

系所組別： 企業管理學系乙組

考試科目： 管理學

考試日期： 0308，節次： 3

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一、選擇題 (60 分，每題 2 分)

1. The current dominant assumption in management theory suggests _____
 - A) a balanced view of managers as symbolic and omnipotent
 - B) an emphasis on the view that managers are symbolic
 - C) an emphasis on the view that managers are omnipotent
 - D) that both the symbolic and omnipotent views are obsolete
2. According to the symbolic view, managers have a(n) _____ effect on substantive organizational outcomes.
 - A) neutral
 - B) controlling
 - C) limited
 - D) unlimited
3. Which of the following is an MNC that tailors marketing strategies to the host country's unique characteristics?
 - A) borderless organization
 - B) global company
 - C) multidomestic corporation
 - D) transnational organization
4. Multidomestic corporations _____
 - A) maintain operations in multiple counties, but do not allow managers in each country to make their own decisions.
 - B) utilize ethnocentric attitudes in financial decisions, but favor polycentric views in human resources issues
 - C) utilize decentralization to make decisions in management in local countries
 - D) follow the tastes, preferences, and values of the home country
5. The belief that business leaders should not direct social policy because there is no direct line of social accountability to the public is known as what argument against a firm being socially responsible?
 - A) dilution of purpose
 - B) costs
 - C) too much power
 - D) lack of accountability
6. Social obligation is the obligation of a business to meet its _____
 - A) social and technological responsibilities
 - B) economic and social responsibilities

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- C) technological and economic responsibilities
D) economic and legal responsibilities
7. When problems are _____ managers must rely on _____ in order to develop unique solutions.
- A) structured; nonprogrammed decision making
B) structured; pure intuition
C) unstructured; nonprogrammed decision making
D) unstructured; programmed decision making
8. Lower-level managers typically confront what type of decision making?
- A) unique
B) nonroutine
C) programmed
D) nonprogrammed
9. The conflict in stated goals exists because organizations respond to a variety of _____
- A) stakeholders
B) external environments
C) governmental regulations
D) stockholders
10. Which of the following is true concerning an organization's stated objectives?
- A) Organizations issue identical objectives to all constituents
B) Organizations typically have internal and external sets of objectives
C) Organizations may issue different objectives to stockholders, customers, employees, and the public
D) Stated objectives are usually in line with short-term actions
11. An example of a core competency of a firm is _____
- A) the corporate reputation
B) communicating with customers in their own languages worldwide
C) developing least-squared exemptions within its accounting system
D) evaluating tangible and intangible assets
12. Relative to the organization's culture, a manager must be aware that _____
- A) strong and weak cultures have the same effects on strategy
B) the content of a culture has a major effect on the strategies that can be pursued
C) unimportant factors can support escalation of commitment to strategies
D) strong cultures are the most desired cultures

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13. _____ is the power that arises because of a person's desirable resources or personal traits.
- A) Expert power
 - B) Referent power
 - C) Reward power
 - D) Legitimate power
14. In an uncertain environment, managers want to develop _____ plans.
- A) general and flexible
 - B) specific but flexible
 - C) formal
 - D) contingency
15. Structure is related to the size of the organization, such that larger organizations tend to have _____ than smaller organizations.
- A) more specialization
 - B) less departmentalization
 - C) less centralization
 - D) fewer rules and regulations
16. Structure is related to the size of the organization, such that larger organizations are more _____
- A) mechanistic
 - B) organic
 - C) structurally weak
 - D) decentralized
17. One of the potential problems of MBO programs is that _____
- A) there may be an overemphasis by the employee on accomplishing their goals without regards to others the work unit
 - B) they may be more effective in times of dynamic environmental change
 - C) employees take goal setting too seriously
 - D) they encourage filling out paperwork
18. Because rumors that flow along the grapevine can never be eliminated entirely, managers can minimize the negative consequences of rumors by _____
- A) being open and disclosing a new rumor to the employees
 - B) limiting their range and impact
 - C) informing their boss that the rumor is out
 - D) telling the employees that the rumor is not true

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19. _____ is a process of setting standards and measuring employee performance to arrive at performance standards.
- A) Time and motion study
 - B) Benchmarking
 - C) Legal influence arrangements
 - D) A performance management system
20. The use of _____ focuses the evaluator's attention on key behaviors that distinguish effective from ineffective work performance.
- A) simple analysis
 - B) job analysis
 - C) critical incidents
 - D) graphic rating scales
21. Managers need to make sure that employees' abilities _____
- A) match the job requirements
 - B) are being maximized
 - C) are not being affected by their stress
 - D) are not causing them stress
22. _____ that increase opportunities for employees to participate in decisions and to gain social support have been found to lessen stress
- A) Improved organizational communications
 - B) Time management programs
 - C) Wellness programs
 - D) Job redesigns
23. A manager who takes very little time to make a decision probably has _____
- A) high self-esteem
 - B) external locus of control
 - C) low self-monitoring
 - D) high risktaking
24. Which of the following is true concerning personality types and national cultures?
- A) There is no relationship between nationality type and cultures.
 - B) Middle Eastern countries believe they can dominate their environment
 - C) You would find many people with an internal locus of control in the United States and Canada
 - D) North Americans believe life is essentially predetermined
25. In comparison to large groups, small groups _____

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- A) have shorter group tenure
 - B) tend to be more homogeneous
 - C) are faster at completing tasks
 - D) are better at obtaining diverse input
26. Large groups consistently get better results than smaller ones, when the group is involved in_____
- A) a fast and appropriate decision
 - B) free rider tendency
 - C) problem solving
 - D) goal clarity
27. To increase the motivation through enrichment, X company decides to increase the meaningfulness of the work. This can be done by_____
- A) increasing skill variety
 - B) decreasing task identity
 - C) decreasing task significance
 - D) increasing dependence
28. To further enhance the jobs at X company, managers divided the tasks into jobs that allowed employees to use a collection of skills and talents. These changes could be described as a core dimension of the job characteristics model known as
- A) skill variety
 - B) task identity
 - C) feedback
 - D) autonomy
29. Providing moral leadership involves addressing the _____
- A) means that a leader uses in trying to achieve goals as well as the content of those goals
 - B) ends of achieving goals
 - C) leadership style used
 - D) gender issues
30. Why are more and more companies empowering employees?
- A) Management needs to make quick decisions
 - B) Organizational upsizing left many managers with smaller spans of control
 - C) Empowerment is appropriate for all circumstances
 - D) Managers must cope with increased work demands

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二、申論題 (40 分，每題 20 分)

1. In a short essay, differentiate between transactional and transformational leaders.
2. In a short essay, define planning and discuss the characteristics of formal versus informal planning as it is used in various organizations.