

管理科學  
銘傳大學八十九學年度資訊管理研究所碩士班招生考試  
國際企業管理

第一節

管理學 試題

- 一、 配合題：下列命題與以下所列之那一位管理學者最相關，請將該管理學者名字前之英文代碼填入答案卷。以下 15 題每題占 2 分，共 30 分，請依次序在達案卷上作答，每五題一列，分成三列，違反作答規定者扣 3 分。

例題：1984 年出版 Megatrends 一書，可說是管理未來學的大師。

答案：(Q) 說明：大趨勢(Megatrends)為 John Naisbitt 所著。

- A: Frederick W. Taylor    B: W. Edwards    C: Joseph M. Juran  
Deming  
D: Peter Drucker        E: James Champy        F: Tom Peters  
G: 大前研一            H: Henri Fayol        I: Chester Barnard  
J: Max Weber            K: Kurt Lewin        L: Douglas McGregor  
M: Abraham Maslow      N: Igor Ansoff        O: Frderick Herzberg  
P: Geert Hofstede        Q: John Naisbitt        R: Henry Mintzberg  
S: Michael Porter        T: Peter Senge        U: 松下幸之助  
V: Gary Hamel            W: Philip Kotler        X: Stephen P. Robbins

1. 將管理角色劃分為人際角色(interpersonal roles)、資訊角色(informational roles)、決策角色(decisional roles)。
2. 首先提出 2+2=5 之綜效(synergy)的概念。
3. 1954 年出版 The Practice of Management 一書，可說是當代最重要的管理思想家。
4. 1990 年出版 The Fifth Discipline: The Art and Practice of the Learning Organization 一書，該書對於系統思考有極大的貢獻。
5. 1913 年出版 The Principles of Scientific Management 一書，被稱為管理科學之父。
6. 1982 年出版 Quality, Productivity and Competitive Position 一書，對日本豐田汽車的品質管理有極大的貢獻。
7. 在建構任何企業策略時必須考慮三個關鍵因素：corporation, customer, competition。
8. 1995 年出版 Reengineering Management 一書，對再造工程有極大的貢獻。

9. 1949 年出版 General and Industrial Management 一書，對組織管理有極大的貢獻。
10. 1947 年出版 The Theory of Social and Economic Organization 一書，提出科層組織(官僚組織)的概念。
11. 1982 年出版 In Search of Excellence，該書挑出 43 家公司，宣揚其追求卓越的方法，掀起企管叢書的熱賣。
12. 1954 年出版 Motivation and Personality 一書，對如何激發人的工作士氣注入人性的色彩。
13. 1965 年出版 Corporate Strategy 一書，提出策略規劃的分析模式。
14. 1984 年出版 Culture's Consequences: International Differences in Work-related Values 一書，對組織文化的研究有極大的影響。
15. 1973 年出版 The Nature of Management Work 一書，認為經理人做的事常常是一些經理人不該做的。他曾指出策略規劃的陷阱，同時一直反對以套用公式的方式進行策略規劃，並提倡以質化的資訊產生創意的策略。

二、 選擇題(單選)：以下 15 題每題佔 2 分，共 30 分。請依次序在答案卷上作答，每五題一列，分成三列，違反作答規定者扣 3 分。

1. Control that take place while an activity is in progress are \_\_\_\_\_.  
 (a) feedback      (b) feedforward      (c) concurrent      (d) none of the above
2. 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
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. 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
5. 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
6. 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) group style of leadership is more appropriate
  - (c) a consultative style of leadership is more appropriate
  - (d) democratic style of leadership is more appropriate
7. 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
8. The LEAST likely source for an organization's culture is \_\_\_\_\_.
- (a) the founder's beliefs
  - (b) what employees 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
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 (management by objective) programs?
- (a) participative decision making
  - (b) specific goals
  - (c) feedback on whether performance met expectations
  - (d) general objectives
11. 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
12. 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

13. Which of the following is NOT a key component of organization structure?
- (a) formalization      (b) centralization      (c) complexity  
(d) division of labor
14. 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
15. The developer of Theory X and Theory Y was \_\_\_\_\_.
- (a) Abraham Maslow      (b) Douglas McGregor  
(c) Victor Vroom      (d) Frederick Herzberg

三、 解釋下列名詞：以下 5 題每題佔 3 分，共 15 分，請依題目依序在答案卷上作答，違反作答規定者扣 3 分。

1. Hawthorne studies
2. Total quality management
3. Locus of control
4. Halo effect
5. Empowerment

四、 問答題

1. 何謂 Motivation-Hygiene Theory？如何應用此理論以激勵員工士氣？(本題佔 8 分)
2. 何謂 differentiation strategy？何謂 focus strategy？並說明兩者有何不同。(本題佔 8 分)
3. 何謂 Job-Characteristic Model？此模式對管理者有何用處？(本題佔 9 分)

試題完