

銘傳大學九十二學年度轉學生招生考試

七月二十六日 第五節

管理學 試題

單選題：請在每題的選項中，選出一個最適切的答案，並將答案抄寫在答案紙上，每題兩分

1. _____ is the process of organizing and interpreting sensory impressions to give meaning to the environment.
 - a. attribution
 - b. selection
 - c. learning
 - d. conditioning
 - e. perception
2. Conflict that prevents the organization from achieving its goals is considered
 - a. Destructive conflict
 - b. Negative conflict
 - c. Dysfunctional conflict
 - d. Nonstrategic conflict
 - e. Random conflict.
3. A middle manager who is expected by his/her boss to keep performance evaluations low subordinate fairly, is experiencing which of the following?
 - a. norm decisiveness
 - b. role conflict
 - c. status separation
 - d. conformity pressure
 - e. cohesiveness conflict
4. the degree to which members are attracted to a group and share the group's goals is referred to as
 - a. group diversity
 - b. group cohesiveness
 - c. group expansion
 - d. group norms
 - e. group continuity
5. In _____ and employee compares his job's inputs-outcomes ratio with that of relevant others and then corrects any inequity.
 - a. reinforcement theory

- b. the job characteristics model
 - c. job design
 - d. equity theory
 - e. expectancy theory
6. according to Herzberg, in order to provide employees with job satisfaction, managers should concentrate on
- a. hygiene factors
 - b. issues such as pay
 - c. motivators factors
 - d. extrinsic factors
 - e. nonmotivators
7. which of the following are two of the three key situational factors Fielder felt were important in determining leader effectiveness?
- a. Leader-member relations and maturity of followers
 - b. Organizational success and position power
 - c. Task structure and leader-member relations
 - d. Maturity of organization and subordinates.
 - e. Organizational age and task structure.
8. according to Fielder, in what types of situations do task-oriented leaders perform best?
- a. Very favorable, very unfavorable
 - b. Moderately favorable, moderately unfavorable
 - c. Very favorable, unfavorable
 - d. Very unfavorable, unfavorable
 - e. Very favorable, favorable
9. what type of control can prevent ongoing problem situations from becoming too costly?
- a. Concurrent control
 - b. Definitional control
 - c. Feedforward control
 - d. Feedback control
 - e. Projected control
10. which of the organizational control systems is heavily dependent on the individual, group, and the use of teams?
- a. strategic
 - b. clan
 - c. bureaucratic
 - d. traditional

- e. market
11. Management is concerned that activities should be completed _____.
- a. effectively
 - b. efficiently
 - c. efficiently and effectively
 - d. by the lowest-level employee who can accomplish the task.
 - e. At the lowest possible cost.
12. Efficiency refers to _____.
- a. the relationship between inputs and outputs.
 - b. The additive relationship between cost and benefits.
 - c. The exponential nature of cost and outputs.
 - d. Increasing outputs regardless of cost
 - e. Lowering cost to save money and lowering outputs.
13. Whereas _____ is concerned with the means of getting things done, _____ is concerned with the ends, or attainment of organizational goals.
- a. effectiveness; efficiency
 - b. efficiency; effectiveness
 - c. effectiveness; goal attainment
 - d. goal attainment, efficiency
14. _____ was a French industrialist who identified basic management functions.
- a. Weber
 - b. Taylor
 - c. Herzberg
 - d. Fayol
 - e. Koontz
15. Organizing includes _____.
- a. defining organizational goals.
 - b. Hiring organizational members.
 - c. Motivating organizational members.
 - d. Monitoring organizational member behavior
 - e. Determining who does what tasks.
16. according to Mintzerg's management roles, the _____ are roles that involve people and other duties that are ceremonial and symbolic in nature.
- a. informational
 - b. interpersonal
 - c. technical
 - d. decisional
17. the three essential managerial skills put forth by Katz include _____.

- a. technical, human, and empirical
 - b. human, empirical, and conceptual.
 - c. Technical, interpersonal, and controlling
 - d. Technical, human, and conceptual
 - e. Interpersonal, technical, and functional
18. the contingency approach may also be termed the _____ approach.
- a. systems
 - b. situational
 - c. universal
 - d. traditional
 - e. functional
19. which of the following individuals became known as the “father” of scientific management
- a. Michael Porter
 - b. Frederick Taylor
 - c. Frank Gilbreth
 - d. Geert Hofstede
20. Henri Fayol would be classified under which of the following management approaches?
- a. General administrative
 - b. Scientific management
 - c. Quantitative
 - d. Human resource
 - e. Systems
21. Without question, the most important contribution to the developing field of organizational behavior came out of the
- a. Taylor studies
 - b. Porter studies.
 - c. Parker studies.
 - d. Hawthorne studies.
22. The first step in the decision-making process is which of the following?
- a. Developing decision criteria
 - b. Allocating weights to the criteria
 - c. Analyzing alternative
 - d. Identifying a problem
 - e. Implementing the decision’s effectiveness
23. When a decision maker chooses an alternative under perfect rationality, she chooses a _____ decision, whereas under bounded rationality she chooses a

