

國立屏東科技大學八十九學年度碩士班招生考試 管 理 學 試 題

說明：

- 一、本次考試為單選題，試題卷有 9 頁，共 50 題，每題答對給 2 分，答錯倒扣 0.5 分，未作答者不給分亦不扣分
- 二、不得使用任何形式的字典
- 三、答案請寫在答案卷上

- () 1. 下列有關虛擬企業(Virtual Corporation)的敘述，最適當的是：
- A. 企業為因應環境快速變化，將資源專注於某項特定的價值活動，而將企業功能之其他部份外包出去，使組織得以更有彈性的方式營運
 - B. 組織與其他伙伴之關係，是基於階級、計畫及控制等因素而結合
 - C. 由於組織與其外包形成網路架構，雖使虛擬組織可兼取專業化及彈性的優點，卻無法快速回應市場的變遷
 - D. 雖可促成資訊的流動及知識的累積，從而降低組織內部的營運成本，但與外界的交易成本卻因而高於內部的營運成本
- () 2. 下列何者並非組織成員抗拒變革(Change)的原因：
- A. 權力結構將失衡
 - B. 價值觀、人際關係、安全感之衝突
 - C. 欲得到某些利益交換而作為談判的條件
 - D. 解凍，改變，再凍結
- () 3. Mintzberg 指出管理者在其日常工作中扮演十種不同的角色，這些角色又區分為下列那三類：
- A. 個人、私人及公眾角色
 - B. 人際、資訊及決策角色
 - C. 半私人、資訊及公眾角色
 - D. 決策、爭論及分裂角色
- () 4. 筆試常被認為是企業招募人才最公平、公正的用人方法，但必須考題具有足夠的信度與效度。下列何者為效度最適當之敘述：
- A. 過去員工的試題分數與員工的績效表現之間，具有高度正相關
 - B. 考題彼此之間具有一致性
 - C. 考題彼此之間具有穩定性
 - D. 測試使用電腦態度的問題所得到的答案，彼此間沒有顯著的差異
- () 5. 衝突是因為認知到不相容的差異而引起的抵觸或是對立。如何有效避免與解決衝突，是下列那一項管理的主要任務：
- A. 目標管理
 - B. 品質管理
 - C. 衝擊管理
 - D. 策略管理

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- () 6. 研究領導者(Leader)、追隨者(Follower)及情境(Situation)三者之間的可能搭配，亦即領導是領導者、部屬與情境三項變數之函數的領導理論，通常稱爲：
- A. 屬性理論
 - B. 行爲理論
 - C. 權變理論
 - D. 二因子理論
- () 7. 下列何者屬於公司層級的策略選擇：
- A. 成本領導(Cost Leadership)
 - B. 多角化(Diversification)
 - C. 差異化(Differentiation)
 - D. 集中化(Focus)
- () 8. 下列關於有效領導的敘述，最適當的是：
- A. 甲想要改變乙的行爲，而且可看出是有企圖的去做
 - B. 因爲甲的行爲改變，乙將會較滿足、得到較高的報酬、或是達成較重要的目標
 - C. 乙行爲的改變，是甲努力的函數
 - D. 甲從職業棒球隊退休後擔任該球隊的經理
- () 9. 下列有關矩陣組織(Matrix Organization)的敘述，最不適當的是：
- A. 是結合專案式與功能式的組織型態
 - B. 在此組織中一方面有原功能主管縱的職責行使，另一方面亦有專案經理跨部門橫向行使職權
 - C. 此種方式兼具效率及適應性的優點
 - D. 此種組織方式之管理費用低，原功能部門主管與專案經理協和而不衝突，指揮員工路線條理分明，不易造成員工短視的急功近利心態
- () 10. 根據古典的組織設計，下列那一項是其工作或組織設計的特性？
- A. 高度分權化
 - B. 低度形式化
 - C. 低度複雜化
 - D. 高度專業化
- () 11. 以經營團隊(Executive Group)爲中心，整合與協調其他彼此專業分工的組織或個人，並將不擅長的業務予以外包(Outsourcing)且以契約的型態維持組織間的合作關係，以獲取彈性競爭優勢的經營模式(Business Model)，稱爲：
- A. 機械式組織(Mechanistic Organization)
 - B. 層級式組織(Hierarchical Organization)
 - C. 網路式組織(Network Organization)
 - D. 矩陣組織(Matrix Organization)

