

系 所 組 別	考 試 科 目
企管系	管理學

考生請於答案卷內作答

(1 至 20 題每題 2 分)

1. Human skills are particularly important for_____ managers.
A) top
B) middle
C) first-line
D) both A and B but not C
D) A, B, and C
2. The problem with the classical approach is that it:
A) Overemphasizes human needs
B) Is too complicated
C) Doesn't improve productivity
D) Views humans as cogs in a machine
E) Is rational
3. The theory of the hierarchy of human needs was developed by:
A) Maslow
B) Mayo
C) McGregor
D) Taylor
E) Fayol
4. TQM is led by:
A) Top managers
B) Middle managers
C) Lower-level managers
D) General managers
E) Functional managers

5. Two drug companies agree to work together to pool their research and development funds to develop a new drug for arthritis. In doing so, these two organizations have:
- A) Formed a union
 - B) Formed a strategic alliance
 - C) Analyzed their internal environment
 - D) Influenced the mass media
 - E) Empowered their employees
6. A manager's duty to take actions that will benefit the interests of society as well as of the organization is known as:
- A) Philanthropy
 - B) Ethics
 - C) Moral rights
 - D) Social responsibility
 - E) The profit motive
7. The trend of the world economy toward becoming a more inter dependent system is called:
- A) electronic commerce
 - B) strategic vision
 - C) globalization
 - D) fragmentation
 - E) devaluation
8. A company that is buying goods outside the country and reselling them domestically is involved in:
- A) Outsourcing
 - B) Countertrading
 - C) Importing
 - D) Exporting
 - E) Franchising
- 9.. One year, the American dollar is worth. 95Euros and the next year it is worth 1.10Euros. This means that U. S. goods have become less expensive for Europeans. This is an example of the:
- A) Internet
 - B) Exchange rat
 - C) Infrastructure

- D) Economic system
- E) Level of economic development

10. Planning is:

- A) coping with uncertainty by formulating future courses of action to achieve specified results
- B) setting goals and deciding how to achieve them
- C) correcting problems that have occurred
- D) both a and b
- E) all of the above

11. ABC Company has developed new products to appeal to more potential buyers.

ABC is pursuing a _____ strategy.

- A) Growth
- B) Stability
- C) Defensive
- D) Retrenchment
- E) Reactor

12. A person with high tolerance for ambiguity has:

- A) A high need for structure or control
- B) Comfort with chaotic situations
- C) A strong people orientation
- D) An analytical mind
- E) Defensive avoidance

13.. A person who is oriented toward task and technical concerns and has a low tolerance for ambiguity is _____ in his decision-making style.

- A) Analytical
- B) Behavioral
- C) Conceptual
- D) Directive
- E) Heuristic

14. The Convenient Pharmacy chain has received numerous complaints from home delivery customers in the Friendly Hills area that their prescriptions often arrive late. Almost all of the drivers say that they often get lost trying to find houses in

this neighborhood, even when directions have previously been obtained from the customers. Frequently, drivers have to retrace their route to get back to a pay phone to call the customer for even more detailed directions. Convenient Pharmacy probably needs to change its:

- A) Structure
- B) People
- C) Technology
- D) Culture
- E) Strategy

15.. Which of the following is the best statement of a goal ?

- A) Do your best.
- B) Increase sales by ten percent by the end of this month
- C) Reduce customer response time
- D) Be late to work less often
- E) Complete some reports by 9/1

16.. Marion, a manager, asks Cleo, his subordinate, to work on one machine for three hours and then move to another machine every other hour. Marion has engaged in:

- A) Job enlargement
- B) Job rotation
- C) Job simplification
- D) Vertical loading
- E) Horizontal loading

17. George is leader of a task force that has been charged with restructuring the order-processing system in the organization. The task force is composed of his peers from other departments in the organization. Most of them worked together before in a previous taskforce that was disbanded because of high levels of conflict in the group. According to Fiedler's model, an effective leader in this situation would have a _____ style.

- A) Task-oriented
- B) Relationship-oriented
- C) Participatory
- D) Delegating
- E) Charismatic

18.. Productivity equals:

- A) Goods and services, divided by labor and capital and energy and materials
- B) Labor and capital, divided by goods and services and energy and materials
- C) Energy and materials, divided by labor and capital and goods and services
- D) Goods and services and labor and capital, divided by energy and materials
- E) Goods and services and energy and materials, divided by labor and capital

19.. Managers can increase overall productivity by:

- A) Increasing the efficiency of labor
- B) Decreasing the efficiency of labor
- C) Decreasing outputs
- D) Increase efficiency of capital
- E) A and D

20. When performance exceeds standards, managers should:

- A) Correct the situation
- B) Ignore the situation
- C) Use positive reinforcement
- D) Change the way they are managing
- E) Attribute the deviation to luck

Suppose you are a regional manager working in a trans-national company who wants to recruit a new marketing specialist for the branch of Mexico. Do you prefer recruiting someone from your home country or the applicant from Mexico ? Please describe your decision and the rationale behind it. (30 分)

Please describe the following terms: Constructive Conflict, Destructive Conflict. As a manager, what could you do to avoid negative consequences of destructive conflict ? (30 分)