

系所別： 工業管理研究所 甲組 科目：

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請注意，答題時請清楚標明題號，並以大寫英文字母 (A, B, C, D, E) 作答，否則以零分計算。  
共五十題，每題兩分。

1. A manager who chooses inappropriate goals for the organization but who makes good use of the organization's resources in pursuing these goals is said to have:
  - A) low effectiveness/low efficiency.
  - B) low effectiveness/high efficiency.
  - C) high effectiveness/low efficiency.
  - D) high effectiveness/ high efficiency.
  - E) none of the above.
2. When Wal-Mart builds a distribution warehouse so that it can supply products to its stores within a 200-mile radius on almost a daily basis, we say that Wal-Mart has achieved:
  - A) empowerment.
  - B) a competitive advantage.
  - C) increased quality.
  - D) increased innovation.
  - E) none of the above.
3. The research studies which experimented with different levels of lighting and its impact on worker performance and fatigue are known as:
  - A) the Fayol studies.
  - B) the Taylor studies.
  - C) the Hawthorne studies.
  - D) the Katz studies.
  - E) the Weber studies.
4. Managers who accept Theory Y:
  - A) create a work setting that encourages commitment
  - B) give little autonomy to workers
  - C) focus on developing rules and procedures
  - D) rely on rewards and punishments
  - E) none of the above
5. If a manager alters his or her management style depending on the particular subordinate with whom the manager is interacting at the time, this manager is acting consistently with the principles of:
  - A) management science theory.
  - B) contingency theory.
  - C) Theory X.
  - D) administrative management theory.
  - E) a bureaucracy.
6. A manager who is hard working and aspires to a higher level of management within the organization is expressing which type of instrumental value?
  - A) Independence
  - B) Responsibility
  - C) Helpfulness
  - D) Ambition
  - E) Capability
7. The combination of equipment and skills which managers use in the production and distribution of goods is known as:
  - A) economies of scale.
  - B) inflation.
  - C) competitive advantage.
  - D) technology.
  - E) the general environment.
8. When a company sells to another company the right to use its name and operating procedures in return for a fee and share of the profits, this is known as:
  - A) licensing.
  - B) exporting.
  - C) importing.
  - D) franchising.
  - E) a strategic alliance.
9. The process by which managers respond to opportunities and threats facing their organization by analyzing options and taking actions is known as:
  - A) brainstorming
  - B) intuition
  - C) decision making
  - D) bounded rationality
  - E) heuristics
10. In managerial decision-making, "rules of thumb" which are useful to managers because they simplify the decision-making process are called:
  - A) dialectical inquiry.
  - B) prior hypothesis bias.
  - C) heuristics.
  - D) devil's advocacy.
  - E) the Delphi technique.
11. A group decision making method that can be done by email is:
  - A) Delphi technique
  - B) dialectical inquiry
  - C) brainstorming
  - D) nominal group technique
  - E) programmed decision making
12. What type of strategy specifies the activities of managers at the departmental level of the organization?
  - A) Functional-level strategy
  - B) Business-level strategy
  - C) Corporate-level strategy
  - D) Divisional-level strategy
  - E) Top-level strategy
13. SWOT is a part of
  - A) corporate-level strategy
  - B) business-level strategy
  - C) functional-level strategy
  - D) all of the above
  - E) none of the above
14. In which step of SWOT analysis would "slower market growth" be most likely to arise?
  - A) S
  - B) W
  - C) O
  - D) T
  - E) Either S or W
15. In the "five forces model," the ease with which companies can enter into competition with other companies within the industry is known as which type of force?
  - A) The power of customers
  - B) The threat of substitute products
  - C) The potential for entry
  - D) The level of rivalry
  - E) The power of suppliers
16. An organization produces rolls of carpeting. What type of technology is being used?
  - A) Small-batch technology
  - B) Continuous-process technology
  - C) Mass-production technology
  - D) Market technology
  - E) Hybrid technology
17. The process by which managers decide how to organize the tasks that workers need to do into the jobs that are needed to produce the organization's goods or services is known as:
  - A) job design.
  - B) continuous-process technology.

