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√資 訊 管 理 學 系
銘傳大學94學年度國 際 企 業 學 系碩士班招生考試
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第一節 （第 1 頁共 6 頁）

管理學 試題 （限用答案本作答）

作答注意事項：

1. 題目共六頁，請把握時間作答。
2. 選擇題皆為單選，請清楚標示題號與答案，否則不予計分。
3. 簡答題評分重點：請擇重點論述，答案之內容應切題，格式應力求工整與層次分明。

一、 選擇題（共 30 分，單選題，每題二分）

1. A difference between traditional organizations and new organizations is that the new organizations will be more _____
   a. stable.   b. command oriented.   c. rule oriented.   d. dynamic.

2. Which four theorists are associated with the early organizational behavior approach?
   a. Barnard, Follett, Munsterberg, and Owen
   b. Munsterberg, Taylor, Fayol, and Follett
   c. Taylor, Fayol, Weber, and Barnard
   d. Follett, Barnard, Munsterberg, and Weber

3. Knowledge management involves encouraging the members of the organization to _____.
   a. improve the educational level of the average employee
   b. develop new training programs to help new employees learn their jobs
   c. develop a corporate university like Hamburger University at McDonald's
   d. systematically gather information and share it with others

4. Which of the following is <u>not</u> an example of a specific environmental factor?
   a. suppliers   b. political conditions   c. customers   d. governmental agencies

5. A _____ is a formal statement of an organization's primary values and the ethical rules it expects its employees to follow.
   a. mission statement   b. statement of purpose   c. code of ethics   d. vision statement

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6. _____ and _____ are outcomes from a study of the external environment.

    a.   Threats; weaknesses

    b.   Strengths; weaknesses

    c.   Weights; measures

    d.   Opportunities; threats

7. A(n) _____ strategy addresses organizational weaknesses, helps stabilize operations, and revitalizes organizational resources and capabilities.

    a.   unrelated diversification

    b.   horizontal integration

    c.   vertical integration

    d.   retrenchment

8. Business-level strategy determines _____.

    a.   what businesses a company should be in or wants to be in

    b.   what environment a company should be in or wants to be in

    c.   how an organization should compete in each of its strategic business units

    d.   all of the above

9. The degree to which jobs are standardized and guided by rules and procedures is called

_____.

    a. work specialization   b.centralization   c.decentralization   d.formalization

10. Matrix structure violates a key element of organizational design called _____.

    a. unity of command   b. chain of command   c. span of management   d. decentralization

11. The strength of a _____ structure is based on results of managers, but it has a weakness because duplication can occur easily within the organization

    a. simple   b.functional   c. divisional   d. matrix

12. A performance appraisal system that combines a graphic rating scale and a critical incident system into one process is a(n) _____.

    a.   written essay

    b.   360-degree feedback

    c.   objective

    d.   behaviorally anchored rating scale

13. Which of the following is the least-valid predictor for senior management positions?

    a.   interviews

    b.   application forms

    c.   assessment centers

    d.   written tests

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14. An employee's loyalty to or identification with the organization is the employees'

_____

a. job involvement
b. organizational commitment
c. global commitment
d. organizational citizenship

15. According to a survey of manufacturers who have embarked on value chain management initiatives, _____ was the major benefit that companies reported.

a. increased sales
b. cost savings
c. increased market share
d. improved customer service

二、 個案式選擇（以下有五個案，請依據每個個案描述之情境回答，共30分，每題二分）。

（一）Decisions

Sondra needed help. Her insurance company's rapid growth was necessitating making some changes, but what changes? Should they add to the existing information system? Buy a new system? She was given the responsibility of analyzing the company's present information system and decide what the company should do that would give them plenty of room. She was confused and needed help in making the correct decision.

1. According to the decision-making process, the first step Sondra should take would be to

_____

a. analyze alternative solutions
b. identify decision criteria
c. evaluate her decision's effectiveness
d. identify the problem

2. When Sondra is conveying her decision to those affected and getting their commitment to it, she is performing which step in the decision-making process?

a. analyzing alternative solutions
b. selecting alternatives
c. implementing the alternative
d. identifying the problem

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（二）Retail Planning (Scenario)

Mr. Tyler Nall is President and CEO of what should be considered a major retailing chain that is about to begin operations. During the last couple of months he has been working to lay out directions for the managers of the stores, which will exist in major cities across

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Taiwan. Their stores will sell home furnishings that are considered moderately priced for the average-income buyer. Mr. Nall and his vice presidents have decided that each store should have sales equal to or greater than $100 per square foot, per day. To attract an adequate number of customers, the store should be:

- located in an out-parcel of a major shopping mall;
- the mall must attract an average of at least 10,000 customers daily;
- all stores are to be well-maintained both inside and out;
- displays arranged in room settings;
- well-lit, throughout the store;
- open from 9 A.M. to 9 P.M. Monday–Sunday;
- sales personnel should be clean-cut, friendly, and wear appropriate business attire.

