國立聯合大學 100 學年度碩士班考試招生  
管理碩士學位學程 入學考試試題

科目：管理學 第 1 頁共 5 頁

注意事項:
1. 題目共二個部份，請在答案卷上標明第幾部份、第幾題之後作答。
2. 第一部份選擇題作答，請在答題卷上畫出如下每題 10 項的答題表單，而後將答題寫在空格處。

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1. 第一部份：選擇題 (每題 1.5 分，共 60 分)

1. Developing rules and procedures and setting goals are part of the _______ process.
   a. organizing
   b. leading
   c. managing
   d. planning

2. Efficiency can be defined as ________.
   a. the relationship between inputs and outputs
   b. the additive relationship between costs and benefits
   c. the exponential nature of costs and outputs
   d. increasing outputs regardless of cost

3. Which statement is true about ethics and the law?
   a. something may be legal but not ethical.
   b. if something is legal, it will also be ethical.
   c. most people need laws or standards to get them to do the right thing.
   d. a person who acts unethically is also breaking the law.

4. General administrative theory focuses on ________.
   a. the entire organization
   b. managers and administrators
   c. the measurement of organizational design relationships
   d. primarily the accounting function

5. Which of the following represent the two views of managerial impact on the success or failure of the organization?
   a. omnipotent and symbolic
   b. omnipotent and reflective
   c. symbolic and interactive
   d. reflective and interactive

6. International management means:
   a. governments of different nations engaging in trade agreements.
   b. carrying out the four management functions of planning, organizing, leading, and controlling across national boundaries.
   c. the export or import of goods or services to consumers in another country.
   d. setting trade barriers such as tariffs and quotas to reduce the competitiveness of imported products or services.

7. ________ involves granting another firm a right to do business in a prescribed manner.
   a. licensing
   b. franchising
   c. strategic alliances
   d. foreign direct investment

8. Social obligation is the obligation of a business to meet its ________.
   a. social and technological responsibilities
   b. economic and social responsibilities
   c. technological and economic responsibilities
   d. economic and legal responsibilities

9. According to Michael Porter, ________ is a plan designed to establish a competitive position against the dominant forces driving industry competition.
   a. a corporate-level strategy
   b. integration
   c. a strategic alliance
   d. competitive strategy
10. The effect of planning on managers is that it forces them to ________.
   a. react to change
   b. consider the impact of change
   c. respond indiscriminately
   d. develop bureaucratic response models

11. Intermittent production systems are characterized by:
   a. relatively low product volumes and frequent schedule changes.
   b. running more or less continuously.
   c. high production volume with high product variety.
   d. high volume with no variation.

12. ________ assumes that any manufacturing process that does not add value to the product for the customer is wasteful.
   a. lean manufacturing
   b. supply chain management
   c. enterprise-resource planning
   d. flexible manufacturing systems

13. In the first step of strategic management, the mission of the firm answers the question, ________
   a. what business should we be in?
   b. what is our reason for being in business?
   c. who are our customers?
   d. who are our creditors?

14. ________ are the organization's major value-creating skills, capabilities, and resources that determine the organization's competitive weapons.
   a. strengths
   b. opportunities
   c. core competencies
   d. weaknesses

15. The three main types of growth strategies are: ________.
   a. concentration, integration, and diversification
   b. concentration, integration, and exfoliation

16. In the Boston Consulting Group (BCG) matrix, a business unit that exists in a low anticipated growth rate and a high market share is known as a ________.
   a. cash cow
   b. star
   c. dog
   d. question mark

17. ________ refers to the rights inherent to a position that allows a manager to tell subordinates what to do and expect them to do it.
   a. responsibility
   b. unity of command
   c. chain of command
   d. authority

18. The primary difference between line and staff managers is that the line manager can ________, whereas the staff manager can ________.
   a. coordinate; integrate
   b. advise; issue orders
   c. issue orders; advise
   d. integrate; coordinate

19. ________ organizations encourage that decisions be made at lower levels.
   a. mechanistic
   b. specialized
   c. organic
   d. centralized

