

銘傳大學八十八學年度管理科學甲組研究所碩士班招生考試
傳播管理

第二節

管理學 試題

一、 選擇題(全部均為單選答錯不倒扣每小題 2 分共佔 70 分答案卷上必須分七列依序答案由左至右每列五題)

1. Manage is BEST described as
 - (a) the process of personally completing tasks in an efficient manner
 - (b) the process of efficient task completion through others
 - (c) the process of using scarce resources to minimize output
 - (d) all of the above
2. Roles that include those of entrepreneur, disturbance handler, resource allocator, and negotiator are classified as
 - (a) interpersonal
 - (b) disseminator
 - (c) decisional
 - (d) none of the above
3. When Fayol speaks about the line of authority from top management to the lowest ranks, he is referring to
 - (a) specialization
 - (b) division of labor
 - (c) the scalar chain
 - (d) order
4. The Hawthorne experiment that evaluated the impact of group incentives on group productivity concluded
 - (a) group productivity is directly related to piece work rate
 - (b) the importance of factors like acceptance and group membership were more important than money in determining productivity
 - (c) productivity increased when scientific management principles were applied
 - (d) all of the above
5. The symbolic view of management holds that
 - (a) top managers should demonstrate the figurehead role
 - (b) management should be rewarded with status symbols
 - (c) it is unreasonable to think that managers have a substantial impact on organizational performance
 - (d) all of the above
6. The LEAST likely source for an organization's culture is
 - (a) the founder's beliefs

- (b) what employee have experienced on the job
 - (c) personal biases of the first president
 - (d) the geographical area of the country in which the headquarters are located
7. Which of the following best describes environmental complexity?
 - (a) number of components in environment
 - (b) philosophy of the organization's founder
 - (c) age of organization
 - (d) predominant sex of the organization's members
 8. The view of ethics will result in decisions that provide the greatest good for the greatest number
 - (a) rights view
 - (b) theory of justice view
 - (c) Machiavellian view
 - (d) utilitarian view
 9. If an initial solution is not effective, an escalation of commitment is an attempt to
 - (a) insure rational decision making
 - (b) maximize the value of the decision
 - (c) demonstrate the initial solution was not wrong
 - (d) find another
 10. Which of the following is NOT a common ingredient in all MBO programs?
 - (a) participative decision making
 - (b) specific goals
 - (c) feedback on whether performance met expectations
 - (d) general objectives
 11. There are several contingency variables that impact on the success of failure of MBO. Which of the following is NOT of these factors?
 - (a) technology utilized
 - (b) top management commitment
 - (c) organizational type
 - (d) organizational culture
 12. Which of the following statement is LEAST accurate?
 - (a) Strategic management consist of the implementation of strategic plans.
 - (b) Strategic planning encompasses the uncontrollable environment.
 - (c) Strategic management is narrower than strategic planning.
 - (d) Implementation has excluded from the strategic planning process.
 13. When an organization seeks to identify environmental opportunities and match them with its strengths, it is
 - (a) seeking its mission

- (b) determining its distinctive competence
 - (c) called environmental identification
 - (d) operational decision making
14. The search for the best practice among other organizations is
- (a) espionage
 - (b) benchmarking
 - (c) TQM
 - (d) substitution effect
15. The zero-based budget
- (a) requires managers to justify all proposed expenditures
 - (b) can provide continuity by automatically expanding budgets over the years
 - (c) relies heavily on an extension of the prior budget
 - (d) was developed by the Rand Corporation for the Air Force
16. The critical path in a PERT network identifies
- (a) activities that are essential for organizational survival
 - (b) activities that provide protection from uncertainty
 - (c) activities that are the most time consuming sequence
 - (d) the most dangerous scenario considered
17. If fixed costs are \$8,000 and variable costs are \$70 per unit, how many units must be sold at a price of \$870 in order for the business to break even?
- (a) about 9.2
 - (b) about 114.3
 - (c) ten
 - (d) none of the above
18. Which of the following is NOT a key component of organization structure?
- (a) formalization
 - (b) centralization
 - (c) complexity
 - (d) division of labor
19. The right inherent in one's job is _____, while the capacity to influence decisions is _____.
- (a) power; authority
 - (b) power; responsibility]
 - (c) authority; responsibility
 - (d) authority; power
20. When a charismatic manager is identified, he/she is apt to have more power than his/her colleagues because of _____ power.
- (a) legitimate
 - (b) reward
 - (c) coercive
 - (d) referent
21. Which of the following is LEAST likely to be classified as a mechanistic structure?
- (a) network structure
 - (b) divisional structure

