

國立中央大學94學年度碩士班考試入學試題卷 共3頁 第1頁
所別：工業管理研究所碩士班 甲組 科目：管理學

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. Effective managers who choose the "right" organizational goals and have the skills to use the organization's resources are:
A) efficient
B) effective
C) strategic
D) conceptual
E) technical
2. A set of specific tasks that a manager is expected to perform because of his or her position within the organization is called:
A) a plan.
B) restructuring.
C) a role.
D) an efficiency strategy.
E) none of the above.
3. By assembling computers only after they've been paid for by customers, resulting in a lower finished goods inventory, Dell Computer Co. achieved:
A) increased quality.
B) a competitive advantage.
C) increased responsiveness.
D) increased innovation.
E) none of the above.
4. The theory (-ies) that describes the impact of external forces on the organization is called:
A) scientific management
B) management science
C) administrative management
D) organization-environment theory
E) the human relations movement
5. The idea that every worker should receive orders from only one superior is called:
A) line of authority.
B) unity of command.
C) centralization.
D) equity.
E) initiative.
6. Which management thought advocates that supervisors be trained to manage subordinates according to behavioral principles in order to achieve the cooperation of these subordinates and, thereby, to increase their productivity?
A) Scientific management
B) Equity theory
C) The Hawthorne studies
D) Human relations movement
E) TQM
7. All of the following are examples of terminal values EXCEPT:
A) a comfortable life.
B) a sense of accomplishment.
C) social recognition.
D) courage.
E) wisdom.
8. All of the following are examples of terminal values EXCEPT:
A) inner harmony.
B) capability.
C) a world of beauty.
D) a sense of accomplishment.
E) social recognition.
9. A top manager conveying the importance of diversity to employees is acting as a:
A) figurehead
B) leader
C) liaison
D) entrepreneur
E) negotiator
10. When Ford Motor Co. assigns female engineers to an automobile design team to make sure that the needs of potential female customers are met in the design of the car, this is an example of:
A) bias.
B) stereotyping.
C) managing diversity.
D) the ombudsman effect.
E) quid pro quo.
11. The process through which selection, organization, and interpretation of experiences is called:
A) bias
B) stereotyping
C) perception
D) scheming
E) discrimination
12. ABC Company has many suppliers for a particular input. ABC's bargaining position with those suppliers is:
A) strong
B) moderate
C) weak
D) nonexistent
E) can't tell from this information
13. A supplier's bargaining position is especially strong when:
A) many sources of the supply exist.
B) other materials can be substituted for their specific supply.
C) the supply is vital to the organization.
D) the supply is free.
E) the supply is not protected by patent.
14. If the product of a major competitor has a large market share, we say that this product has a large amount of:
A) political force.
B) demographic force.
C) brand loyalty.
D) potential competition.
E) distributor loyalty.
15. When organizations use labor from other countries in order to lower their production costs, this is an example of:
A) a free-market economy.
B) a totalitarian regime.
C) a representative democracy.
D) the free-trade doctrine.
E) global outsourcing.
16. Free-market economies tend to have _____ rates of economic growth than command economies, and their citizens tend to have _____ per capita incomes.
A) higher; lower
B) higher; higher
C) lower; lower
D) lower; higher
E) none of these
17. A manager's ability to make a good decision based on past experience and "a gut feeling" is known as:

