國	立成功	大學	² 83	學	年度	企	研	所=	考試(管	理	學	試題)共	4
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A. when a rapid decision is crucial B. when the leader possesses relevant knowledge and subordinates don't C. when subordinates' goals differ from the organizations' goals D. when group acceptance is in doubt

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國立成功大學83 學年度企研 所考試(管理學 試題)第2 页

9.	A worker is asked to be especially careful with an order being prepared for a special customer of the firm. Knowing that exerting special effort will result in no special rewards of commendations the worker does not give the order any special effort. Which set of motivation theories will best explain this worker's attitude? A. traditional B. content C. process D. reinforcement	
10.	A participative approach to overcoming resistance to change works best when A. there is close alignment of the goals of all concerned B. the source of resistance is misinformation and/or poor communication C. obsolescent skills are a concern of the individuals resisting the change D. coercion, manipulation and cooptation have failed	
11.	According to Erik Erikson's theory of adult life cycle stages, the IDEAL choice for a sponsor for a young colleague would be a manager who is in the A. adolescence stage B. young adulthood stage C. adulthood stage D. maturity stage	
12.	The Dean of Faculty is looking for a strong leader to nominate for department chairperson. Which of the following will likely be the most effective means of formal appraisal? A. a superior's rating of a subordinate B. a group of peers rating a colleague C. subordinate's rating of a superior D. a group of superiors rating a subordinate	
13.	When a manager is engaged in drawing up a contract with a customer, the role he is portraying is that of A. resource allocator. B. entrepreneur C. disseminator D. negotiator.	
14.	One of the basic assumptions of systems theory is that organizations are neither self-sufficient nor self-contained; rather, they exchange resources and are dependent on the A. internal environment B. external environment C. stockholders D. stakeholders	
15.	Companies at the first stage of internationalization A. have only passive dealings with foreigners B. may not engage in any serious selling effort C. use agents and brokers as go-betweens D. all of the above	
16.	 A strategic business unit A. groups together all business activities within a multibusiness corporation that produce a particular type of product or service B. creates the framework for the management of the various business functions such as finance or marketing C. develops guidelines for the allocation of resources among the corporation's various businesses D. All of the above 	
	Which of the following statements does NOT refer to steps in the organizing process? A. Set up a mechanism to coordinate the work of members B. Develop a strategy that fits the organization's structure C. Detail the work required to attain the organization's goals D. Divide the work load logically so that a Job's tasks may be comfortably performed by one person or unit	
18.	Once a number of alternatives have been developed, they must be evaluated for their effectiveness by asking A. is the alternative feasible B. is the alternative a satisfactory solution C. what are the possible consequences for the rest of the organization D. all of the above	
	Which of the following may not be classified as an asset in group decision making? A. making risky decisions B. mediocre decisions C. bringing more knowledge D. differences in goals and objectives	
	According to path-goal theory, what type of leadership brings the most satisfaction to those who work on highly structured tasks? A. participative leadership B. role classification leadership C. supportive leadership D. autocratic leadership	
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國立成功大學83 學年度企研 所考試(管理學 試題)第3页

	I. You have just met with one of your subordinates to discuss an MBO plan. You have discussed in general terms some of the performance objectives and have agreed to a tentative schedule for achieving these objectives. You were not able to agree on how to measure this subordinate's performance, and so you have postponed this decision. You are satisfied that the MBO plan has been completed and can start immediately. Your subordinate is not satisfied with the plan and does not want to start the plan yet. Who is correct? A. You are correct B. Your subordinate is correct C. Both of you are correct D. Neither of you is correct Suppose that you are the human resource manager for a small computer company. Upon reviewing the
	results of your management development program, you find that the evaluation surveys of the participants do not reflect any consensus as to the value of the training. These responses are basically a measure of: A. behavior change B. acquisition of knowledge C. reaction D. learning
23.	. A company which specializes in job-shop orders, and small custom-tailored products is using this
	competitive priority. A. pricing B. quality level C. quality reliability D. flexibility
24.	Which of the following strategies for overcoming potential organizational problems related to MIS refers to the fact that users need to be taught how the system works, why it needs to be done, and who must do it?
	A. Provide training and education B. Get top management involved C. Consider user attitudes D. Keep the interface simple
	Suppose that you are the production manager and that you have decided to make major changes in the work flow in your department. You have prepared a memo describing these changes for your subordinates and you have tried to anticipate their questions and to address these questions in this memo. You are about to leave for vacation, and you intend for the changes to take effect the first day that you return from vacation. You mention this plan to another production manager, Judy tells you that you have a poor plan for this announcement. Which of you is correct? A. You are correct B. Judy is correct C. Both of you are correct D. Neither of you is correct
	Suppose that you are the CEO of a large health and beauty aids company and that you need an estimate of likely competitor activity for the net three years. If you assemble a group of four of your top managers and ask them to pool their knowledge, what type of forecasting technique would you be using? A. Delphi technique B. Sales force composite C. Jury of executive opinion D. Anticipatory survey
	You are the marketing manager for an industrial supplies company. You explain your department's objectives to your subordinates, assign them performance standards, and reward them on the basis of their accomplishment of these objectives. Which basic function of management are you performing? A. Organizing B. Planning C. Controlling D. Leading
	You are the president of a large, multiproduct firm. You vice-president for marketing is recommending that a new product development team be created with a strong manager in charge of the team and that other managers from different departments be assigned to this team on a part-time basis. What type of management structure is she recommending? A. Functional departmentation B. Line- staff C. Customer departmentation D. Matrix structure
	When the manager of the marketing department finalizes plans that integrate advertising, promotion, pricing, and distribution activities of her department, these plans are distribution activities of her department, these plans are known as: A. functional strategies B. a grand strategy C. a corporate strategy D. a business strategy
Α	The idea that managers cannot force employees to act in ways that are contrary to the moral beliefs of these employees is an example of which of the following principles? A. Principle of utilitarianism B. Principle of individual rights C. Principle of justice D. Principle of caveat emptor

國立成功大學83 學年度企研 所考試(管理學 試題)第4页

二、問答題: (40%)

- 1、 激勵在管理中一直占著相當大的份量,試說明 L. W. Poter 和 E. E. Lawler 的激勵模式及它對管理實務的貢獻。 (20%)
- 2、 P. F. Drucker 提出,一個企業在關鍵成果領域中必須建立目標,他提出那些關鍵成果領域? 每一個領域中的目標又如何打定? 對企業之自我評估有何貢獻? (20%)