

國立中央大學八十八學年度碩士班研究生入學試題卷

所別：人力資源管理研究所甲、乙、丙組 科目：

管理學 _____ 共二頁 第一頁

一、選擇題 (請注意每題只有一個正確答案，每題各二分，共六十四分)

1. _____ is a control technique in which the manager is out in the work area, interacting directly with employees and exchanging information.
 - a. Management by walking around
 - b. Management by objectives
 - c. Leadership by example
 - d. Feedforward control
 - e. Feedback control
2. "Principles of Scientific Management" was written by which author?
 - a. Fayol
 - b. Mintzberg
 - c. Taylor
 - d. Drucker
 - e. Carnegie
3. Which of the following was the finding of one study concerning the effectiveness of strategic management?
 - a. Companies with formal strategic planning had higher financial returns.
 - b. Managers felt their plans were effective, but results concerning financial returns were inconclusive.
 - c. The most effective strategic planning efforts were those that did not span beyond 3 years.
 - d. While strategic planning could not be tied to financial returns, it did have a positive effect on employee attitude.
 - e. Strategic planning was another source of upper-management fiction and had no real effect on finances.
4. A _____ represents a single business or grouping of related businesses.
 - a. corporate-level strategy
 - b. functional business unit
 - c. business-level strategy
 - d. strategic business unit
 - e. systems-level strategy
5. Organizations in which the key values are intensely held and widely shared have _____ cultures.
 - a. emerging
 - b. aggressive
 - c. weak
 - d. strong
 - e. assertive
6. Mintzberg's ten management roles can be grouped into
 - a. interpersonal relationships, information transfer, and decision-making.
 - b. interpersonal relationships, leadership, and decision-making.
 - c. leadership, decision-making, and planning.
 - d. information transfer, decision-making, and resource allocation.
 - e. resource allocation, leadership, and planning.
7. An individual who wants to buy a home in an expensive neighborhood with a low crime rate is satisfying which psychological needs state?
 - a. esteem
 - b. safety
 - c. physiological
 - d. self-actualization
 - e. social
8. An organization that is diversifying its product line is exhibiting what type of grand strategy?
 - a. stability
 - b. retrenchment
 - c. growth
 - d. maintenance
 - e. division
9. If Company A buys Company B with a payment of cash or stock, a(n) _____ has occurred.
 - a. merger
 - b. acquisition
 - c. expansion
 - d. retrenchment
 - e. unrelated diversification
10. Which of the four business groups in the corporate portfolio matrix has high growth and high market share?
 - a. cash cow
 - b. stars
 - c. question marks
 - d. dogs
 - e. elephants
11. Interest rates, inflation rates, and stock market indexes are all examples of what factor in an organization's general environment?
 - a. economic
 - b. political
 - c. social
 - d. technological
 - e. global
12. Michael Porter's competitive strategies framework identifies three generic competitive strategies: cost leadership, differentiation, and
 - a. depth.
 - b. breadth.
 - c. revenue growth.
 - d. focus
 - e. acquisition.
13. _____ is a cultural measure of the degree to which people tolerate risk and unconventional behavior.
 - a. Power distance
 - b. Uncertainty avoidance
 - c. Quantity of life
 - d. Quality of life
 - e. Culture shock
14. The eight steps of the human resource process include all of the following except:
 - a. orientation.
 - b. outsourcing.
 - c. performance appraisal.
 - d. recruitment.
 - e. compensation and benefits.
15. Which of the following formal groups are essentially independent groups, that, in addition to their regular job, take on tasks such as hiring, performance evaluations, etc.?
 - a. business unit alliances
 - b. command groups
 - c. self-managed teams
 - d. cross-functional teams
 - e. task forces
16. Standardization of activities, well-defined job descriptions, and budgets would be sources depended on by what type of organizational control system?
 - a. bureaucratic
 - b. strategic
 - c. clan
 - d. traditional
 - e. market
17. An assessment that defines jobs and the behaviors necessary to perform them is a(n)
 - a. job analysis.
 - b. job description.
 - c. job specification.
 - d. job notice.
 - e. employee handbook.
17. According to path-goal theory, a leader who lets subordinates know what's expected of them, schedules work to be done, and gives specific guidance as to how to accomplish tasks is termed
 - a. directive.
 - b. achievement oriented.
 - c. participative.
 - d. supportive.
 - e. authoritative.
19. Which of the following is a potential means of limiting the free rider effect?
 - a. be able to identify individual responsibility
 - b. reward groups collectively, not individually
 - d. provide merit pay that is proportional to group effectiveness
 - c. never allow an outsider into a group once it is formed
 - e. allow groups to punish poor team players
20. In which of the following situations are groups most effective?
 - a. a cohesive group
 - b. a cohesive group not in alignment with organizational goals
 - d. a cohesive group in alignment with organizational goals
 - c. a noncohesive group in alignment with organizational goals
 - e. a noncohesive group
21. A leader who sets challenging goals and expects very high performance levels from subordinates would be classified as what type of leader according to path-goal theory?
 - a. supportive
 - b. participative
 - c. achievement oriented
 - d. democratic
 - e. directive