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- C) small-batch technology.  
D) mass-production technology.  
E) job enrichment.
18. When a manager redesigns the job of a subordinate so that the subordinate has more responsibility over his or her job, this is called:  
A) job enlargement.  
B) job simplification.  
C) job enrichment.  
D) job reduction.  
E) depowerment.
19. When different managers from different functional areas are brought together to work on an organizational task, this is known as:  
A) a small-batch team.  
B) a continuous-process team.  
C) a cross-functional team.  
D) a market structure team.  
E) a customer structure team.
20. Another name for the organization's hierarchy of authority is:  
A) the chain of command.  
B) the span of control.  
C) the product structure.  
D) the market structure.  
E) the customer structure.
21. What type of control do managers typically use at the output stage of transforming raw materials into finished goods?  
A) MBO control  
B) Concurrent control  
C) Bureaucratic control  
D) Feedforward control  
E) Feedback control
22. 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
23. The set of activities in which managers engage to develop a pool of qualified candidates for open positions is known as:  
A) selection.  
B) performance appraisal.  
C) feedback.  
D) recruitment.  
E) training.
24. A manager requires all applicants for a secretarial position to pass a typing test to determine the number of errors they produce and their typing speed. This is an example of:  
A) a personality test.  
B) a physical ability test.  
C) a role-play test.  
D) a performance test.  
E) an ad hoc test.
25. Prior to designing a training and development program for managers, a human resource specialist attempts to determine which managers need training and what types of skills and knowledge these managers need to develop. This process is known as:  
A) job validation.  
B) RJP validation.  
C) recruitment.  
D) needs assessment.  
E) none of the above.
26. Behavior which is performed by an employee to acquire a material reward, to acquire a social reward, or to avoid punishment is referred to as:  
A) extrinsically motivated behavior.  
B) equity behavior.  
C) underpayment inequity.  
D) intrinsically motivated behavior.  
E) overpayment inequity.
27. According to Alderfer's ERG theory, if an individual becomes frustrated at a certain level of need, the person will then:  
A) skip a level  
B) continue to pursue the need, despite frustration  
C) focus more on satisfying a lower level  
D) quit trying to satisfying any need  
E) become self-actualizing
28. 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) Alderfer's ERG Theory  
C) Herzberg's Motivator-Hygiene Theory  
D) McClelland's Needs Theory  
E) Equity Theory
29. For most people, pay is considered to be:  
A) a negative reinforcer.  
B) a positive reinforcer.  
C) a negative valence.  
D) vicarious learning.  
E) self-efficacy.
30. Which of the following is a type of power which leaders exert over subordinates?  
A) Reward power  
B) Referent power  
C) Legitimate power  
D) Coercive power  
E) All of the above
31. Which of the following is an example of the coercive power of a manager?  
A) Reducing the working hours of a subordinate  
B) Dismissing a subordinate  
C) A verbal reprimand of a subordinate  
D) A pay reduction of the subordinate  
E) All of the above
32. Which type of power is based on the specialized knowledge and skills of the leader?  
A) Legitimate power  
B) Referent power  
C) Expert power  
D) Coercive power  
E) Reward power
33. When the long-range strategic planning committee for an organization is composed of managers from engineering, R&D, production, marketing, and finance, this is known as which type of group?  
A) Cross-cultural  
B) Informal  
C) Virtual team  
D) Cross-functional  
E) Command
34. Teams that rarely, if ever, interact with each other on a face-to-face basis are referred to as which type of teams?  
A) Informal teams

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- B) Ad hoc teams  
C) Virtual teams  
D) Task forces  
E) Interest groups
35. The degree to which the work of one member of the group affects the work performed by other members of the group is known as:  
A) task interdependence.  
B) synergy.  
C) virtual teamwork.  
D) group cohesiveness.  
E) role making.
36. Which of the following is an example of nonverbal communication?  
A) Posture  
B) Style of dress  
C) Nods  
D) Raising an eyebrow  
E) All of the above
37. Top-management teams within organizations typically work according to which type of communication network?  
A) Chain  
B) Groupware  
C) Circle  
D) All-channel  
E) Wheel
38. One manager argues that the organization should only do the minimum amount required by law, while another argues that the organization should act in a responsible manner regarding environmental pollution beyond what the law requires. This is an example of:  
A) intrapersonal conflict.  
B) interorganizational conflict.  
C) intragroup conflict.  
D) interpersonal conflict.  
E) intergroup conflict.
39. When the parties in conflict attempt to resolve the conflict without making concessions but, instead, attempt to resolve their differences in ways which leave all parties better off, this is known as:  
A) compromise.  
B) win-lose negotiation.  
C) lose-lose negotiation.  
D) collaboration.  
E) top-down change.
40. Computer software programs that are developed for charting graphs of sales performance (in terms of the number of units sold) over the past five years are an example of which type of software?  
A) Applications  
B) Artificial intelligence  
C) Expert systems  
D) DSS systems  
E) None of the above
41. The actions taken to meet the needs of customers are known as:  
A) efficiency.  
B) quality.  
C) TQM.  
D) quality control.  
E) responsiveness to customers.
42. A computer support system which links top managers so that they can work together as a team when making important decisions is called a(n):  
A) artificial intelligence system.  
B) expert system.  
C) group decision support system.  
D) computer network.  
E) DSS.
43. The stock of raw materials and component parts that an organization has on hand is known as:  
A) kanban.  
B) quality circles.  
C) inventory.  
D) facilities layouts.  
E) flexible manufacturing systems.
44. Which of the following is the measure of the total factor productivity of the organization?  
A) Outputs plus all inputs  
B) Outputs minus all inputs  
C) Outputs times all inputs  
D) Outputs divided by all inputs  
E) None of the above
45. Organizing machines in the production process so that each operation is performed at workstations in a fixed sequence is known as:  
A) fixed position layout.  
B) JIT inventory management.  
C) just-in-case inventory management.  
D) a product layout.  
E) a process layout.
46. One of the first management scholars to develop the concept of TQM was:  
A) Elton Mayo  
B) W. Edward Deming  
C) Fred Fiedler  
D) Abraham Maslow  
E) None of the above
47. The time that it takes from the initial concept of a new product to its introduction into the marketplace is known as:  
A) the stage-gate development funnel.  
B) intrapreneurship time.  
C) entrepreneurship time.  
D) product development time.  
E) the product life cycle.
48. In a product development plan, the dates for prototype completion are an example of:  
A) a stage-gate development funnel.  
B) incremental product innovations.  
C) quantum product innovations.  
D) specific milestones.  
E) skunkworks activity.
49. In product development activities, the simultaneous design of both the product and the process for manufacturing the product is called:  
A) incremental product innovation.  
B) the stage-gate development funnel.  
C) entrepreneurship.  
D) concurrent engineering.  
E) skunkworks.
50. In which type of inventory system do the parts arrive at the stage of the production process just when they are needed?  
A) Raw materials system  
B) Work-in-process system  
C) Finished goods system  
D) JIT system.  
E) Just-in-case system

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