

一、單選題 (共 25 題，每題 2 分，共 50 分，不倒扣)

Scenario-Based Questions 【A】

Jenny was amazed. She had just spent the day with the CEO of a major manufacturing firm through a "Visit with a Manager Program" developed by the college she attends. She was exhausted and wondered how the CEO managed the hectic pace. Jenny was also amazed by the number of "hats" that the CEO had worn throughout the day. The day had started with a general managers' meeting where the latest news concerning the competition had been announced by the CEO. Then Jenny and the CEO had spent an hour completing a report to be given the following day to the board of directors. Lunch, where Jenny had hoped to have time to ask questions, was an informal meeting with a group of suppliers who were concerned about their increasing costs. As soon as they had returned to the office, the CEO received a message of a fire in one of the major warehouses. They were immediately off to the location to assess the damage. Then that evening, there was a formal dinner sponsored by the local Chamber of Commerce which the CEO had invited Jenny to attend. Jenny had declined. She was exhausted.

1. When the CEO was speaking at the manager's meeting, which of the following roles was being performed?
(A) Disseminator
(B) Entrepreneur
(C) Resource allocator
(D) Figurehead
2. The CEO's role at lunch was an example of which of the following roles?
(A) Monitor
(B) Negotiator
(C) Resource allocator
(D) Disseminator
3. When the CEO attended the supper held by the Chamber of Commerce, which role was the CEO displaying?
(A) Monitor
(B) Negotiator
(C) Figurehead
(D) Spokesperson
4. Preparing the report for the Board of Directors is an example of which of the following roles?
(A) Monitor
(B) Negotiator
(C) Resource allocator
(D) Spokesperson

Scenario-Based Questions 【B】

Imagine that your marketing company has just merged with a manufacturing organization. You have been asked to help provide some "basic" managerial training to the engineers in the research and development unit of the new sister company. Your boss has asked to see an overview of materials that you will be providing the engineers to make sure you are covering the necessary materials.

5. Now that both companies are merged and are a systematic arrangement of people set to accomplish a specific purpose, they could be described as a(n)

- (A) business unit.
(B) multinational company.
(C) organization.
(D) holding company.
6. People in the newly merged company who work on direct tasks but do not supervise people are referred to as
(A) operatives.
(B) first-line supervisors.
(C) managers.
(D) entrepreneurs.
7. Another fact about managing that engineers need to learn is that supervisors may frequently be referred to as
(A) first-line manager.
(B) middle manager.
(C) top manager.
(D) project leader.
8. Finally, the engineers need to learn that department head, project leader, and plant manager are all potential titles for
(A) deans.
(B) agency heads.
(C) CEOs.
(D) middle managers.

Scenario-Based Questions 【C】

Todd has just been hired in a management/leadership position for Trion's Inc. It should prove a challenging position due to the fact the Board of Directors wants to see the profit margin back to 5% in 18 months or less. Things have not been going well at Trion's Inc. Todd wonders which leadership style will be more effective in order to accomplish the tasks that need to be done? He does not have much time so maybe he should centralize authority, dictate work methods and make the decisions, at least for awhile. However, that really is not the method Todd prefers. He would rather involve employees in decision making, delegate authority, and encourage participation in decision making, but make the final decision himself. From what he has observed, the last leadership style that was used with the group of employees was to allow employees to do whatever they wanted, giving them complete freedom to make decisions. The only input from the leader was to supply necessary materials and answer questions.

9. If Todd uses his preferred style, which leadership style will be chosen?
(A) Democratic-participative
(B) Laissez-faire
(C) Autocratic
(D) Democratic-consultative
10. If Todd decides to involve employees in decision making and allow the group to make the decision, he will use the _____ style.
(A) democratic-participative
(B) laissez-faire
(C) autocratic

(D) democratic-consultative

11. Which leadership style are the employees accustomed to?

- (A) Democratic-participative
- (B) Laissez-faire
- (C) Autocratic
- (D) Democratic-consultative

12. If Todd chooses the first option in which he centralizes authority and dictates work methods, which leadership style will he be using?

- (A) Democratic-participative
- (B) Laissez-faire
- (C) Autocratic
- (D) Democratic-consultative

Scenario-Based Questions 【D】

Linda realizes her unit needs to make some changes in its control system. However, she is uncertain which will work best for her organization. They are just one unit among five. She could base her unit's performance on their distinct product and turn her unit into a profit center and evaluate against the company total. She could also use more heavily the rules, policies, regulations, and procedures already in place. She has not enforced very strictly many of the regulations established by the home office. Part of the reason for this is that her unit is fairly self-regulating. The work groups set their goals and insure those goals are attained. Little latitude is allowed for a worker who does not meet the group norms.