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- A) a programmed decision.
 B) a nonprogrammed decision.
 C) a heuristically decision.
 D) an intuitive decision.
 E) the illusion of control.
18. When uncertainty exists, the probabilities of alternative outcomes _____ be determined and the future outcomes are _____.
 A) can; known
 B) cannot; known
 C) can; unknown
 D) cannot; unknown
 E) none of the above
19. Which plan of the organization contains top management's decisions about the organization's mission, goals, strategy, and structure?
 A) Corporate-level plan
 B) Divisional-level plan
 C) Functional-level plan
 D) Business-level plan
 E) Departmental-level plan
20. Organizational plans, which cover a time-span of up to one year, are referred to as which type of plans?
 A) Long-term plans
 B) Short-term plans
 C) Division-term plans
 D) Corporate-term plans
 E) Intermediate-term plans
21. In the "five forces model," when the barriers to entry into competition within the industry are _____, the more likely it is that industry profits will be _____.
 A) low; high
 B) low; low
 C) high; low
 D) high; high
 E) none of the above
22. _____ technologies are characterized by _____ task variety and _____ task analyzability.
 A) Nonroutine; low; low
 B) Routine; high; low
 C) Nonroutine; high; low
 D) Routine; low; low
 E) none of the above
23. McDonald's Corporation made a basic decision as to how to divide the tasks of the jobs of "chefs" and "food servers" in its restaurants. This was an example of:
 A) continuous-process technology.
 B) job design.
 C) divisional structure.
 D) product structure.
 E) matrix structure.
24. The process by which managers monitor and regulate the efficiency and effectiveness of the workers in an organization is called:
 A) planning.
 B) organizing.
 C) leading.
 D) controlling.
 E) coordinating.
25. A division manager is evaluated based on the operating income figures of his or her division. This is an example of:
 A) a cash flow budget approach.
 B) a capital budget approach.
 C) a revenue budget approach.
 D) an expense budget approach.
 E) a profit budget approach.
26. "Organizational language" includes:
 A) how workers dress.
 B) the types of offices assigned to workers.
 C) the types of cars that workers drive.
 D) the spoken language used by workers.
 E) all of the above.
27. 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.
28. The degree to which a test measures what it is supposed to measure is called the _____ of the test.
 A) reliability
 B) validity
 C) RJP ability
 D) development ability
 E) outsourcing capability
29. Which of the following is NOT an example of an employee's outcome from an organization?
 A) effort
 B) feeling of accomplishment
 C) vacation time
 D) pleasure of performing interesting work
 E) autonomy
30. The desirability to an employee of each of the outcomes available from the employee's job or organization is known as:
 A) instrumentality.
 B) expectancy.
 C) valence.
 D) equity.
 E) extinction.
31. The most motivating goals are:
 A) specific and easy
 B) general and easy
 C) specific and difficult
 D) specific and easy
 E) specific and out of reach
32. The specific ways in which a manager chooses to influence others is known as that manager's:
 A) legitimate power.
 B) coercive power.
 C) reward power.
 D) expert power.
 E) personal leadership style.
33. Which of the following personal characteristics are managerial characteristics that are included in the trait model of leadership?
 A) Skills
 B) Expertise
 C) Knowledge
 D) Abilities
 E) All of the above
34. Leadership that makes subordinates aware of their jobs' importance to the organization is called:
 A) consideration
 B) empowerment

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- C) transformational
D) transactional
E) path-goal leadership
35. The employees of a small marketing research firm who report to the president of the company are known as:
A) a cross-cultural group.
B) a command group.
C) an informal group.
D) a task force.
E) an ad hoc committee.
36. An assembly line of workers in a Ford Motor Co. factory that produces Ford Explorers is said to have:
A) pooled task interdependence.
B) a virtual team format.
C) synergy.
D) reciprocal task interdependence.
E) sequential task interdependence.
37. In the transmission phase of communication, the person who wishes to share information with someone else is known as the:
A) encoder.
B) messenger.
C) noise.
D) receiver.
E) sender.
38. The encoding of messages into words is known as:
A) nonverbal communication.
B) noise.
C) verbal communication.
D) information richness.
E) jargon.
39. The idea that "managers tend to communicate more with other managers whose offices are close to their office" is represented by which type of communication network?
A) Chain
B) Wheel
C) Circle
D) Groupware
E) All-channel
40. When managers rely on each other in order to accomplish a given task, this is known as:
A) overlapping authority.
B) incompatible time horizons.
C) scarce resources.
D) incompatible goals
E) task interdependence.
41. A manager conducts a meeting in such a way that he or she has a strong influence on the alternatives for a decision that are discussed in the meeting. This is known as:
A) forming alliances.
B) being in a central position.
C) controlling the agenda.
D) relying on objective information.
E) generating resources.
42. The _____ the accuracy and the _____ the reliability of information, the _____ the quality of the information.
A) poorer; greater; lower
B) poorer; poorer; higher
C) greater; poorer; lower
D) greater; greater; higher
E) none of the above
43. The exchange of information through a group of interlinked computers is known as:
A) artificial intelligence.
B) an expert system.
C) networking.
D) real-time information.
E) client serving.
44. A bank that uses a computer system to record deposits and withdrawals from its customers' checking accounts is using a(n):
A) operations information system.
B) transaction-processing system.
C) expert system.
D) group decision-support system.
E) artificial intelligence system.
45. Which of the steps in making a TQM control system work effectively is a bank doing when it measures its output in terms of the number of personal banking checking accounts lost each year to a competitor?
A) Solicit input from employees
B) Find ways to measure quality
C) Focus on the customer
D) Identify defects and trace them to their source
E) Introduce JIT inventory systems
46. 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
47. Typically, designing products that have _____ parts _____ assembly time and _____ efficiency.
A) fewer; reduces; increases
B) fewer; reduces; decreases
C) more; reduces; increases
D) more; increases; increases
E) none of the above
48. Which of the following is a stage of the product life cycle?
A) Growth
B) Mature
C) Embryonic
D) Decline
E) All of the above
49. The _____ the length of a product life cycle, the _____ important it is to innovate new products
A) longer; more; quickly
B) longer; less; slowly
C) shorter; less; quickly
D) shorter; more; quickly
E) none of the above
50. The purpose of a _____ is to guide the development of a new business while the purpose of a _____ is to guide the product development activities.
A) stage-gate development funnel; business plan
B) concurrent engineering plan; contract book
C) business plan; stage-gate development funnel
D) business plan; product champion plan
E) contract book; concurrent engineering plan