

管理學概論 試題

(限用答案本作答)

一律橫向作答，若不依規定本科目以零分計算。

第一部分：選擇題(15題每題2分，計30分)

請在答案卷上先劃出如下的表格，再依題次作答

1.	2.	3.	4.	5.
6.	7.	8.	9.	10.
11.	12.	13.	14.	15.

1. In general, the more highly skilled the organization's workforce and the more the workers are required to work together in teams, the _____ likely the organization will use a _____ structure.
 - A) less; flexible
 - B) more; formalized
 - C) more; flexible
 - D) less; formalized
 - E) none of the above

2. A hotel chain sells the right to use its name and administrative procedures to a hotel in Chile in return for an initial up-front fee and a monthly percentage of that hotel's sales. What type of arrangement is Hilton using?
 - A) Importing
 - B) Exporting
 - C) Joint venture
 - D) Franchise
 - E) Strategic alliance

3. People experiencing overpayment inequity are most likely to:
 - A) raise their perceptions of their own inputs
 - B) ask for a raise
 - C) work slower
 - D) be absent more
 - E) raise their perceptions of others' outcomes

4. A manufacturing organization in a declining industry decides that in order to compete effectively, it should invest heavily in products it already produces. This is known as:
 - A) satisficing
 - B) programmed decision making
 - C) escalation of commitment
 - D) representativeness bias
 - E) prior hypothesis bias

5. If a male manager makes a remark to a female manager which she considers to be a sexually demeaning remark about her appearance, this male manager has exhibited:
 - A) quid pro quo sexual harassment.
 - B) the glass ceiling.
 - C) the similar-to-me effect.
 - D) the salience effect.
 - E) a hostile work environment.

6. As task interdependence _____, group members need to interact _____ frequently and their efforts need to be _____ closely coordinated if the group is to perform at a high level.
 - A) decreases; more; more
 - B) increases; more; less
 - C) decreases; less; more
 - D) increases; more; more
 - E) none of the above

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7. When an organizational structure is "flattened," there is a move toward _____ and _____ information flows within the organization.
- A) greater decentralization; greater horizontal
 - B) greater centralization; greater horizontal
 - C) greater decentralization; greater vertical
 - D) greater centralization; fewer horizontal
 - E) all of the above
8. The CEO of an organization presents an award at the organization's annual meeting to "The Employee of the Year." This is an example of:
- A) a rite of enhancement.
 - B) a rite of passage.
 - C) a rite of integration.
 - D) clan control.
 - E) none of the above.
9. Bill Gates, the chairman of Microsoft, has a great deal of experience in software programming design. He advises an R&D manager about how to design a new type of software for personal computers. We say that Bill Gates has which type of power?
- A) Referent power
 - B) Relationship-oriented power
 - C) Empowerment power
 - D) Consideration power
 - E) Expert power
10. PepsiCo purchased KFC so that it could replace Coke products with Pepsi products in KFC restaurants. This was an example of:
- A) horizontal integration.
 - B) vertical integration.
 - C) a low-cost strategy.
 - D) a global strategy.
 - E) a diversification strategy.
11. The idea that "managers should encourage employees to be innovative and creative in their work" is an example of Fayol's principle of:
- A) unity of command.
 - B) initiative.
 - C) line of authority.
 - D) centralization.
 - E) equity.
12. Negative reinforcement involves _____ negative consequences when functional behaviors are performed and punishment involves _____ negative consequences when dysfunctional behaviors are performed.
- A) removing; removing
 - B) administering; administering
 - C) removing; administering
 - D) administering; removing
 - E) none of the above
13. When leading creative workers, a manager should be:
- A) supportive and critical
 - B) supportive and uncritical
 - C) hands-off and critical
 - D) hands-off and uncritical
 - E) directive

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14. In general, the _____ difficult it is for an organization to enter an industry as a new competitor, the _____ are the barriers to entry to this industry.
- A) less; lower
 - B) more; lower
 - C) more; higher
 - D) less; higher
 - E) less; lower
15. A manager who chooses inappropriate goals for the organization but who makes good use of the organization's resources in pursuing these goals is said to have:
- A) low effectiveness/low efficiency.
 - B) low effectiveness/high efficiency.
 - C) high effectiveness/low efficiency.
 - D) high effectiveness/ high efficiency.
 - E) none of the above.

第二部分：問答題(70%)

16. 名詞解釋：請將英文翻成中文名詞，並扼要解釋其內容(每小題5分，總計20分)
- A. Hawthorne Studies
 - B. Goal-Setting Theory
 - C. Virtual Teams
 - D. Management by Objectives
17. 有人說：「領導是一種透過權力 (power) 的行使而令人遵從的過程」；亦有人認為：「領導是正式權威 (authority) 的行使」；尚有人持「領導實為影響力 (influence) 運用的結果，並認為凡是能對他人產生影響力者即構成領導行為」，試依己見對上述的論點作一評析？此外，晚近有關領導行為的研究諸多，試就所知析述下列各領導理論的主要內涵：「權變領導理論」(Contingency leadership)、「魅力領導」(Charismatic leadership)、「轉換型領導」(Transformational leadership)。(25%)
18. 在知識經濟的年代裏，知識已成為廠商急欲開發的重要資源，試就所知詳述下列各名詞的具體內涵：
- 1. 「默會知識」(Tacit Knowledge)
 - 2. 「顯性知識」(Explicit Knowledge)
 - 3. 「知識管理」(Knowledge Management)
- 若就管理的角度觀之，您認為「知識」、「資訊科技」(IT)、及「人力資源管理」(HRM)三者之間當如何搭配，方能使知識管理達於最佳境界？(25%)

試題完