

所別：人力資源管理研究所碩士班 科目：管理學

I. 選擇題 (60%, 每題 2 分)

1. An organization in which there are a lot of formal rules, people are treated in an impersonal manner, jobs are carefully divided into specialized tasks, and employees must check with their supervisors before making decisions, exemplifies:
 - A. scientific management theory.
 - B. the application of a human relations approach.
 - C. contingency management theory.
 - D. an ideal bureaucracy.
2. Who typically implements strategy in large, multi-industry corporation?
 - A. Top management
 - B. Middle management
 - C. First level management
 - D. Every one in the organization
3. Which one of the following statements would be most likely made by a supervisor who endorses a contingency approach to management?
 - A. "People work best when left alone."
 - B. "I treat different people in different ways based on the situation we're facing."
 - C. "The only way to get people to work hard is to push them."
 - D. "Focus on organizations and people will take care of themselves."
4. B.F. Skinner's work on instrumental conditioning would be best able to explain which of the following?
 - A. The tendency for people stop to continue playing slot machines though they are bound to lose money.
 - B. The tendency for a supervisor's praise to increase a subordinate's good behavior.
 - C. The tendency for a person chastised by his co-workers for wearing inappropriate clothing to the office to refrain from doing so again.
 - D. All of the above.
5. A company that encourages team sports among employees is emphasizing what level of need according Maslow's need hierarchy?
 - A. Self-actualization needs
 - B. Self-esteem needs
 - C. Safety needs
 - D. Social needs
6. When various units of company optimize its sales and profits without regard to overall corporation, this type of crisis is called:
 - A. A crisis of confidence
 - B. A crisis of clarity
 - C. A crisis of control
 - D. A crisis of leadership

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7. If we form a negative impression of someone, we tend to evaluate all future behavior negatively as well. This is an example of the perceptual bias of:
 - A. Selective perception.
 - B. Stereotyping.
 - C. Halo effect.
 - D. First-impression error.
8. Stories in organization which are used to perpetuate culture should be based on:
 - A. Awards given to employee
 - B. Anything which can be symbolized.
 - C. Nothing in fact, but on the ideals of the organizations.
 - D. True events.
9. Research shows that the relationship between job satisfaction and job performance is:
 - A. Very strong, the higher the satisfaction the better the performance.
 - B. Nonexistent, satisfaction has no relationship to organizational productivity.
 - C. Positive but not strong, satisfaction does somewhat impact performance.
 - D. One that depends on the time of supervision and the level of control the employee
10. To prepare employees for future responsibilities, many firms utilize the technique of
 - A. Job redesign
 - B. Job enrichment
 - C. Job rotation
 - D. Job specialization
11. For managers, the key element in classifying a decision as certain or uncertainty is:
 - A. The stability of the information involved.
 - B. The level of manager involved in the decision.
 - C. The risk involved.
 - D. The existence of organizational policies.
12. When employees are empowered, managers are more likely to exercise:
 - A. Expert power.
 - B. Charisma power.
 - C. Coercive power.
 - D. Any type of position power.
13. Leader-member exchange theory:
 - A. Is largely unsupported by research.
 - B. Suggests that it is the circumstances of the task and the competency of the member that shapes leadership behavior.
 - C. Suggests that task/production focus is most important in terms of effective leadership.
 - D. Argues that the relationship between leaders and followers influences leadership behavior.

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14. The ISO14000 Standards Series is one example of
 - A. Input control
 - B. Output control
 - C. Behavioral control
 - D. Tactical control
15. The basic difference between line managers and staff managers is that:
 - A. Staff managers tend to be specialists.
 - B. Staff managers have more decision making power.
 - C. Line managers are experts.
 - D. Line managers have more decision making power.
16. Escalation of commitment is unlikely when:
 - A. There are rich resources involved.
 - B. Responsibility for earlier failure is diffused.
 - C. Lower level employees are involved in the decision.
 - D. Possible failure is overlooked.
17. The superiority of the group or an individual depends on:
 - A. The nature of the task and expertise of the people involved.
 - B. The framing of the problem and the decision model used to generate solutions.
 - C. Who has the most experience dealing with the specific problems.
 - D. None of the above.
18. One can cultivate a favorable image in an organization in a number of ways, such as:
 - A. Blaming and attacking others.
 - B. Withholding information that might make them look bad.
 - C. Playing political games.
 - D. Associating oneself with the successful accomplishments of others.
19. Flexible manufacturing emphasizes
 - A. Economies of scope over economies of scale
 - B. The learning curve over economies of scope
 - C. The learning curve over the economies of scale
 - D. Economies of scale over economies of scope
20. What type of innovation is important in achieving differentiation strategies?
 - A. Logistic innovation
 - B. Product innovation
 - C. Process innovation
 - D. Radical innovation

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21. Individuals perform better than groups on:
- A. Complex tasks.
 - B. Noncreative tasks.
 - C. Structured tasks.
 - D. Creative tasks.
22. A transfer price is:
- A. The price which the wholesaler pays.
 - B. The price which the customer pays after make-up.
 - C. The price which a cost center charges to a profit center in a firm.
 - D. The price which the retailers pay to the manufacturer.
23. Which of the following would be the best candidate to go virtual?
- A. A computer design company with its own special processing architecture in the machines.
 - B. A software company writing software for Windows applications.
 - C. A pharmaceutical company that produces the only product for treating a certain disease.
 - D. Any of these would be effective as virtual companies.
24. The BCG growth-share matrix model has been criticized because:
- A. It overemphasized competitive positioning.
 - B. It uses too many categories.
 - C. Market growth cannot address the profitability.
 - D. It overlooked the product quality.
25. Research on the use of computerized performance monitoring showed that:
- A. Monitored employees were more productive on simple tasks.
 - B. Unmonitored employees were more productivity in all categories of tasks.
 - C. Monitored employees were more productive in all categories of tasks.
 - D. Unmonitored employees were more productive on simple tasks.
26. The fundamental difference between charismatic and transformational leaders is that:
- A. Only charismatic leaders have a clear vision.
 - B. Charismatic leaders are universally accepted, whereas transformational leaders are not.
 - C. Transformational leaders are more intelligent.
 - D. Charisma is insufficient to cause change by itself, transformational leadership brings about change, by definition.
27. A limitation of ROI as a measure of performance is that
- A. It is sensitive to market change.
 - B. It is very sensitive to depreciation policy.
 - C. The time span of concern is short range.
 - D. It provides disincentive to acquire new assets.

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28. For many, a leader differs from a manager in that:
- A. Leadership involves the use of social influence and management does not.
 - B. Leaders are concerned with implementation while management is concerned with formulating and planning.
 - C. Leadership is participative in nature and management is not.
 - D. Leaders establish and formulate the mission, but managers implement it.
29. A large organization that consists of sets of autonomous units coordinated by a central headquarters is a/an:
- A. Adhocracy.
 - B. Divisional structure.
 - C. Professional bureaucracy.
 - D. Machine bureaucracy.
30. The degree of agreement among members of an organization about the importance of specific values is referred to as:
- A. Structural flexibility.
 - B. Internal integration.
 - C. Cultural strength
 - D. Organizational commitment
- II. 請針對每題內名詞分別加以解釋，並比較其在管理運用之異同 (40%，每題 8 分)
- 1. 任務 vs. 角色
 - 2. 垂直整合 vs. 業務外包
 - 3. 分配正義 vs 程序正義
 - 4. 交易成本 vs 社會資本
 - 5. 科層組織 vs 學習型組織