

編號：E 348 系所：管理學院在職專班 (IMBA)

科目：經營管理實務 (專)

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)**PART I MULTIPLE CHOICES (單選題，每題 3 分，共 60 分)**

1. In designing an organization, if managers are grouped both by function and by product at the same time, what type of organizational structure is being used?
 - A) Market structure
 - B) Geographic structure
 - C) Functional structure
 - D) Matrix structure
 - E) Divisional structure

2. Which of the following is the most commonly used financial performance measure when evaluating an organization's performance?
 - A) Gross profit margin
 - B) Debt-to-equity ratio
 - C) Days sales outstanding ratio
 - D) Inventory turnover ratio
 - E) Return on investment

3. The theory that suggests that distinctions between needs related to work itself from those related to the context of the work is:
 - A) Maslow's Hierarchy Theory
 - B) Inequity Theory
 - C) Herzberg's Motivator-Hygiene Theory
 - D) McClelland's Needs Theory
 - E) Equity Theory

4. Effective management of diversity contributes to an organization's competitive advantage by potentially increasing its:
 - A) creativity
 - B) responsiveness to segments of its market(s)
 - C) motivation of its workforce
 - D) avoidance of discrimination lawsuits
 - E) all of the above

5. In what order do managers typically perform the managerial functions?
 - A) organizing, planning, controlling, leading
 - B) organizing, leading, planning, controlling
 - C) planning, organizing, leading, controlling
 - D) planning, organizing, controlling, leading
 - E) leading, organizing, planning, controlling

(背面仍有題目,請繼續作答)

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6. The set of shared values, standards of behaviors, and mutual expectations of an organization's members is called its:
 - A) norms
 - B) terminal values
 - C) mission
 - D) culture
 - E) strategy

7. Compared to organizations with weak cultures, organizations with strong cultures of similar members should expect:
 - A) high levels of creativity
 - B) resistance to change
 - C) strong tendency's towards conflict
 - D) high turnover among long-term employees

8. people who are satisfied with their jobs are more likely to:
 - A) perform organizational citizenship behaviors
 - B) quit
 - C) demand raises
 - D) experience high stress
 - E) decrease their level of effort

9. A group of managers analyzes both the internal strengths and weaknesses of their organization as well as the opportunities and threats of the external environment. What type of analysis is this?
 - A) Mission analysis
 - B) SWOT analysis
 - C) Functional analysis
 - D) Diversification
 - E) Related Diversification

10. A performance appraisal by peers, subordinates, supervisors, and sometimes clients is referred to as (a):
 - A) RJP
 - B) MBO
 - C) Self-management
 - D) BARS
 - E) 360 degree feedback

11. In the administrative model of decision making, when the number of possible alternatives to a decision is so large that the manager cannot possibly evaluate all of them before making a decision, _____ will occur.
 - A) satisficing.
 - B) bounded rationality.
 - C) brainstorming.
 - D) devil's advocacy.
 - E) the optimum decision.

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12. In managerial decision-making, the ability of a manager to discover novel ideas as possible alternative courses of action for the organization to use in solving a particular problem is known as:
- A) groupthink.
 - B) satisficing.
 - C) intuition.
 - D) creativity.
 - E) judgment.
13. Leadership theories that propose that the effectiveness of a leader depends on the situation in which the leader finds herself are known as:
- A) trait models.
 - B) contingency models.
 - C) empowerment models.
 - D) path-goal models.
 - E) leadership substitute models.
14. Leadership that makes subordinates aware of their jobs' importance to the organization is called:
- A) consideration
 - B) empowerment
 - C) transformational
 - D) transactional
 - E) path-goal leadership
15. When leaders engage in transformational leadership, subordinates:
- A) tend to be more satisfied
 - B) tend to perform better
 - C) are more likely to trust the leader
 - D) feel more fairly treated
 - E) all of the above
16. A manager who is a transactional leader:
- A) relies heavily on reinforcement
 - B) communicates vision to subordinates
 - C) intellectually stimulates subordinates
 - D) encourages subordinates to grow
 - E) none of the above
17. Top managers work their way through the production plant in order to have the opportunity for informal conversations with the workers. This is an example of:
- A) self-managing work groups
 - B) MBO
 - C) the grapevine.
 - D) groupware.
 - E) management by wandering around.

(背面仍有題目, 請繼續作答)

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18. In the administrative model of decision making, when the number of possible alternatives to a decision is so large that the manager cannot possibly evaluate all of them before making a decision, _____ will occur.
- A) satisficing.
 - B) bounded rationality.
 - C) brainstorming.
 - D) devil's advocacy.
 - E) the optimum decision.
19. When workers are organized into quality control teams and are given the responsibility of continuously improving their performance, this is an example of:
- A) MBO.
 - B) SEC.
 - C) EPA.
 - D) TQM.
 - E) none of the above.
20. A manager can enrich the job of a subordinate by:
- A) empowering the subordinate to re-design his or her job.
 - B) encouraging the subordinate to develop new job skills.
 - C) giving the subordinate the responsibility to decide what to do in an unexpected situation.
 - D) allowing the subordinate to monitor his or her own job performance.
 - E) all of the above

【請繼續下頁之答題】

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(問答題，每題 10 分，總共 40 分，必須用英文回答，否則不給分)

1. Assuming that you are a special assistant to the president of ABC company. The president asks you to answer:
 - (1) What business are we in?
 - (2) What business should we be in?Try to answer these questions from the perspective of SWOT, target markets, target customers, and competitive advantages, etc. (10%)
2. For a firm to be effective there must be a good fit between its internal structure and its external environment. Describe the meaning of contingency. Illustrate some of the most important contingency theories for managers to effectively operate the firm. Explain how managers can diagnose their unique situation before deciding on the management approach to take. (10%)
3. The quality of leadership is very important for a firm to achieve goals. Discuss what are the key factors for a manager to become an effective leader? What are the key factors to enhance team management? (10%)
4. What is benchmarking? Identify the advantages and disadvantages for firms to adopt benchmarking activities. Discuss the roles of benchmarking in innovation, reengineering and growth. (10%)