

編號：F 399 系所：交通管理科學系乙組

科目：管理學

本試題是否可以使用計算機： 可使用， 不可使用（請命題老師勾選）

壹、單選題 (75%)

請依題號順序作答，共30題，每題答對得2.5分，答錯倒扣1分，但倒扣總分至多不超過得分總數。

1. Some of the most common tools of operations management include the following **except**:
 - a. inventory models.
 - b. break-even analysis.
 - c. marketing research.
 - d. production scheduling.
2. Within any market, the product to meet or beat in terms of design, manufacture, performance, and service is called a(n):
 - a. accolade.
 - b. benchmark.
 - c. classic.
 - d. dark house.
3. Rules, policies, procedures, programs, and budgets are all known as ____ plans.
 - a. strategic
 - b. operational
 - c. tactical
 - d. single-use
4. The three levels of strategies are corporate, business, and _____.
 - a. functional
 - b. institutional
 - c. situational
 - d. operational
5. A portfolio strategy is a proper mixture of _____.
 - a. business units and product lines
 - b. goals and objectives
 - c. business products and services
 - d. corporate and functional operations
6. A decision-making technique that requires questions to be asked and answered is called:
 - a. brainstorming.
 - b. groupthink.
 - c. a decision tree.
 - d. a gaming device.
7. Authority is closely associated with the ____ managerial principle.
 - a. unity of task
 - b. chain of command
 - c. unity of direction
 - d. unity of purpose
8. A mechanistic structure is a tight organizational structure characterized by the following **except**:
 - a. rigidly defined tasks.
 - b. formalization.
 - c. rules and regulations.
 - d. communication is horizontal.
9. Which of the following is true regarding small or large organizational structures?
 - a. Few employees in large organizations are specialists.
 - b. Small organizations tend to be more organic.
 - c. Rules and regulations dominate small organizations.
 - d. Small organizations tend to be more mechanistic.

(背面仍有題目,請繼續作答)

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10. In discussions of organizational culture, ____ refers to how well the culture fits the mission and other organizational elements.
- norms
 - coherence
 - philosophy
 - values
11. Herzberg's maintenance factors are the ____ context of the job and the motivational factors are the ____ content.
- satisfaction; dissatisfaction
 - low-quality; high-quality
 - external; internal
 - secondary; primary
12. David McClelland's needs theory is based upon the ____ of an employee.
- experiences
 - innate aspects
 - hereditary factors
 - uncontrolled subconscious
13. A large company produces a variety of clothing for different customer groups. This firm is pursuing which of the following strategies?
- cost leadership
 - differentiation
 - both cost and differentiation
 - focus
14. When a company pursues a differentiation strategy based on the breadth of its product range, an appropriate structure is
- a matrix structure.
 - a functional structure.
 - a geographic structure.
 - a multidivisional structure.
15. Vertical job loading is to ____ as horizontal job loading is to ____.
- job enrichment; job enlargement
 - job involvement; job satisfaction
 - job rotation; job redesign
 - job enlargement; job enrichment
16. Which investment strategy is the most appropriate for a differentiated company in a weak competitive position in the shakeout stage of the industry life cycle?
- share building
 - market concentration
 - turnaround
 - divestiture
17. A conflict strategy in which the manager diplomatically acknowledges that conflict exists but downplays its importance is called:
- smoothing.
 - compromising.
 - collaborating.
 - confronting.

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18. If an organization needs cash immediately to obtain new equipment, financial managers can use ____ ratios to determine their purchasing power.
- asset
 - liquidity
 - profitability
 - debt
19. If a manager wanted to spot check inventory over an extended period of time and then make plans for needed changes, he/she would use ____ ratios.
- profitability
 - debt
 - activity
 - current
20. MRPII emphasizes planning and controlling all of a firm's resources that include the following **except**:
- finances.
 - capital.
 - marketing strategies.
 - managing inventory.
21. Networks are a systematic schedule graphically designed with:
- events and activities.
 - schedules and times.
 - processes and activities.
 - points and brackets.
22. The advantages of a multidivisional structure include
- enhanced corporate financial controls.
 - enhanced corporate strategic controls.
 - reduced differentiation.
 - enhanced corporate financial controls *and* enhanced corporate strategic controls.
23. Flat organizational structures are characterized by
- low vertical differentiation and a relatively narrow span of control.
 - low vertical differentiation and a relatively wide span of control.
 - high vertical differentiation and a relatively narrow span of control.
 - high vertical differentiation and a relatively wide span of control.
24. According to the BCG approach, a cash cow
- has at least a 50-percent market share.
 - may require substantial investment to maintain its competitive advantage.
 - is a successful differentiator.
 - is a cost leader in its industry.
25. Benefits of vertical integration include
- efficient in-house suppliers.
 - low bureaucratic costs.
 - the ability to realize economies of scope.
 - the ability to better differentiate a product.
26. Which of the following strategies places contradictory demands on an organization?
- global
 - multidomestic
 - international
 - transnational

(背面仍有題目,請繼續作答)

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27. Which of the following is *not* a generic competitive strategy?
- cost leadership
 - differentiation
 - focus
 - growth
28. The experience curve reflects the fact that
- market share is a function of profitability.
 - the larger a company's accumulated volume is over time, the more experience it has in producing an item and the lower its unit costs are.
 - the longer a company is in business, the larger its market share is because of cost reductions achieved through experience.
 - the company is able to realize diseconomies of scale through lower costs at higher levels of market share.
29. Scenario-based planning is a technique for coping with the problem of
- planning equilibrium.
 - uncertainty.
 - bottom-up planning.
 - strategic fit.
30. Mobility barriers
- prevent movement within a strategic group.
 - inhibit the movement of companies between strategic groups in an industry.
 - inhibit the movement of a company from one industry to another.
 - include exit barriers of the strategic group that a company wants to enter.

貳、簡答題 (25%) 每題5分

- Path-goal theory
- Expectancy theory
- Attribution theory
- Organic organization
- Green supply chain management