

銘傳大學 103 學年度研究所碩士班招生考試
 企業管理學系碩士班、國際企業學系碩士班、
 風險管理與保險學系碩士班、傳播管理學系碩士班
 第二節
 「管理學」試題

(第 1 頁共 4 頁) (限用答案本作答)

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第一部分: 選擇題 (請依格式答案本上作答)

以下共有 20 題選擇題，每題 3 分，請以下列格式作答。(60%)

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

- The major management functions are?
 - planning, organizing, leading, and motivating
 - commanding, organizing, leading, and monitoring
 - planning, organizing, leading, and controlling
 - planning, coordinating, leading, and monitoring
- Which managerial function is identical for both Mintzberg's and Fayol's systems?
 - monitor
 - resource allocator
 - negotiator
 - leader
- In today's business environment, why innovation is managers' critical job?
 - Innovation motives managers to work hard.
 - Innovation helps an organization to create competitive advantages.
 - New products are always superior to old products.
 - Innovation gives companies a fresh image without changing the current business models.
- Which are the three main models for manager to make decisions?
 - intuitive, rational, bounded rational
 - intuitive, bounded rational, systematic
 - rational, irrational, bounded rational
 - rational, intuitive, unintuitive
- Which role of the following is more important for managers working in small organizations than for managers of large organizations?
 - spokesperson
 - disseminator
 - resource allocator
 - entrepreneur

本試題係兩面印刷
Exam Printed on 2 sides.

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6. What are the four critical managerial skills proposed by Katz?
- (A) interpersonal, political, technical, and practical
 - (B) empirical, interpersonal, political, and controlling
 - (C) technical, political, interpersonal, and conceptual
 - (D) technical, political, conceptual, and empirical
7. _____ are the three different types of strategies that managers implement.
- (A) long-term, middle-term, short-term
 - (B) vertical, horizontal, functional
 - (C) corporate, non-competitive, competitive
 - (D) corporate, competitive, functional
8. Which of the following make up the growth strategies?
- (A) vertical integration, horizontal integration, lateral integration, internal integration
 - (B) vertical integration, horizontal integration, concentration, diversification
 - (C) vertical diversification, horizontal diversification, lateral diversification, internal diversification
 - (D) stabilization, diversification, concentration, integration
9. Which of the following is synonymous with work specialization?
- (A) division of labor
 - (B) decentralization
 - (C) job enrichment
 - (D) span of control
10. In a hierarchical organization diagram, the authority is based on?
- (A) vertical position
 - (B) horizontal position
 - (C) both horizontal and vertical position
 - (D) coercive power
11. To quickly response to dynamic business environments, organizations have become more?
- (A) centralized
 - (B) decentralized
 - (C) structured
 - (D) hierarchical
12. Younger workers tend to resist change less than older workers because they?
- (A) have less invested in the current system
 - (B) have more invested in the current system

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- (C) replace the unknown with the known
- (D) consist with company goals

13. According to Lewin's three-step description of the change process, the first step is _____.

- (A) changing to a new state
- (B) freezing the new state
- (C) unfreezing the status quo
- (D) unfreezing the new state

14. According to the cognitive dissonance theory, which of the following factors could mitigate the feeling of discomfort caused by dissonance?

- (A) importance, influence, and rewards
- (B) influence, reinforcement, and satisfaction
- (C) influence, rewards, and goals
- (D) importance, goals, and status

15. High self-esteem individuals are likely to _____.

- (A) avoid risks
- (B) take risks
- (C) have no skill in hiding her feelings
- (D) have no skill in playing different role

16. An employee receives a bonus from his manager when he finishes a great task, which behavior-shaping method is his manager utilizing?

- (A) punishment
- (B) negative reinforcement
- (C) positive reinforcement
- (D) extinction

17. _____ brings employees together from diverse work disciplines with different skills and knowledge.

- (A) cross-functional team
- (B) self-managed team
- (C) command group
- (D) informal group

18. The group norms of an organization are generally established?

- (A) informally by the entire group
- (B) informally by group leaders

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- (C) formally by the president of an organization
(D) formally by the country's laws

19. Why is Maslow's theory considered as a hierarchy?

- (A) because needs are satisfied sequentially
(B) because individuals have diverse needs
(C) because all needs are equal
(D) Because all needs are satisfied simultaneously

20. Maslow argues that higher-order needs are?

- (A) satisfied first
(B) satisfied easiest
(C) satisfied externally
(D) satisfied internally

第二部分:問答題

以下共有四題問答題，每題 10 分。(40%)

1. 根據 Universum Global 企管顧問公司的調查，Google 公司連續五年成為理工與管理領域的大學生，畢業後最想進入的企業。請以馬斯洛的需要層級理論為基礎，分析在 Google 公司上班，員工各種層級的需要將如何被滿足？
2. 請問何謂公司治理？請以公司治理的觀點，評論近年來國內層出不窮的食品安全事件(如胖達人與鼎王的香精事件、大統沙拉油混油與添加同葉綠素等)。
3. 基層員工每天通常負責例行性與單調的工作內容，企業如何利用「工作擴大化」與「工作豐富化」的原則，來改善基層員工的工作效能與工作滿意？
4. 請列舉國內一位你最欽佩的企業家，說明他(她)的領導風格與管理能力，以及值得你效法與學習的地方。

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試題完
End of exam