

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. An acceptable order or priority of the five primary management functions is _____.
 - a. planning, organizing, staffing, controlling, leading
 - b. planning, organizing, leading, staffing, controlling
 - c. planning, organizing, controlling, staffing, leading
 - d. planning, organizing, staffing, leading, controlling
2. The first management theory that gave specific attention and concern to employees was the _____ school.
 - a. classical scientific
 - b. classical administrative
 - c. behavioral
 - d. quantitative
3. The most significant cause for an organization's success is a continuing focus on its:
 - a. core competencies.
 - b. organization downsizing.
 - c. deployment of labor.
 - d. cost overruns.
4. Values, beliefs, habits, norms, and behavior make up the organizational _____.
 - a. profit motive
 - b. culture
 - c. financial picture
 - d. legal system
5. According to the BCG Matrix, a type of business referred to as a question mark would have a _____.
 - a. low market share and low market growth rate
 - b. low market growth rate and high market share
 - c. low market share and a high market growth rate
 - d. high market share and a high market growth rate
6. If a chairperson preparing for a high school reunion solicited, consolidated, and redistributed written questionnaire responses from previous fellow classmates, this decision-making technique would be called _____.
 - a. a decision tree
 - b. a simulation
 - c. a payback analysis
 - d. the Delphi technique
7. An organizational department designed around similar types of work activities and fields of specialization is classified as _____.
 - a. geographical
 - b. product
 - c. customer
 - d. functional
8. An organizational design that groups departments based on organizational outputs is called:
 - a. functional structure.
 - b. divisional structure.
 - c. matrix.
 - d. team.

面仍有題目，請繼續作答)

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9. Employees who are educated, trained, skilled, and creative would be more suited to a ____ style of organizational culture.
- centralized
 - formal
 - traditional
 - decentralized
10. A process necessary for the fundamental rethinking and radical redesign of a business to achieve dramatic improvements in critical, traditional measures of performance is called:
- strategic planning.
 - reengineering.
 - organization structure.
 - decentralization.
11. Frederick Herzberg's two-factor theory regarding motivation relates to job ____.
- entitlement
 - satisfaction
 - involvement
 - empowerment
12. Maslow and Alderfer agreed that an unsatisfied need is a(n):
- expectancy.
 - punishment.
 - job analysis.
 - motivator.
13. An employee believes that he/she is not being paid fairly and states: "I work harder than Pat does and don't get half as much money." This argument typifies the ____ motivation theory.
- reinforcement
 - achievement
 - equity
 - maintenance
14. Leadership skills are mainly comprised of:
- norms and abilities.
 - positives and negatives.
 - personalities and expressions.
 - competencies and capabilities.
15. The contingency, path-goal, and life-cycle theories of leadership are:
- democratic.
 - autocratic.
 - organizational.
 - situational.
16. According to Hersey and Blanchard's life-cycle theory of leadership, mature and experienced subordinates are suited to ____ work environments.
- autocratic
 - low task, high relationship
 - low task, low relationship
 - high task, low relationship
17. _____ is when a company comes together with a foreign company to produce or market products or services.
- Exporting
 - Preapproach
 - Joint venturing
 - Integrated marketing

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18. The accounting balance sheet "equation" is ____.
- assets = liabilities + short-term debts
 - assets - liabilities = expenses
 - assets = liabilities + stockholders' equity
 - income - expenses = profit or loss
19. By tracking stockage levels, managers can do the following **except**:
- determine normal usage rates.
 - maintain minimum levels.
 - set efficient reorder points.
 - eliminate retail and wholesale involvement.
20. Gantt charts are composed of which two dimensions of time?
- primary and secondary
 - planned and actual
 - estimated and recorded
 - estimated and established
21. The concept that promotes values and beliefs that govern the ways in which people interact with others is called:
- organization dynamics.
 - corporate cultures.
 - department norms.
 - legal and political rules.
22. A matrix structure is based on all of the following *except*
- information networks that overcome communications problems encountered in the other structures.
 - two forms of differentiation.
 - the use of project teams and a functional structure.
 - a high level of vertical and horizontal differentiation.
23. Control through culture is most appropriate for a company pursuing a(n) _____ strategy.
- focus
 - multidomestic
 - international
 - transnational
24. When an intermediate manufacturer moves into assembly, it is pursuing
- forward integration.
 - backward integration.
 - taper integration.
 - related diversification.
25. When a company's competitive advantage is based on proprietary technology, the *most* appropriate entry mode is
- exporting.
 - licensing.
 - joint ventures.
 - wholly owned subsidiaries.
26. When a company produces a wide range of products for different customer groups, it is following a strategy of
- cost leadership.
 - differentiation.
 - focus.
 - market concentration.

(請閱語言題目,請繼續作答)

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27. Which of the following factors is *not* a determinant of national competitive advantage according to Porter?

- a. Intensity of rivalry within a nation
- b. Local demand conditions
- c. Barriers to entry
- d. Competitiveness of related industries within a nation

28. In a mature industry,

- a. growth is slow because of high prices and the lack of economies of scale.
- b. competition tends to be more intense than at any other stage in an industry's development.
- c. companies prefer to emphasize nonprice competition rather than competition.
- d. the actions of one company directly affect its rivals.

29. When a company services many market niches and has a low degree of product differentiation, it is

- a. pursuing a cost-leadership strategy.
- b. pursuing a differentiation strategy.
- c. pursuing a focus strategy.
- d. stuck in the middle.

30. A company that attempts to create new or improved products to replace existing ones is engaging in a strategy of

- a. product development.
- b. market development.
- c. product proliferation.
- d. market penetration.

貳、解釋名詞 (25%) 每題5分

- 1. Victor Vrooms's expectancy theory
- 2. Path-goal theory
- 3. SWOT
- 4. Logistics
- 5. Maslow's needs theory