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22. Which of the following, according to the job characteristics model, is the degree to which a job requires completion of a whole and identifiable piece of work?
a. skill variety
b. autonomy
c. task significance
d. task identity
e. feedback
23. A manager who takes very little time to make a decision probably could be described by what personality trait?
a. high self-esteem
b. external locus of control
c. low self-monitoring
d. high risk taking
e. high authoritarianism
24. In _____ an employee compares his job's inputs-outcomes ratio with that of relevant others and then corrects any inequity.
a. reinforcement theory
b. the job characteristics model
c. job design
d. equity theory
e. expectancy theory
25. In expectancy theory, the probability perceived by the individual that exerting a given amount of effort will lead to a certain level of performance is:
a. valence.
b. expectancy.
c. consistency.
d. flexibility.
e. instrumentality.
26. If an organization increases the span of control, what factor is being focused on in an organizational change to TQM?
a. structure
b. people
c. technology
d. strategy
e. human resources
27. In _____, a company drastically changes its structure, technology, and people by starting from scratch in reexamining the way the organization's work is done.
a. TQM
b. reengineering
c. CQI
d. team building
e. structural realignment
28. What type of team has clear issues surrounding authority and is involved in specific problems in a particular functional area?
a. self-directed
b. functional
c. permanent
d. temporary
e. self-managed
29. If a person who is always late for work is late once again and blames it on a train, co-workers would probably attribute that person's lateness to
a. the train.
b. an external source.
c. the individual.
d. the car.
e. bad luck.
30. Which of the following is true about adjusting controls for national differences?
a. The control process should be identical across all organizational geographic areas.
b. All cultures tend to respond similarly to control systems.
c. Managers of foreign operations tend to be less closely controlled by the home office.
d. Technologically advanced nations tend to use indirect control devices.
e. Less technologically advanced nations tend to be highly decentralized.
31. Job rotation is an example of what kind of training method?
a. simulation
b. on-the-job
c. vestibule
d. computer instruction
e. off-the-job
32. Which of the following is an example of a variable that can foster innovation?
a. mechanistic structure
b. organic structure
c. few organizational resources
d. low ambiguity acceptance
e. low job security

二、申論題（請於四題中任選三題回答。每題各十二分，共三十六分）

- 試述一個經理如何可以在職場上應用「McGregor's Theory X 與 Theory Y」，並請清楚說明此二理論的基本假設。
- 請舉一個組織之競爭優勢的實例，並說明之所以成為競爭優勢的原因。
- 請解釋Porter的「競爭策略架構」(Competitive Strategies Framework) 及此架構所提議的三種策略為何？
- 請解釋什麼是「創新」，一個組織可以如何鼓勵「創新」呢？

參考