

銘傳大學八十九學年度轉學生招生考試

八月二日 第三節

企管 轉三

管理學 試題

一、選擇題（單選題，選擇最好的答案）(75%，每小題3分)

1. The role of a manager is to:
(a) make workers happy; (b) satisfy only the manager's needs; (c) make the most profit; (d) survive in a highly competitive society; (e) achieve organizational goals.
2. Management is:
(a) a process; (b) reaching organizational goals; (c) utilizing people and other resources; (d) all of the above; (e) a and b.
3. Conceptual skills require that management view the organization as;
(a) a profit center; (b) a decision-making unit; (c) a problem-solving group; (d) a whole; (e) individual contributions.
4. Organizational objectives serve important functions in all of the following areas except:
(a) make performance evaluations useful; (b) establishing consistency; (c) increasing efficiency; (d) improving wages; (e) decision making that influences everyday operations.
5. The following is an objective stated in nonoperational terms:
(a) reduce customer complaints by 9 percent; (b) make great progress in new-product development; (c) develop a new customer; (d) increase profit before taxes by 10 percent; (e) reduce quality rejects by 2 percent.
6. The following is not one of the purposes of planning;
(a) systematic; (b) protective; (c) affirmative; (d) coordination; (e) fundamental.
7. The final responsibility for organizational planning rests with:
(a) the planning department; (b) the chief executive; (c) department supervisors; (d) the organizational planner; (e) the entire organization.
8. The process for group decision making that involves the use of questionnaires is:
(a) brainstorming; (b) normal group technique; (c) Delphi technique; (d) a and b; (e) all of the above.
9. The following best describes strategic planning:

(a) facts are difficult to gather, and plans cover short period of time; (b) facts are difficult to gather, and plans cover long period of time; (c) facts are difficult to gather, and plans are developed mainly by upper-level managers; (e) facts are easy to gather, and plans are developed mainly by lower-level managers.

10. The following is a reason that plans fail:

(a) adequate inputs are used in planning; (b) corporate planning is integrated into the total management system; (c) management expects that plans developed will be realized with little effort; (d) management operates by the plan; (e) responsibility for planning is vested in more than just the planning department.

11. The XYZ Corporation is organized as follows: it has (1) a president, (2) a vice president in charge of finance, (3) a vice president in charge of marketing, and (4) a vice president in charge of human resources management. This firm is organized on the:

(a) functional basis; (b) manufacturing process basis; (c) customer basis; (d) territorial basis; (e) production basis.

12. The concept of span of management concerns:

(a) seeing that managers at the same level have equal numbers of subordinates; (b) employee skill and motivation levels; (c) supervision of one less than known number of subordinates; (d) a determination of the number of individuals a manager can effectively supervise; (e) a and d.

13. The management concept that recommends that employees should have one and only one boss is termed:

(a) departmentalization; (b) function; (c) unity of command; (d) scalar relationship; (e) none of the above.

14. The production manager has mainly:

(a) functional authority; (b) staff authority; (c) a and c; (e) all of the above.

15. Rewarding employees for good performance is most closely related to:

(a) simplicity; (b) a clear division of authority; (c) centralization; (d) decentralization; (e) accountability.

16. The characteristics of the individual who should be hired for the job are indicated by the:

(a) job analysis; (b) job specification; (c) job description; (d) job review; (e) job identification.

17. Four steps involved in training individuals are: (1) designing the training program, (2) evaluating the training program, (3) determining training needs, (4) administering the training program. The correct sequence for these steps is:

(a) 1,3,2,4; (b) 3,4,1,2; (c) 2,1,3,4; (d) 3,1,4,2; (e) none of the above.

18. The following is not an example of personal loss that organization members fear

as a result of change:

- (a) possibility of a reduction in personal prestige; (b) disturbance of established social relationships; (c) reduction in overall organizational productivity; (d) personal failure because of an inability to carry out new job responsibilities; (e) disturbance of established working relationships.

19. The following is not upward communication:

- (a) cost accounting reports; (b) purchase order summary; (c) production reports; (d) corporate policy statement; (e) sales reports.

20. The primary purpose served by lateral organizational communication is:

- (a) coordinating; (b) organizing; (c) direction; (d) evaluation; (e) control.

21. In the relationship between managers and leaders, one could say that:

- (a) all managers are leaders; (b) all leaders are managers; (c) some leaders are not managers; (d) managers cannot be leaders; (e) management is a subset of leadership.

22. Usually upon entrance into an organization, an individual is unable to solve task-related problems independently. According to the life cycle theory, the appropriate style of leadership for this person is:

- (a) high task/low relationship; (b) high task/high relationship; (c) high relationship/low task; (d) low task/low relationship; (e) none of the above.

23. Managers should keep in mind that of the following employee characteristics, only one is external and thus should be subject to potential action:

- (a) bad attitude; (b) negative intention; (c) poor behavior; (d) inappropriate values; (e) false beliefs.

24. The extent to which an individual is able to influence others to respond to orders is:

- (a) power; (b) sensitivity; (c) authority; (d) communication skills; (e) experience.

25. The reputation of an organization is determined by:

- (a) its size; (b) its style of management; (c) its profits; (d) its product quality.

二、試解釋下列名詞(25%，每小題 5 分)

1. Span of control.
2. Management by Objective.
3. Delegation.
4. Job enrichment.
5. Equity theory.

試題完