20. A matrix structure violates a key element of organizational design called ________.
   a. unity of command
   b. chain of command
   c. span of management
   d. decentralization
21. According to Kurt Lewin, the ultimate goal of "unfreezing" is to:
   a. maintain the status quo.
   b. get employees to recognize the need for change.
   c. coerce employees into exhibiting new behaviors, values, and attitudes.
   d. institute new systems and procedures.
22. ________ is the proven relationship between the selection device and some relevant job selection criterion, and ________ indicates how consistent a selection device measures a criterion.
   a. qualification, responsibility
   b. responsibility, qualification
   c. reliability, validity
   d. validity, reliability
23. If a training event includes learning to be a better listener or learning to interact effectively with team members and customers, it is attempting to teach ________.
   a. technical skills
   b. interpersonal skills
   c. problem-solving skills
   d. observational skills
24. An individual confronted by different role expectations has just encountered role ________.
   a. ambiguity
   b. conflict
   c. identification
   d. purpose
25. The acceptable standards or expectations that are shared by the group's members are referred to as ________.
   a. roles
   b. norms
   c. values
   d. morals
26. Which of the following is not one of the five dimensions of emotional intelligence?
   a. self-awareness
   b. self-management
   c. internal control orientation
   d. social skills
27. The three components that make up an attitude are ________.
   a. cognitive, affective, and behavioral
   b. traits, behavioral, and emotional
   c. knowledge, opinion, and individual history
   d. intention, opinion, and environment
28. What is a key point of Holland's theory?
   a. there are no intrinsic differences in personality among individuals.
   b. all jobs are relatively the same.
   c. people in job environments compatible with their personality types should be more satisfied.
   d. there appears to be extrinsic differences in personality among individuals.
29. When people judge someone on the basis of the perception of a group they are a part of, they are using the shortcut called ________.
   a. stereotyping
   b. self-serving bias
   c. assumed similarity
   d. the halo effect
30. Under which leadership style do leaders make the decision but explain the reason for their decision, according to the Hersey-Blanchard model?
   a. participating
   b. telling
   c. situational
   d. selling
31. Motivation is:
   a. the ability to influence the attitudes and behaviors of others.
   b. the intensity of a person's desire to begin or continue engaging in the pursuit of a goal.
   c. a person's confidence in his or her ability to organize and execute the courses of action necessary to accomplish a specific task.
   d. a person's perception that she or he will be able to perform the tasks required.
   c. expectancy
d. leader-member exchange
35. Mr. Wu is telling his boss about the sale he just made, but he neglects to tell the boss that the order is smaller than the last order the customer placed. This is an example of:
   a. misperception.
   b. filtering.
   c. information overload.
   d. loss of transmission.
36. An organization's grapevine works as both _______.
   a. an opportunity to learn new tasks and see friends
   b. a screen and mirror to turn away and send back messages
   c. smoke and mirrors in dealing with difficult employee issues
   d. a filter and a feedback mechanism for a manager
37. Reinforcement theorists believe that behavior results from ________.
   a. external consequences
   b. internal personality traits, such as need for achievement
   c. setting high goals
d. intrinsic satisfiers
38. Fiedler assumed a person's leadership style was ________.
   a. contingent
   b. relative
c. dimensional
d. fixed
39. When an organizational culture is strong:
   a. it encourages employees to engage in behaviors that
      reinforce the firm's values and culture, whether
      good or bad.
   b. it pushes employees to pursue their own individual
      goals rather than the goals of the organization.
   c. it can rob teams of the cohesiveness they need to be
      effective.
   d. employees tend to feel disengaged from the
      organization and may lose commitment.

40. The _______ approach to performance measurement
    was introduced as a way to evaluate organizational
    performance from more than just the financial
    perspective.
    a. market value added
    b. economic valued added
    c. balanced scorecard
    d. information control

II 第二部份：問答題(每題10分，共40分)

1. Explain the concept of motivation, and describe how to
   motivate professionals, contingent workers, and
   low-Skilled.

2. Explain "Job Characteristics Model".

3. When making decisions, managers may face three
   difference conditions: certainty, risk, and
   uncertainty. Explain the characteristics of each.

4. Describe the meaning of listed contemporary
   organizations: Matrix and Project Structure, The
   Boundaryless Organization, and Virtual
   Organization.