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- () 12. 馬斯洛(Maslow)將人類的需求歸納為五種層級，由低層至高層依序為：
- A. 生理需求、安全需求、社會需求、尊敬需求、及自我實現需求
 - B. 生理需求、社會需求、安全需求、尊敬需求、及自我實現需求
 - C. 生理需求、安全需求、社會需求、自我實現需求、及尊敬需求
 - D. 安全需求、生理需求、社會需求、尊敬需求、及自我實現需求
- () 13. 下列有關一個有效控制(Control)系統的敘述，最適當的是：
- A. 組織內所有的績效項目均須納入控制系統
 - B. 設置控制系統時無須考慮其成本及效益
 - C. 由於控制系統本身的成本支出可觀，不宜設置預備裝置
 - D. 控制系統與管理人員之間應有良好的溝通與反應機能
- () 14. 當你喜歡一個人並樂於為他或她做事情，此時的權力來源或基礎是：
- A. 法統力(Legitimate Power)
 - B. 獎酬力(Reward Power)
 - C. 參考力(Referent Power)
 - D. 強制力(Coercive Power)
- () 15. 下列那一項行為最適合藉道德(Ethics)來規範：
- A. 自由講演(Free Speech)
 - B. 自由出版(Free Press)
 - C. 自由選擇(Free Choice)
 - D. 自由飲食(Free Food)
- () 16. Michael Porter 提出的競爭力模型列出五項競爭力，下列那一項不是模型中的五力之一？
- A. 潛在競爭者
 - B. 購買者的議價能力
 - C. 自己產品的生命週期
 - D. 替代品的威脅
- () 17. 僱用或晉升人員所評定的標準與其工作無關，此種評定的準則是指：
- A. 肯定行動(Affirmative Action)
 - B. 均等僱用機會
 - C. 差別待遇或歧視(Discrimination)
 - D. 僱主或老闆主觀意識
- () 18. 縮小管理幅度(Span of Management)宜適用在下列那一種情況？
- A. 部屬工作地點集中
 - B. 部屬工作單純，不須嚴密監督
 - C. 大部份的部屬都分別承擔甚多不同形式的任務
 - D. 管理者的能力甚強

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- () 19. ISO 9000 為國際標準機構所制定品質保證的國際標準，它有一系列標準，其中規範品質保證與管理的一般通則的是：
- A. ISO 9001
 - B. ISO 9002
 - C. ISO 9003
 - D. ISO 9004
- () 20. 規劃為重要的管理功能之一，下列對規劃功能的敘述，那一項最值得商榷？
- A. 保證執行成功
 - B. 便利組織營運作業之控制
 - C. 可降低企業即將面臨的不確定性
 - D. 可集中心力，全神貫注於目標的達成
- () 21. 當總經理對群體決策持負面看法時，他(她)較不可能認同下列那一項敘述？
- A. 順從社會壓力會抑制決策群體的成員
 - B. 整個決策群體知識的總和較大
 - C. 個人可能主導或控制整個決策群體
 - D. 群體傾向接受最可能的確實答案而忽略其他可能的解答
- () 22. 下列那一項為非正式群體(Informal Groups)的特徵？
- A. 強烈排斥社會制裁
 - B. 以成員滿足及成員安全為群體的主要目標
 - C. 使用正式管道進行溝通
 - D. 地位職權為成員間相互影響的主要影響力來源
- () 23. 「企業的人性面」(The Human Side of Enterprise)一書的作者是：
- A. Taylor
 - B. Drucker
 - C. McGregor
 - D. Mintzberg
- () 24. 某企業提供一套標準化產品、銷售及管理訣竅(Know how)給他國的其他企業，藉以進入國際市場營運，其進入方式為：
- A. Franchising
 - B. Foreign Branches
 - C. Joint Ventures
 - D. Licensing

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- ()25. 企業唯一的社會責任就是使利潤極大化，經理人為代理人，從事社會公益為慷他人之慨的行為，而且會破壞市場機能。持這種反面觀點的是：
- A. Friedman
 - B. Davis
 - C. Carroll
 - D. Fielder
- ()26. The *most* important determinant of the success of a company is
- A. its resources, capabilities, and strategies.
 - B. the industry in which it operates.
 - C. the country in which it is located.
 - D. access to raw materials.
- ()27. The way a company positions itself in the marketplace to gain a competitive advantage is part of
- A. corporate-level strategy.
 - B. business-level strategy.
 - C. functional-level strategy.
 - D. strategy implementation.
- ()28. Which of the following is *not* a criticism of formal planning processes that utilize the fit model?
- A. Every company uses the same technique, so planning is not a source of competitive advantage.
 - B. The future is unpredictable.
 - C. Management focuses more on current opportunities than they do upon future opportunities.
 - D. Management focuses more on future opportunities than they do on current opportunities.
- ()29. Which of the following is most likely to create tension between corporate-level and business-level personnel?
- A. Planning equilibrium
 - B. Planning under uncertainty
 - C. Ivory tower planning
 - D. Cognitive bias

