

一、單選題 30% (共 20 題，每題 1.5 分，不倒扣)

1. When Lisa Wilson, the sales manager of Acme Corporation, reviews actual sales and compares them to the annual forecast, she is demonstrating the management function of  
(A) planning (B) leading (C) controlling (D) organizing
2. Compared to the small business manager, the manager in a large business will  
(A) rely on more direct observation for the control function  
(B) spend greater efforts to plan for performance improvement and look for business opportunities  
(C) determine plans in a more formalized, consistent manner  
(D) place greater emphasis on the spokesperson role
3. Management-by-objectives  
(A) uses a "top-down" goal setting process  
(B) uses goals that indicate the general direction desired  
(C) has a hierarchy of objectives that are closely linked between organizational levels  
(D) was first proposed in the late 1970s
4. The zero-based budget  
(A) requires managers to justify all proposed expenditures  
(B) can provide continuity by automatically expanding budgets over the years  
(C) relies heavily on an extension of the prior budget  
(D) was developed by the Rand Corporation for the Air Force
5. After the manager has determined the time estimates for each activity in a PERT network,  
(A) the order of events must be determined (B) the critical path can be determined  
(C) a diagram of the flow of activities can be completed (D) a funding request is prepared
6. After an alternative has been selected, the decision maker  
(A) evaluates the decision's effectiveness (B) must weigh the criteria  
(C) is through with the decision-making process (D) must see that the decision is put into action
7. The MAIN problem to be expected when the unity of command principle is ignored is that  
(A) employees have potential trouble coping with conflicting priorities and demands  
(B) supervisors cannot keep abreast of what all their subordinates are doing  
(C) decision making is slow  
(D) there is not enough flexibility
8. Which of the following is TRUE with regard to horizontal organizations?  
(A) Horizontal organizations are just flatter organizations.  
(B) When teams are put in place, managers must find new ways to continue to base employee rewards on individual performance.  
(C) Team members will be rewarded for mastering multiple skills.  
(D) Supervisory evaluations will be the only evaluations.
9. Which form of recruitment threatens work force diversity?  
(A) advertisements (B) internal searches (C) school placement (D) employee referrals
10. The EOQ model attempts to minimize  
(A) carrying costs (B) ordering costs (C) variable costs (D) total costs

(背面仍有題目,請繼續作答)

11. When degree of decentralization is high, the control recommendation is  
(A) informal (B) formal (C) increased number (D) reduced number
12. Which one of the following is a hygiene factor?  
(A) responsibility (B) growth (C) company policy (D) achievement
13. When the working environment is characterized by grievances, warning letters, suspension, and work slowdowns, Fiedler would  
(A) recommend an employee-oriented leader  
(B) recommend a task-oriented leader  
(C) label the situation as poor leader-member relations  
(D) label the situation as weak position-power
14. Which of the following does NOT suggest the need for conflict stimulation?  
(A) high employee turnover (B) high resistance to change (C) rewards linked to popularity  
(D) concern about hurting others' feelings
15. With which type of job would a person with an extremely high authoritarian personality likely to be compatible?  
(A) doctor (B) college instructor (C) personnel director (D) military officer
16. When managers must communicate with subordinates in such a way that the channel they choose is inappropriate, or the message is relayed in too complex a format, or some other communication variable interferes with an optimal transmission of meaning, the exchange will be limited by  
(A) noise. (B) feedback. (C) decoding. (D) empathy.
17. Which of the following are not considered to be discrete needs by Alderfer but are considered as such by Maslow?  
(A) Existence needs. (B) Status needs. (C) Growth needs. (D) Relatedness needs.
18. Workers often voluntarily join groups because  
(A) some tasks cannot be accomplished by lone individuals.  
(B) groups can provide organizational stability.  
(C) groups can satisfy workers' social needs.  
(D) groups are an efficient means for managing individual behavior.
19. Theory Z management is closest to which of the four systems that are contained in the Likert model?  
(A) System 3. (B) System 1. (C) System 4. (D) System 2.
20. The advantages of a product layout approach to operations is to the disadvantages of this method as  
(A) reduced product damage from moving is to worker monotony.  
(B) a simplification of tasks is to low equipment utilization.  
(C) reduced materials handling is to worker monotony.  
(D) reduced product damage from moving is to a lack of lining efficiency.

二、 Discuss the use of bench marking, scenario planning, and the use of staff planners as ways of making the planning effort more effective in organizations. (15%)

- 三、What is the importance to managers of gaining an understanding of the occupational, ethnic/racial, generational and gender subcultures that existing organizations? What impact do these cultures have on organizational culture and its performance consequences? (15%)
- 四、隨著市場大膽開放及景氣趨緩，國內傳統產業皆為面臨空前之經營壓力，同時鑑於高科技產業之成長與獲利均相當可觀，許多企業莫不思考如何轉型進入高科技產業，試說明：(20%)
1. 產業競爭力應如何衡量？企業應透過那些步驟來取得競爭優勢？
  2. 高科技產業與傳統產業在組織結構、決策模式、溝通協調與控制等方面有那些不同？請說明為何會有這些不同？
  3. 試由第五項修煉、學習型組織及企業再造(reengineering)的角度，說明一個傳統產業之公司，必須如何改造才能成功地轉型為高科技產業之公司？
- 五、最近數年來，越來越多的企業均已体認到內部控制制度及內部稽核制度之落實，有助於減少浪費，防止舞弊及提高績效。(20%)
1. 試說明內部控制循環之內容，並舉例說明各控制循環之間應如何相互連動，相互牽制？
  2. 試舉例說明實務上，內部控制制度應如何與績效評估及激勵制度相配合，以鼓勵員工發揮潛力？