- _____ decision.
- minimizing; satisfying
 - satisficing; maximizing
 - maximizing; satisficing
 - maximizing; minimizing
 - minimizing; maximizing
24. An unconscious process of making decisions on the basis of experience and accumulated judgment is _____ decision making.
- rational
 - intuitive
 - bounded
 - satisficing
 - programmed
25. When problem are _____, managers must rely on _____ in order to develop unique solutions.
- Programmed
 - Satisficing
 - Intuition
 - “Gut feeling”
 - “Garbage can” approach
26. When problems are _____, managers must rely on _____ in order to develop unique solutions.
- well structured; nonprogrammed decision making.
 - Well structured; pure intuition
 - Poorly structured; nonprogrammed decision making.
 - Poorly structured; programmed decision making.
27. _____ is often called the primary management function because it establishes the basis for all the other functions that managers perform.
- Planning
 - Leading
 - Organizing
 - Controlling
 - Persuading
28. _____ plans include the formulation of objectives, whereas _____ plans assume the existence of objectives.
- Single-use; standing
 - Directional; specific
 - Long-term; short-term

- d. Strategic; operational
 - e. Informal; formal
29. a management system in which specific performance goals are jointly determined by employees and their managers is known as
- a. management by objectives
 - b. means-ends chain.
 - c. Traditional goal setting
 - d. Management by opinions.
30. Management by Objectives (MBO) can be described by which of the following statements?
- a. an autocratic system
 - b. a “bottom-up” system
 - c. a “top-down” system
 - d. both a “top-down” and a “bottom-up” system
 - e. a static system
31. The greater the environmental uncertainty, the more plans need to be _____ and emphasis placed on the _____.
- a. strategic; long term
 - b. single use; short term
 - c. operational; long term
 - d. directional; short term
 - e. standing; long term
32. What step in the strategic management process follows analyzing the external environment?
- a. Identifying opportunities and threats
 - b. Mission statement
 - c. Evaluation
 - d. Identifying strengths and weaknesses
 - e. Formulating strategies
33. which of the following is one level of strategic planning in large companies?
- a. management level
 - b. financial level
 - c. staff level
 - d. corporate level
 - e. systems level
34. which of the following describes a company growing by combining with other organizations in the same industry?
- a. forward vertical integration

- b. backward vertical integration
 - c. horizontal integration
 - d. related diversification
 - e. unrelated diversification
35. according to the boston consulting group matrix, which businesses generate large amounts of cash, but their prospects for future growth are limited?
- a. question marks
 - b. dogs
 - c. cash cows
 - d. stars
 - e. elephants
36. Michales Porter's competitive strategies framework identifies three generic competitive strategies, including:
- a. depth
 - b. breadth
 - c. revenue growth
 - d. focus
 - e. acquisition
37. according to Porter's competitive strategies framework, an organization that sets out to be the low-cost producer in its industry is following what type of strategy?
- a. cost defender
 - b. cost follower
 - c. cost leadership
 - d. cost fighter
 - e. cost cutting
38. _____ is the basis on which jobs are grouped in order to accomplish organizational goals.
- a. departmentalization
 - b. centralization
 - c. formalization
 - d. coordination
 - e. efficiency
39. what kind of departmentalization would be in place in a government organization where different public service responsibilities are divided into activities for employers, children, and the disabled?
- a. product
 - b. geographic
 - c. process

- d. outcome
 - e. customer
40. the _____ is the continuous line of authority that extends from upper organizational levels to the lowest levels and clarifies who reports to whom.
- a. chain of demand
 - b. chain of command
 - c. demand hierarchy
 - d. continuous design structure
41. the _____ principle (one of Fayol's 14 principles of management) helps preserve the concept of a continuous line of authority.
- a. unity of demand
 - b. unity of command
 - c. demand structure
 - d. continuous demand
42. _____ refers to the degree to which jobs within the organization are standardized and the extent to which employee behavior is guided by rules and procedures.
- a. standardization
 - b. centralization
 - c. chain of command
 - d. strategy
 - e. formalization
43. the _____ organizational structure is characterized by high specialization, extensive departmentalization, narrow spans of control, and high formalization.
- a. mechanistic
 - b. organic
 - c. contingency
 - d. adhocracy
 - e. functional
44. the three production categories that Joan Woodward divided organizations into in order to uncover relationships between organizational structures and technology are _____
- a. unit, mass, and process
 - b. unit, product, and cost
 - c. product, cost and customer
 - d. mass, process, and cost
 - e. process, unit and product

45. the _____ is an organizational structure that assigns specialists from different functional departments to work on one or more projects being led by project managers.
- functional structure
 - simple structure
 - matrix structure
 - divisional structure
46. the final link in the communication process is _____
- encoding
 - decoding
 - feedforward
 - feedback
 - noise
47. _____ is when people selectively interpret what they see or hear on the basis of their interests, background, experiences, and attitudes.
- filtering
 - selective perception
 - feedback
 - defensiveness
 - acculturation
48. a company that decides to decentralize its sales procedures is managing what change category?
- technology
 - people
 - equipment
 - competitors.
 - structure
49. techniques to change people and the quality of interpersonal work relationships are termed
- operations
 - organizational development
 - downsizing
 - robotics
 - automation
50. which of the following terms is defined as “an employee’s orientation toward the organization in terms of his/her loyalty, identification, and involvement”
- job satisfaction
 - self-perception

- c. organizational commitment
- d. job involvement
- e. pay satisfaction

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