

世新大學 97 學年度日部三年級轉學生招生考試試題卷

第 1 頁共計 4 頁

系 組 別	考 試 科 目
行政管理學系三年級	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

一、選擇題（單選，每題 2 分）

1. When decision makers construct simplified models that extract the essential features from a problem without capturing all the complexities of a problem, they are acting under which of the following?
a. bounded rationality b. unbounded rationality c. uncertainty d. heuristics
2. 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.
3. 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.
4. Which of the following is not one of the needs in Maslow's hierarchy of needs?
a. physiological b. safety c. environmental d. esteem
5. _____ 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
6. What do we call a merging of the externalities with the internalities that results in an assessment of the organization's opportunities?
a. MBO b. MBWA c. SWOT analysis d. SWAT analysis
7. Which of the following is not one of the grand strategies?
a. growth b. stability c. retrenchment d. cost-leadership

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8. 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
9. In the strategic management process, any organizational skills or resources that are exceptional or unique are the organization's
 - a. strength basis. b. opportunities. c. core competencies. d. success barometer.
10. If a company is pursuing a differentiation strategy that requires flexibility and adaptability, which of the following structures will be most effective?
 - a. strategic organization b. mechanistic organization c. organic organization d. bureaucracy
11. The metaphor that likens an organization to a sea captain and crew who knew exactly where they were going because they had been there many times before is
 - a. the "calm water" metaphor. b. the "white water rapids" metaphor. c. a dynamic environment. d. the parable of the boiled frog.
12. Which of the following structures combines the advantages of the functional specialization with the focus and accountability of product departmentalization?
 - a. team-based structure b. boundaryless organizations c. matrix structure d. networking structure
13. A trucking company that grows by purchasing a chain of gasoline stations is engaged in what type of growth?
 - a. Merger b. Acquisition c. Vertical integration d. Horizontal integration
14. 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

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15. According to the corporate portfolio matrix, the horizontal axis represents _____ and the vertical axis indicates _____.
 a. market share; anticipated market growth b. growth; profits
 c. total firm profits; number of firms d. current stock price; market share

16. Organizational culture is similar to an individual's _____.
 a. personality b. skills c. ability d. motivation

17. Fiedler's LPC questionnaire purports to measure the leader's behavioral orientation as either _____ or _____.
 a. initiating consideration; initiating structure b. employee-oriented; production-oriented
 c. task-oriented; relationship-oriented
 d. delegating; participating

18. Groups that are affected by organizational decisions and policies are known as
 a. management constituencies. b. stockholders. c. stakeholders.
 d. business owners.

19. 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

20. 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

21. What scientist is most closely associated with the Hawthorne studies?
 a. Adams b. Mayo c. Lawler d. Barnard

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22. Multinational corporations maintain significant operations in _____ or more countries, but are based in _____ home country/countries.
a. four; one b. two; one c. one; two d. one; four
23. Which of the following are not part of the contingent workforce?
a. employees who work more than 40 hours per week b. part-time consultants
c. contractors d. outsourced employees
24. The belief that a firm's obligation goes beyond that required by law and economics, and includes a pursuit of long-term goals that are good for society is known as
a. social responsiveness. b. ethical responsibility. c. social responsibility.
d. social obligation.
25. The most valuable framework to help managers better understand differences between national cultures was developed by _____.
a. Milton Friedman b. Michael Porter c. Geert Hofstede d. Abraham Maslow

二、問答題

- 試舉出五種決策的偏差與錯誤。(25%)
- 試解釋何謂管理？管理者所扮演的角色為何？管理者必須具備何種能力？(25%)