

國立臺中教育大學 98 學年度大學日間部轉學招生考試

管理學試題

適用學系：國際企業學系二年級

一、選擇題（50%）

1. () The measure of how well (or how productively) an organization uses its resources to achieve a goal is known as:
 - (1) effectiveness.
 - (2) role.
 - (3) strategy.
 - (4) organizing
2. () A manager who is self-reliant and self-sufficient is expressing which type of instrumental value?
 - (1) Responsibility
 - (2) Independence
 - (3) Ambition
 - (4) Capability
 - (5) Helpfulness
3. () A manager who has several male subordinates and one female subordinate and who pays closer attention to the female subordinate than the male subordinates when they offer ideas in work sessions is exhibiting:
 - (1) The salience effect.
 - (2) A hostile work environment.
 - (3) Quid pro quo harassment.
 - (4) The similar-to-me effect.
 - (5) The social status effect.
4. () The extent to which a job requires a worker to perform all of the tasks that are required to complete the job, is called:
 - (1) Skill variety.
 - (2) Task identity.
 - (3) Task significance.
 - (4) Feedback.
 - (5) Autonomy.

5. () An organization sets up a management information system (MIS) that gives managers information about changes in the task environment that may affect the organization at some future time. This is an example of:
- (1) Feedforward control.
 - (2) Concurrent control.
 - (3) Feedback control.
 - (4) Bureaucratic control.
 - (5) MBO control.
6. () The first step managers must take to manage change effectively is:
- (1) Evaluate the change
 - (2) Decide on the change to make
 - (3) Implement the change
 - (4) Assess the need to change
 - (5) Identify obstacles to change
7. () An organization allows its employees to choose the benefits, such as vision, dental, or health insurance they want. This is called a:
- (1) Collective bargaining agreement
 - (2) Cafeteria style benefit plan
 - (3) Flexible benefit plan
 - (4) Labor contract
8. () According to expectancy theory, high motivation will occur when:
- (1) Expectancy is high
 - (2) Instrumentality is high
 - (3) Valence is high
 - (4) Any two of expectancy, instrumentality, or valence are high
 - (5) All three are high
9. () A supermarket manager schedules the workers in the supermarket to ensure that enough cash register clerks are available at different times during the day depending on the expected demand from customers. This manager has engaged in which type of behavior?
- (1) Relationship-oriented
 - (2) Consideration
 - (3) Initiating structure
 - (4) Empowerment
 - (5) Referent power

10. () Two managers at ABC Company who are in conflict are made to realize that their differences are based on the different meanings that they attach to certain words. This is a conflict management strategy called:
- (1) increasing awareness of the sources of conflict.
 - (2) job rotation.
 - (3) benchmarking.
 - (4) increasing diversity awareness.
 - (5) all of the above.
11. () IBM has a written set of guidelines for its managers in terms of behavior that IBM considers to be either ethical or unethical. This set of written guidelines is called:
- (1) a policy.
 - (2) rules.
 - (3) a standard operating procedure.
 - (4) a single-use plan.
 - (5) a mission statement.
12. () D.Katz 認為管理者必備的三種技能為：
- (1) 人際+技術+診斷
 - (2) 概念+人際+技術
 - (3) 人際+溝通+技術
 - (4) 概念+人際+溝通
13. () 關於 Herzberg 的激勵保健理論描述，下列何者錯誤？
- (1) 上司的監督是保健因素
 - (2) 成就是激勵因素
 - (3) 激勵因素可在心理上產生激勵作用
 - (4) 保健因素可提昇組織成員的生產力
14. () 有關權變理論的敘述何者為非？
- (1) 尋求建立最佳法則
 - (2) 否定兩極二分論點
 - (3) 主張殊途同歸性
 - (4) 強調效率與效果並重

15. () 「一套以不斷改善組織為基礎的管理哲學，在持續改進的規範下，整合基本的管理技術、現有的改進努力，以及各項技術工具以滿足顧客的期待。」請問此定義描述是下列何種管理方法之概念？
- (1) 績效管理
 - (2) 全面品質管理
 - (3) 甘特圖
 - (4) 目標管理
16. () 下列何者並非霍桑實驗 (Hawthorne Experiments) 的主要理論內容？
- (1) 參與及情緒發洩
 - (2) 正式組織
 - (3) 小團體及其約束力
 - (4) 社會平衡與士氣
17. () 管理學者有意識的政策選擇、發展能力、詮釋環境，以集中組織的努力來達成既定目標，此稱之為：
- (1) 公司治理
 - (2) 組織發展
 - (3) 功能管理
 - (4) 策略管理
18. () 組織的管理，其一方面是在確認組織的特定運作責任，在另一方面則藉由組織和工作流程的設計來強化生產力的目標，此管理謂之：
- (1) 權變管理
 - (2) 組織發展
 - (3) 作業管理
 - (4) 生產管理
19. () Peter Senge 在《學習型組織》一書中提到「煮蛙」的譬喻，用來說明組織的學習障礙，此一譬喻意指為何？
- (1) 組織之所以失敗，肇因於本位主義的思考
 - (2) 組織之所以失敗，肇因於歸罪於外的態度
 - (3) 組織之所以失敗，肇因於專注個別事件
 - (4) 組織之所以失敗，肇因於不知適應漸進的改變
20. () 有關 MBO 策略的敘述，何者正確？
- (1) 特別重視委員會形態的運用
 - (2) 目標執行結果應配合施行獎懲工作
 - (3) 目標全由上級負責訂定，下級負責施行
 - (4) 由 A.Toffler 所提出

21. () 在以改善管理方式增進激勵效果方面，下列何者不包括在內？
- (1) 改善工作設備
 - (2) 實施參與管理
 - (3) 鼓勵進修學習
 - (4) 採用權變領導
22. () 何者非大內 (William Ouchi) Z 理論所述的組織文化特色？
- (1) 緩慢陞遷
 - (2) 長期僱用
 - (3) 企業家精神
 - (4) 共識決策
23. () 從轉換型領導來強調領導與管理的不同時，系列何者不是轉換型領導的特質？
- (1) 啟發自覺意識
 - (2) 創造願景
 - (3) 關心工作效率
 - (4) 鼓勵學習動機
24. () ERG 理論之重要論點為何？
- (1) 是一道滿足提昇的程序
 - (2) 工作豐富化與工作品質的提升
 - (3) 滿足提昇與挫折退化並存的程序
 - (4) 需求成階梯式排列有先後次序
25. () 認為領導者的領導行為，者要是在激發被領導者的動機或期望，並提供種種途徑，使之達成組織目標，這是何種領導原理？
- (1) 途徑目標理論
 - (2) 權變理論
 - (3) 參與決策理論
 - (4) 連續體理論

二、解釋名詞 (25%)

1. Managerial Grid

2. Expectancy Theory

3. Empowerment

4. 效率與效能

5. 平衡計分卡

三、 申論題 (25%)

1. 管理者扮演的角色為何? (10%)
2. 請各舉一例說明程序性與非程序性決策。(15%)

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一、選擇題

題號	答案
1	(3)
2	(2)
3	(1)
4	(2)
5	(1)
6	(4)
7	(1)
8	(5)
9	(3)
10	(1)
11	(1)
12	(2)
13	(4)
14	(1)
15	(2)
16	(2)
17	(4)
18	(3)
19	(4)
20	(2)
21	(1)
22	(3)
23	(3)
24	(4)
25	(1)