3. The primary task that Mr. Nall and the vice presidents have been performing during the last couple of months is known as _____.
   a. laying out ideas
   b. making plans
   c. establishing networks
   d. designing the stores

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4. Nall's goal for each store of $100 per square foot, per day has several of the characteristics of a well-designed goal. First, it is written in terms of outcomes and not actions. Second, this goal is measurable and quantifiable. According to the view of planning, what else can Nall do to improve the design of this goal?
   a. specify a time frame for achieving this goal
   b. ensure the goal is attainable
   c. communicate this goal to every single employee of the organization
   d. A and B only

（三）Allocating Resources at Planning Plus, Inc.

   Management from all levels of Planning Plus, Inc. (PPI) have been making decisions as to how to best accomplish next year's organizational plans, objectives, and goals. The production department has been making numerical plans to allocate the number of employees, man-hours per machine, and so on within the department. Accounting has been determining the production quantity when there will be enough total revenue to just equal its total costs. Purchasing has been establishing delivery dates that align with the need dates of the material in the production department. Marketing has been planning the introduction of a new product. What Marketing is using is essentially a bar graph with time on the horizontal axis and activities to be scheduled on the other.

5. When the Production Department made numerical plans to allocate the number of employees, man-hours per machine, and so on within the department, it was using which of the following resource allocation techniques?
   a. scheduling 　　b. linear programming 　　c. break-even analysis 　　d. budgeting

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6. When Purchasing establishes delivery dates that align with the need dates of the material in the production department, Purchasing is using which of the following resource allocation techniques?

   a. scheduling　　　b. linear programming　　c.　break-even analysis　　d. budgeting

7. When Marketing is using what is essentially a bar graph with time on the horizontal axis and activities to be scheduled on the other, it is using which of the following resource allocation techniques?

   a. PERT　　　b. load chart　　　c. Gantt chart　　　d. scheduling

8. Top management has put together a chart that lists entire departments on the vertical axis and time on the horizontal axis. This allows managers to plan and control capacity utilization. Such a chart is known as a _____.

   a. Gantt chart　　　b.PERT　　　c. load chart　　　d. none of the above

（四）Types of Communication Networks

Rick Smith, is a regional sales manager for a healthcare information technology firm called MediFax, based in Nashville, TN. Rick is responsible for overseeing 15 salespeople covering over twenty states spanning the mid-South to the Northeast. When the company was smaller and there where fewer salespeople, communication flowed freely from the field back into all areas of the home office—customer service, development, accounting and finance, and directly to top management. However, as the company has grown, its structure has become more mechanistic. Management demanded that communications to and from the field flow according to the formal chain of command. As a result, the firm has been slower to recognize shifts in the market and respond to important market based information delivered by the sales force. As a result, salespeople have become more reluctant to forward information into the home office because they perceive that it won't be acted upon anyway. The management team has asked Rick to review this issue and provide recommendations for improving this situation.

9. In times past, information flowed freely from the sales force to all areas of the home office. This is most representative of what kind of communications network?

   a. wheel network　　　b. chain network　　　c. all-channels network　　　d. informal network

10. Once the company grew and became more mechanistic, management insisted that information flow vertically according to the authority structure.　This is most representative of what kind of communications network?

   a. wheel network　　　b. chain network　　　c. all-channels network　　　d. informal network

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11. Rick believes that it might be more effective if incoming market based information and outgoing response and direction were to flow through a central figure, the regional sales manager for each region. This communications network would be most representative of what kind of communications network?

a. wheel network   b. chain network   c. all-channels network   d. informal network

（五）Conflicting Opinions (Scenario)

The two Vice Presidents were in heated debate. Celine feels that the old traditional form of marketing their company isn't working any more and that loyal customers would stay regardless. She feels the company needs to "spice it up a bit" and go after new market share. Merle disagrees vehemently. He feels the company is doing fine; they have a good base of loyal customers, and new aggressive approaches may lose them without any guarantee of gaining new customers. Regardless of the ... this battle was causing a stir in the organization. Some felt that conflict like this hurt the company and made it appear weak to employees and stockholders. Others felt that this conflict over marketing strategies was bound to occur eventually and may even help the company. Still others even encouraged such conflict. They think it keeps the company from getting stuck.

12. Conflict that supports the organization's goals is considered _____ conflict.
a. accepted   b. functional   c. inevitable   d. standard

13. Conflict that prevents the organization from achieving its goals is considered _____ .
a. destructive   b. negative   c. dysfunctional   d. nonstrategic

14. Those in the company who view the conflict over the marketing strategy as natural and inevitable have a _____ view of conflict.
a. human relations   b. conservative   c. strategic   d. interactionist

15. Those in the company who encourage the conflict over the marketing strategy have a(n) _____ view of conflict.
a. human relations   b. conservative   c. strategic   d. interactionist

三、 簡答題（共 40 分，每題十分）

1. In a short essay, list and discuss the three reasons that describe why people resist change. Include an example of each reason to support your answer.

2. Contrast distributive justice and procedural justice. 本試題兩面印刷

3. In a short essay, list and discuss three of the main performance control tools used for monitoring and measuring organizational performance.

4. In a short essay differentiate between transactional and transformational leaders.