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- () 30. Which of the following is *not* a characteristic of successful managers according to Edward Wrapp?
- A. The ability to commit the organization to a particular vision without publicly stating precise objectives
 - B. The ability to build consensus for their ideas
 - C. The ability to generate precise private objectives and strategies that they would like the organization to pursue
 - D. The ability to use their authority to push programs through the organization in their entirety over the objectives of lower level managers.
- () 31. A consumer-oriented business definition
- A. focuses on products sold and markets served.
 - B. recognizes that a product is only the physical manifestation of the application of a particular technology to the satisfaction of a particular need for a particular consumer group.
 - C. recognizes that unless the company focuses on the products delivered to end users, it is likely to ignore the importance of production costs in establishing a competitive advantage.
 - D. serves to set the context for the diversification strategy of a multibusiness company.
- () 32. When are the interests of stockholders and senior managers likely to be most closely aligned?
- A. When the board of directors is dominated by insiders
 - B. When managers receive most of their compensation in the form of a regular salary
 - C. When managers receive most of their compensation in the form of stock options
 - D. When corporate raiders are unable to mount a takeover bid.
- () 33. Which of the following entry barriers is based on superior production technology gained from past experience?
- A. Brand loyalty
 - B. Economies of scale
 - C. Economies of scope
 - D. Absolute cost advantage

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- ()34. "Creative destruction" means
- A. inefficient companies go bankrupt, leaving the remaining firms the chance to earn more profits.
 - B. small businesses are incorporated into a large multinational firm to achieve economies of scale.
 - C. the government deregulates an oligopolistic industry.
 - D. technological change makes products obsolete but offers many opportunities to develop new products.
- ()35. Which of the following countries will have the biggest competitive advantage in the telecommunications equipment industry?
- A. A country with low-cost, low-skilled labor
 - B. A country where a national phone monopoly has achieved economies of scale
 - C. A country that has an internationally competitive computer and semiconductor industry that supports telecommunication operations
 - D. A country where local demand is weak, making global markets a necessity
- ()36. According to Michael Porter, the two ways to obtain a competitive advantage in an industry are
- A. low cost and efficiency.
 - B. low cost and differentiation.
 - C. premium pricing and differentiation.
 - D. innovation and differentiation.
- ()37. Technological know-how is
- A. a tangible resource.
 - B. an intangible resource.
 - C. a tangible capability.
 - D. an intangible capability.
- ()38. The value concept suggests
- A. that only primary activities add value to a product.
 - B. that after-sales services is an important support activity.
 - C. that all value-creation functions play a role in achieving superior quality, efficiency, innovation, and customer responsiveness.
 - D. that materials management has a primary role.

- ()39. Which of the following is a tactical step for getting down the experience curve ahead of competitors?
- A. Premium pricing to create an image of uniqueness in consumers' minds
 - B. Pursuing a distinctive competence in focused marketing
 - C. Using aggressive pricing and promotions to expand sales volume as rapidly as possible
 - D. Constructing a manufacturing plant of less than minimum efficient scale
- ()40. Market fragmentation has occurred in many industries because of the
- A. emergence of flexible technologies.
 - B. homogenization of markets.
 - C. implementation of just-in-time inventories.
 - D. increased strength of large competitors.
- ()41. Two engineers discover a way to copy one compact disc to another compact disc, a process that is easily imitable. Which of the following strategies is most appropriate for these two entrepreneurs?
- A. Develop and market the technology themselves
 - B. License the technology to another company
 - C. Develop the technology jointly with another company
 - D. Pursue a horizontal merger
- ()42. Differences in taste and preference
- A. increase pressures for cost reductions.
 - B. reduce pressures for cost reductions.
 - C. increase pressures for local responsiveness.
 - D. reduce pressures from the host government.
- ()43. One of the major factors determining how much a company gains from an alliance with a competitor is
- A. its ability to share know-how.
 - B. its ability to learn from its partner.
 - C. its ability to give its partner market access.
 - D. the extent to which the alliance is backed up by informal long-term commitments on the part of both parties.
- ()44. Much diversification fails to add value because
- A. companies seek to achieve differentiation instead of low cost.
 - B. companies diversify into areas in which they have some knowledge and miss out on profitable opportunities in other areas.
 - C. companies make acquisitions rather than develop new technologies on their own.
 - D. companies diversify primarily to achieve growth.

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- () 45. According to the BCG matrix, which of the following has a low relative market share in a high-growth industry?
- A. Cash cow
 - B. Question mark
 - C. Dogs
 - D. Stars
- () 46. Bureaucratic costs increase when
- A. integration is reduced.
 - B. authority is decentralized.
 - C. cross-functional teams are established to develop a product.
 - D. the number of hierarchical levels increases.
- () 47. Stock market price
- A. has little effect on top managers.
 - B. is an indicator of a company's long-term potential.
 - C. is a form of bureaucratic control.
 - D. is an environmental target.
- () 48. A typical focused company has a
- A. functional structure with high integration.
 - B. functional structure and inexpensive control systems.
 - C. product team structure with high integration.
 - D. product team structure and inexpensive control systems.
- () 49. The ability to informally influence an individual or group to do something it would not do otherwise is called
- A. organizational politics.
 - B. power.
 - C. change management.
 - E. authority.
- () 50. Evaluation of change
- A. is part of the change process.
 - B. involves the comparison of postchange performance with prechange performance.
 - C. is easier for changes in strategy than for changes in structure.
 - D. is part of the change process *and* involves the comparison of postchange performance with prechange performance.