentment of bosses by employees (C) a new way to package chocolate cake (D) changing who reports to whom
- 16.() Behavioral effects of stress include _____. (A) metabolism changes (B) job dissatisfaction (C) absenteeism (D) procrastination
- 17.() The cognitive dissonance theory proposes that the factors that can mitigate the discomfort caused by dissonance are _____. (A) importance, influence, and rewards (B) influence, rewards, and goals (C) importance, goals, and status (D) influence, reinforcement, and rewards
- 18.() A high self-monitoring individual would tend to _____. (A) have no skill in playing different roles (B) have no skill in hiding his or her feelings (C) be good at playing different roles (D) have no experience in hiding his or her feelings
- 19.() Group cohesiveness is largely a measure of how _____. (A) clear the group's goals are (B) much individuals share the group's goals (C) attainable the group's goals are (D) much the group's goals match organizational goals
- 20.() The main difference between work groups and work teams is that _____. (A) work teams have a common goal (B) work groups have a common goal (C) work teams share information (D) work groups share information
- 21.() Equity exists when one's own outcomes-to-input ratio _____ that of the referent. (A) is greater than (B) is less than (C) is equal to (D) is greater than or less than
- 22.() The leader-participation model contends that leader behavior should _____. (A) never vary (B) adjust to the structure of the task involved (C) be dependent on the traits of the leader (D) be consistent from task to task
- 23.() All of the following are barriers to effective interpersonal communication EXCEPT _____. (A) filtering (B) selective perception (C) feedback (D) language
- 24.() Immediate corrective action is designed _____. (A) to get to the root cause of a problem (B) to get performance back on track (C) to shake up an organization (D) to punish employees for poor performance
- 25.() A new cell phone battery doubles battery life but also increases the cost of the phone. This battery adds _____. (A) no value to the phone since it increases the cost (B) value to the phone only if the cost can be cut (C) value to the phone if more customers buy the phone (D) no value to the phone if more customers buy the phone

B. 問答題：30%

1. 簡述目標設定的原則。

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2. 簡述 TQM (Total Quality Management)的要素。
3. 簡述策略擬定的程序。
4. 列舉權力的類型(types of power)有哪些？
5. 簡述何謂領導的 trait theory？

C. Translate the following sentence into Chinese: 20%

1. Empathy is the ability to see things from another person's point of view. When applied to communication, it means being able to look at a message from the receiver's standpoint.
2. Brainstorming is a group approach to creative thinking. The group leader tells the group members the problem under analysis and encourages them to be as imaginative and creative as possible.