- (c) functional structure (d) none of the above
22. The main advantage of the matrix structure is
- (a) it combines the strengths of the functional and divisional structures and eliminates their respective weaknesses
 - (b) it gains efficiency from the application of the unity of command principle
 - (c) it eliminates the need for coordinating the various specialists' tasks
 - (d) all of the above
23. The document describing a job's minimal qualifications is called
- (a) a job description (b) a labor contract (c) job specification
 - (d) job analysis
24. A culture conducive to creativity and innovation would probably have a high _____ and a low _____.
- (a) tolerance of risk; division of labor
 - (b) external control; tolerance of risk
 - (c) tolerance of conflict; acceptance of ambiguity
 - (d) tolerance of risk; tolerance of the impractical
25. The degree to which an employee identifies with his/her job, participates in it, and sees performance being important to self-worth is
- (a) job involvement (b) job satisfaction
 - (c) organizational commitment (d) dissonance
26. The type of personality characteristic whereby individuals are pragmatic and will do things that get their goals accomplished, despite short-term problems, is
- (a) authoritarianism (b) external locus of control
 - (c) internal locus of control (d) Machiavellians
27. The developer of Theory X and Theory Y was
- (a) Abraham Maslow (b) Douglas McGregor
 - (c) Victor Vroom (d) Frederick Herzberg
28. According to the goal setting theory of motivation, goals should be
- (a) jointly set (b) easy
 - (c) difficult but attainable (d) just a bit beyond one's potential
29. When employees compare their input and reward against those of others, the applicable theory is called
- (a) expectancy (b) comparative evaluation
 - (c) equity (d) needs hierarchy
30. The perceived probability by an individual that trying hard will lead to acceptable output is defined by the expectancy theory as

- (a) attractiveness (b) performance-reward linkage
(c) effort-performance linkage (d) none of the above
31. According to Hersey and Blanchard, the participating style is made up of
(a) high task-high relationship (b) high task-low relationship
(c) low task-high relationship (d) low task-low relationship
32. According to the leader-participation model of leadership, when goal congruence between the employee and the organization is low,
(a) an autocratic style of leadership is more appropriate
(b) a group style of leadership is more appropriate
(c) a consultative style of leadership is more appropriate
(d) a democratic style of leadership is more appropriate
33. Which of the following is NOT part of the “Hot Stove” rule of discipline?
(a) severity of disciplining action
(b) immediacy of disciplinary action
(c) consistency of disciplinary action
(d) impersonality of disciplinary action
34. Control that take place while an activity is in progress are
(a) feedback (b) feedforward (c) concurrent (d) none of the above
35. Harvard Professor Wickham Skinner has advocating
(a) a financial focus of management
(b) adoption of the “most efficient way” to manufacture
(c) the operations reflect the organization’s competitive advantage
(d) the complimentary nature of cost reduction and quality enhancement

二、 問答題(每題 15 分共佔 30 分)

1. 目前國內企業管理相關研究所頗多，試就 Michael E. Porter 所提出之競爭策略，說明假如您為一企管研究所所長，您將如何選擇競爭策略以產生競爭優勢？
2. 近年來資訊科技日新月異，進步極為快速，試就組織理論說明資訊科技對組織產生什麼影響，並扼要說明組織應如何改變以因應其影響？

試題完