

世新大學九十九學年度碩士班招生考試試題卷

第 1 頁共計 5 頁

系所組別	考 試 科 目
企業管理學系	管理學

※本考題 ☐ 可使用 ☒ 禁止使用 簡易型電子計算機

※考生請於答案卷內作答

本試卷共有三大題型，第一為是非題，佔百分之二十，第二為選擇題，佔百分之六十，第三為配合題，佔百分之二十。

I. True and False (是非題, 2 points each)

- Whereas effectiveness is concerned with the means of getting things done, efficiency is concerned with the ends, or the attainment of organizational goals.
- The roles of figurehead, leader, and liaison are all interpersonal roles.
- Assertiveness is the extent to which a society encourages people to be tough, confrontational and competitive versus modest and tender.
- Lack of accountability is an argument against social responsibility.
- Firing and early retirements are two downsizing options.
- The distinct characteristics of a learning organization are organizational design, information sharing, leadership, and span of control.
- A functional of organizational structure is made up of autonomous, self-contained units.
- Fiedler's LPC questionnaire purports to measure the leader's behavioral orientation as either task oriented or production oriented.
- An assessment of the kinds of skills, knowledge, and abilities needed to successfully perform the job is known as a job description.
- ISO 9000 is a quality standard that establishes a goal of no more than 3.4 defects per million units or procedures.

II. Multiple Choice (單選題, 2 points each)

- 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
- A management system in which specific performance goals are jointly determined by employees and their managers is known as
 - management by objectives
 - means-ends chain
 - traditional goal setting
 - management by opinions

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3. In the strategic management process, the _____ defines the organizational purpose and answers the question: "What is our reason for being in business?"
(a) objective (b) evaluation (c) strategy (d) mission
4. 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
5. Which of the following is not a competitive strategy that a business may use in order to gain a distinct advantage, according to Michael Porter?
(a) retrenchment (b) cost-leadership (c) focus (d) differentiation
6. The tendency for people to base their judgments on information that is readily available is known as
(a) availability heuristic (b) representative heuristic
(c) escalation of commitment (d) optimal decision making
7. _____ is a form of conformity whereby group members withhold information or discussion in order to give the appearance of agreement.
(a) Group conformity (b) Groupthink (c) Minority domination
(d) Group domination
8. An increased commitment to a previous decision despite negative information is known as a(n)
(a) availability heuristic (b) representative heuristic
(c) escalation of commitment (d) optimal decision making.
9. If you get more output for a given input, you have
(a) decreased effectiveness (b) increased efficiency
(c) decreased efficiency (d) increased effectiveness
10. Determining the tasks to be accomplished, how the tasks are to be grouped, and who is responsible for the various tasks is known as which of the following processes of management?
(a) Planning (b) organizing (c) leading (d) controlling

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11. According to Mintzberg, which management category includes the roles of figurehead, leader, and liaison?

- (a) interpersonal (b) informational (c) decisional (d) planning

12. Which of the following is not one of the four specific dimensions of national culture according to Hofstede?

- (a) power distance (b) uncertainty avoidance (c) space acceptance
(d) individualism versus collectivism

13. Organizational culture is similar to an individual's _____.

- (a) motivation (b) skills (c) ability (d) personality

14. An organization's culture is _____.

- (a) changed when the organization is purchased by new owners
(b) represented by a common perception held by interest groups that watch the organization
(c) represented in organizational meetings by the top manager of the organization (d)
represented by a common perception held by the organization's members

15. Corporate _____ are repetitive sequences of activities that express and reinforce the values of the organization, what goals are most important, which people are important, and which are expendable.

- (a) rituals (b) ceremonies (c) symbols (d) languages

16. Managers have three options for change: structure, technology, and people. Which of the following is not a change in people?

- (a) attitudes (b) expectations (c) spans of control (d) behavior

17. Which of the following is not a step in Kurt Lewin's change process?

- (a) Unfreezing the status quo (b) Changing to a new state
(c) Disrupting the equilibrium (d) Refreezing the new change

18. The "white water" metaphor takes into consideration that environments are

- (a) certain and static (b) uncertain and dynamic
(c) certain and dynamic (d) uncertain and static

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19. Which of the following is not a contingency variable that determines the appropriate span of control for managers?
 - (a) employee training (b) task complexity
 - (c) management style preferences (d) expenses
20. French and Raven identified five sources, or bases, of power. Which of the following is not included?
 - (a) influence (b) coercive (c) referent (d) expert
21. The pushing down of decision-making authority to the lowest levels of an organization is known as which of the following?
 - (a) centralization (b) decentralization (c) span of control
 - (d) acceptance theory
22. A manager who organizes his or her plant by separating engineering, accounting, human resources, and purchasing is using _____ departmentalization.
 - (a) functional (b) product (c) customer (d) geographic
23. Which of the following is not a contingency variable that affects the appropriate structure for an organization?
 - (a) strategy (b) size (c) technology (d) sales
24. A structure that is high in specialization, formalization, and centralization is a(n)
 - (a) strategic organization (b) mechanistic organization
 - (c) organic organization (d) matrix organization.
25. An organization that uses technology which is nonroutine, will probably find which structure to be most effective?
 - (a) strategic organization (b) mechanistic organization
 - (c) organic organization (d) bureaucracy
26. Groups that are affected by organizational decisions and policies are known as
 - (a) management constituencies (b) stockholders
 - (c) stakeholders (d) business owners

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27. Lewin found that work quality and group satisfaction were highest using which leadership style?

- (a) dictatorial (b) laissez-faire (c) autocratic (d) democratic

28. The managerial grid developed by Blake and Mouton emphasizes which two variables?

- (a) employee-oriented, production-oriented
(b) concern for people, concern for production
(c) initiating structure, consideration
(d) concern for people, consideration

29. Which of the following is not a core job dimension used in the job characteristics model?

- (a) skill variety (b) task identity (c) output (d) feedback

30. Which of the following statements would a Theory X manager consider to be true?

- (a) Employees view work as being as natural as play (b) Employees will exercise self-direction if they are committed to the objectives
(c) The average person can learn to accept and even seek responsibility
(d) Employees will shirk responsibility

III. Matching (配合題, 2 points each): Please match the following theory or perspective with its associated author(s)

- | | |
|--------------------------|----------------------------------|
| 1. Scientific Management | (A) Douglas McGregor |
| 2. Hawthorne Study | (B) Frederick Herzberg |
| 3. The Fifth Discipline | (C) Abraham Maslow |
| 4. Need Theory | (D) Elton Mayo |
| 5. Motivating/Hygiene | (E) Chan Kim and Renée Mauborgne |
| 6. Process Reengineering | (F) Peter Senge |
| 7. Balanced Scorecard | (G) Hammer and Champy |
| 8. Theory Y | (H) Frederick Taylor |
| 9. Groupthink | (I) Kaplan and Norton |
| 10. Blue Ocean Strategy | (J) Irving Janis |