13. If Linda looks at her unit as a profit center, which form of control will she be using?

- (A) bureaucratic control
- (B) market control
- (C) clan control
- (D) regulated control

14. What form of control is her unit currently using?

- (A) bureaucratic control
- (B) market control
- (C) clan control
- (D) regulated control

15. Any form of control that Linda chooses should ultimately help her to:

- (A) effectively and efficiently reach the organization's goals.
- (B) monitor only the important activities in the unit.
- (C) monitor everything that happens in the unit.
- (D) involve a minimum of management involvement.

16. Which of the following statements is correct?

- (A) Control must precede planning.
- (B) Planning must precede control.
- (C) No control mechanisms are necessary.
- (D) Everything within Linda's unit must be monitored.

Scenario-Based Questions 【E】

A highly trained and competent management consultant, LaToria Anderson, has evaluated

(背面仍有題目,請繼續作答)

Kamarah, Inc. and had recognized that the organization's competitive strategy is closely followed and defended by managers and workers. The company has recently been focusing on the concerns of advanced process technologies, new plants, and the question of what to make for the United States Market.

17. Of the four stages of operations strategies, which stage is illustrated by Kamarah, Inc.?
- (A) Stage 1, low or no involvement
 - (B) Stage 2, industry current
 - (C) Stage 3, organizationally supportive
 - (D) Stage 4, initiating competitor advantage
18. LaToria has recommended that Kamarah use a design for manufacturability and assembly (DFMA) program. Which of the following is not one of the four important concerns for product design?
- (A) Productivity.
 - (B) Cost
 - (C) Quality
 - (D) Validity
19. Because of the nature of the production at Kamarah, LaToria has recommended a facilities layout in which machines that perform the same function are grouped together in one location. This layout is a
- (A) production layout.
 - (B) process layout.
 - (C) fixed-position layout.
 - (D) cellular layout.
20. LaToria has studied the inventory control system at Kamarah and has recommended a change to a system that schedules materials to arrive precisely when they are needed for production. The inventory system LaToria has recommended is
- (A) EOQ.
 - (B) MRP.
 - (C) JIT.
 - (D) ROP.

Scenario-Based Questions 【F】

Jennifer sighed. Productivity levels were down by 5% this month. After just spending \$150,000 on new equipment, she was not quite sure how to explain this to top management. She had been so sure that new equipment would increase productivity levels. In fact, all the research she had done before purchasing the equipment had substantiated just that. What was the problem? She decided a trip to the assembly line floor was in order. Talking to the assembly line supervisor provided Jennifer with some new insights. The equipment manufacturer had said the new equipment would be easier to run than the old equipment. Jennifer had felt the equipment was similar enough that no training on the new equipment was necessary. Evidently that was not the case. The assembly line supervisor said there had been many down hours while people tried to figure out how to run the new machines. Furthermore, these machines were much more interrelated. One job tied into the next job, so if one person did something incorrectly, the next person on the line could not easily step in and fix the problem. In addition, these machines were much more technical and computer-like than the old machines had been. Evidently, they were not so easy to use as the manufacturer had stated.

21. Which of the following may be a first step in solving Jennifer's problem?

- (A) employee development
(B) employee training
(C) strategic human resource planning
(D) compensation administration
22. What may be a necessary first step in order to introduce all employees to the new system and convey some specific technical information to everyone at the same time?
(A) job rotation
(B) classroom lectures
(C) simulation exercises
(D) vestibule training
23. Since the machines are so interrelated, which training method may help employees understand each of the differing jobs better?
(A) job rotation
(B) classroom lectures
(C) simulation exercises
(D) vestibule training
24. Which of the following would be most effective in training people on how to use the new equipment properly?
(A) job rotation
(B) classroom lectures
(C) simulation exercises
(D) vestibule training
25. What is probably the main reason for the decrease in productivity?
(A) lack of employee development
(B) lack of employee motivation
(C) lack of management motivation
(D) lack of employee training

二、問答題 50% (必須以英文作答)

Answer the Following Questions in English

1. Management is a set of activities with the aim of achieving the organization's goals in an efficient and effective manner. Identify the basic activities that comprise the management process. Then specify the inter relationships between these basic activities. (17%)
2. The levels of management strategy include corporate, business, and functional:(16%)
 - (1) Differentiate corporate, business, and functional strategies.
 - (2) Briefly describe the business portfolio, Porter's competitive strategy, and product life cycle.
3. Leadership is one of the most critical issues to enhance the successful business operations: (17%)
 - (1) Differentiate leadership and management.
 - (2) Describe two new perspectives on leadership. Then identify how can they be integrated with existing approaches to leadership.