

351  
編號： 349

系所：國際經營管理研究所在職專班甲組, Z 科目：經營管理實務（專班）

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 Choice Questions (2% / question, 25 questions, 50% in total)**

1. A long-term time frame is most closely associated with
  - a. operational plans.
  - b. tactical plans.
  - c. strategic plans.
  - d. mission plans.
  - e. tactical goals.
  
2. All of the following are characteristics of effective goal setting EXCEPT
  - a. goals should be challenging but not unreasonably difficult.
  - b. goals should be set for every aspect of employee behavior.
  - c. specific and measurable.
  - d. cover key results area.
  - e. linked to rewards.
  
3. The condition that exists when the organization's parts interact to produce a joint effect that is greater than the sum of the parts acting alone is known as
  - a. core competence.
  - b. synergy.
  - c. value creation.
  - d. business-level strategy.
  - e. multidomestic strategy.
  
4. \_\_\_\_\_ refers to the deployment of organizational resources to achieve strategic goals.
  - a. Planning
  - b. Controlling
  - c. Organizing
  - d. Leading
  - e. Strategic management
  
5. White Cotton Corporation has a finance department, a marketing department, and a production department. White Cotton
  - a. uses a functional structure.
  - b. has a geographic structure.
  - c. uses a divisional structure.
  - d. uses product-based structure.
  - e. uses a matrix structure.
  
6. Which of these means giving employees the power, freedom, knowledge, and skills to make decisions and perform effectively?
  - a. Egalitarianism
  - b. Corporate culture
  - c. Empowerment
  - d. Adaptation
  - e. Boundaryless organization

(背面仍有題目,請繼續作答)

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7. Research has shown that
- homogeneous groups are more creative than diverse groups.
  - homogenous groups are less satisfied than diverse groups.
  - diverse groups are more creative than homogeneous groups.
  - creativity has nothing to do with group composition.
  - none of the above.
8. \_\_\_\_\_ power is based in the ability of the leader to do such things as recommend promotions.
- Coercive
  - Expert
  - Reward
  - Referent
  - Personal
9. Nancy, a middle manager at Sara's Satchels, uses threats and punishments as ways of influencing the behavior of his subordinates. Which of the following sources of power is Nancy relying on?
- Reward power
  - Coercive power
  - Expert power
  - Referent power
  - Personal power
10. Self-confidence, honesty and integrity, and the desire to lead, are all components of which personal characteristic of leaders?
- Physical characteristics
  - Intelligence and Ability
  - Personality
  - Social Characteristics
  - Social Background
11. \_\_\_\_\_ leader works to fulfill subordinated needs and goals as well as to achieve the organization's larger mission.
- Servant
  - Transactional
  - Transformational
  - Charismatic
  - Interactive
12. Which of the following theories places an emphasis on behavior and its consequences?
- Two-factor theory
  - Need hierarchy theory
  - Reinforcement theory
  - ERG theory
  - Equity theory

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13. \_\_\_\_\_ is the systematic process through which managers regulate organizational activities.
- Strategic planning
  - Organizational control
  - Organizational goal setting
  - Strategic regulation
  - Organizational leading
14. The three types of control are
- feedforward, concurrent, and feedback.
  - performance, quality, and quantity.
  - quality, performance, and feedback.
  - feedforward, quality, and feedback.
  - feedward, concurrent, and quality.
15. All of the following are key steps of setting up control systems EXCEPT
- comparing performance to standards.
  - establishing standards.
  - getting employee opinions.
  - measuring performance.
  - making necessary corrections.
16. A comprehensive management control system that balances traditional financial measures with operational measures relating to a company's critical success factors is called a(n)
- economic value-added system.
  - activity-based costing system.
  - market value-added system.
  - balanced scorecard.
  - open-book management system.
17. \_\_\_\_\_ is a key part of the manager's job.
- Understanding the organizational hierarchy
  - Authoritarianism
  - Being manipulative
  - Maintaining an effective alignment between the organization and the environment
  - Being cognizant of the environment in which his or her supervisors operate
18. \_\_\_\_\_ is the set of values that helps its members understand what the organization considers important.
- Environmental uncertainty
  - Organization structure
  - Organization design
  - Organization culture
  - Environmental responsiveness

(背面仍有題目, 請繼續作答)

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19. According to the \_\_\_\_\_ approach to motivation, the illusion of employee involvement and importance is sufficient to satisfy workers' basic social needs and result in higher motivation to perform.
- traditional
  - human relations
  - human resources
  - content
  - process
20. *Gilligan's Island* is a syndicated TV show that is rerun on some channel every day. The show describes how seven shipwrecked people survived on a deserted island. One of the castaways is a college professor who knows how to do everything from turning a bamboo and a shiny rock into a telescope to making a chair out of palm leaves and rope. On *Gilligan's Island*, the professor has \_\_\_\_\_ power.
- referent
  - expert
  - legitimate
  - coercive
  - reward
21. A team has been formed by Grundig, a radio manufacturer, to work out a marketing plan for its newest product, a short-wave radio that uses satellite transmissions to connect to every corner of the globe. At the last meeting the members could not agree on how equitably to divide up the tasks for developing a marketing plan. Several members acted in a hostile manner toward one another, and angry words were spoken. This group is at the \_\_\_\_\_ stage of group development.
- conflict
  - forming
  - performing
  - norming
  - storming
22. Which strategy involves seeking efficient facilities, cutting costs and using tight cost controls to be more efficient than competitors?
- Cost leadership
  - Differentiation
  - Focus
  - Internal growth
  - Liquidation
23. Cavalier Company uses internal recruiting whenever possible. This practice
- costs more than external recruiting.
  - decreases employee satisfaction.
  - generates increased employee commitment.
  - demotivates existing employee given limited socializing opportunities.
  - gives employees an upper hand in negotiations.

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24. Empowering employees means giving employees
- information.
  - knowledge.
  - power.
  - rewards.
  - All of the above.
25. \_\_\_\_\_ is a quality control approach that emphasizes a relentless pursuit of higher quality and lower costs.
- Continuous improvement
  - Cycle time
  - Quality circles
  - Six Sigma
  - Benchmarking

#### PART II Essay Question

- Planning is very important for a firm to achieve its goals and objectives, however, some managers just argue against formal planning, try to explain the importance of planning to these managers through the concept of MBO (management by objectives) and provide reasons to do planning. (10%)
- Organizing is defined as the process of creating an organization's structure that allows employees to effectively and efficiently do their work and accomplish organizational goals and objectives. Illustrate the key elements that are crucial in designing an organization's structure. (10%)
- Leadership through empowerment is one of the most important trends of recent studies. Try to identify how to lead more effectively through empowerment from theoretical and practical point of view. (10%)
- An effective control system is essential for organizations to ensure that all activities are completed in ways that lead to the attainment of organizational goals and objectives. Try to specify the criteria that can assure the quality the control system. Illustrate some of the control tools that are available for managers in financial control, operational control, and behavioral control. (10%)
- In recent years, more and more studies have shown that the quality of group decision making is better than individual decision making. Discuss the stages of group development, the techniques available for group decision making and explain why group decisions are over individual decisions. (10%)