

銘傳大學 101 學年度研究所碩士班招生考試

企業管理學系碩士班乙組、國際企業學系碩士班

第一節

「管理學(乙)」試題

(第 1 頁共 3 頁) (限用答案本作答)

可使用計算機 不可使用計算機

一、選擇題 (每題二分, 20 題, 共計 40 分, 請先劃好表格再將正確答案填入)

1.	2.	3.	4.	5.
6.	7.	8.	9.	10.
11.	12.	13.	14.	15.
16.	17.	18.	19.	20.

- Which of the following did Taylor NOT find "appalling" in his study of workers in steel companies?
 - Worker output was only about one-third of what was possible.
 - Workers would only attempt to perform a job if they were shown to have aptitude for it.
 - Workers employed different techniques for the same job.
 - Workers "took it easy" on the job.
- One managerial function that is identical in both Fayol's and Mintzberg's systems is _____.
 - leader
 - negotiator
 - resource allocator
 - monitor
- According to Katz, the four critical managerial skills can be classified as _____.
 - interpersonal, political, empirical, and technical
 - technical, interpersonal, political, and controlling
 - technical, political, interpersonal, and conceptual
 - technical, political, conceptual, and empirical
- A multinational corporation (MNC) _____.
 - is defined as any company that has no "home base"
 - includes any company that exports goods overseas
 - is defined as a company that has its home base in the United States and various operations overseas
 - is any organization that maintains operations in more than one country
- A factory that has adhered to all pollution control standards has _____.
 - met its social obligation
 - been socially responsive
 - economically responsible
 - been ethical
- Which of the following is a basic definition of ethics?
 - rules that define good and evil
 - laws that define legal and illegal
 - principles that define standards of decency
 - principles that define right and wrong
- What is a heuristic?
 - a purely intuitive method of decision making
 - a complicated and systematic method of decision making

本試題係兩面印刷
Exam Printed on 2 sides.

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(第2頁共3頁)(限用答案本作答)

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- C) a totally unreliable method of decision making
D) a shortcut or rule of thumb that is used for decision making
8. Which term best characterizes a decision that has bounded rationality?
A) rigorous and comprehensive B) not good enough
C) good enough D) virtually perfect
9. The first step in the six-step strategic management process is to _____.
A) Identify the organization's mission
B) identify strategies to reach the organization's goals
C) analyze the opportunities the organization has
D) analyze the organization's strengths and weaknesses
10. SWOT analysis identifies and analyzes an organization's _____.
A) human resource assets
B) strengths, weaknesses, opportunities, and threats
C) strategy for competing in the market
D) long-term goals
11. _____ is the power that rests on the leader's ability to punish or control.
A) Coercive power B) Reward power C) Referent power D) Expert power
12. A(n) _____ organization is able to change rapidly as needs require.
A) hierarchical B) organic C) vertical D) mechanistic
13. A _____ subcontracts part of a project out to outside suppliers.
A) matrix structure B) boundary organization
C) network organization D) virtual organization
14. In Woodward's study, this type of production combined high vertical differentiation and low horizontal differentiation.
A) mass production B) unit production
C) technological production D) process production
15. The first step in Lewin's three-step description of the change process involves _____.
A) freezing the new state B) changing to a new state
C) changing to a new status quo D) unfreezing the status quo
16. _____ is the process of taking a creative idea and turning it into something useful.
A) Creativity B) Innovation C) Imagination D) Inspiration
17. The degree to which an employee identifies with his or her job or actively participates in it refers to the employee's _____.
A) organizational commitment B) global commitment
C) job involvement D) job satisfaction
18. Emotional intelligence includes all of the following EXCEPT _____.

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(第 3 頁共 3 頁) (限用答案本作答)

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- A) self-management B) self-awareness
C) social skills D) cognitive skills

19. An individual who wants to buy a home in a neighborhood with a low crime rate is satisfying which need?

- A) physiological B) self-actualization C) safety D) esteem

20. According to Herzberg's Motivation-Hygiene theory, _____ are associated with job satisfaction.

- A) hygiene factors B) motivators C) punishments D) rewards

二、解釋名詞 (每題 2 分, 5 題, 共計 10 分, 請將英文翻成中文, 並說明其具體內涵)

1. Customer relationship management (CRM)
2. Contingency approach
3. Differentiation strategy
4. Organizational culture
5. Transformational leadership

三、問答題 (共二題, 每題 25 分, 共計 50 分)

1. 自從林書豪(Jeremy Lin)加入紐約尼克隊(Nick)後, 便在美國職籃(NBA)掀起一陣「林來瘋」(LINSANIT)的熱潮, 並試圖帶領尼克隊打入季後賽。試問一個籃球隊要如何經營才能成爲一個好團隊? 請從系絡(Context)、成員組成(Composition)、工作設計(Work design)及過程(Process)等四個層面分項陳述其具體的內涵。

2. 請依據「跨團體衝突的來源理論」(sources of intergroup conflicts)四項要素來分析以下案例, 誠信食品公司的「行銷部門」和「研發部門」爲何產生衝突的可能原因。

誠信食品公司素以餅乾糖果等點心名聞遐邇, 行銷經理最近強力推動各種行銷活動, 新的行銷活動涵蓋了公司網頁新建的互動功能、產品資訊客服中心, 以及加強消費者與品牌關係的顧客介面。資料顯示, 這些顧客端創新能夠引導忠實客戶增加消費, 有助於業績的成長。因此, 張總經理對行銷的成果深感滿意。

爲了加強與顧客互動, 誠信食品大手筆投資在顧客端的促銷業務上; 財務長指出行銷活動花了公司一半的獲利。如此一來, 就擠壓到產品創新, 投入研發的資源跟著大幅縮減。

誠信食品的研發部門陳經理感到忿忿不平, 公司投資這麼多錢來增進顧客關係, 卻沒留多少錢給他進行研發。有一次他和張總經理開會時, 忍不住質疑公司分配資源的優先順序。陳經理說:『我們只要製造出更好吃的產品, 全世界就會搶破頭找上門來。』他認爲公司忽略了顧客對於美味的需求。「我們已經不再費心爲顧客研發新的口味, 卻只想著怎樣才能牢牢地抓住顧客!」

試 題 完
End of exam