

招生學年度	103	招生類別	碩士班
系所班別	企業管理學系碩士班(甲組)、國際企業學系碩士班、運籌管理研究所碩士班(甲組)、觀光暨休閒遊憩學系碩士班		
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答案卡上之①代表 a；②代表 b；③代表 c；④代表 d。

I. 選擇題 (共 30 題，每題 2 分，60%)

請選擇最佳的答案。

1. Scientific management evolved at the dawn of the twentieth century because
  - a. labor was in abundant supply.
  - b. worker efficiency was low.
  - c. capital was in short supply.
  - d. information was rapidly changing.
2. A Gantt chart is a
  - a. method for developing employee wage systems.
  - b. device used in doing time and motion studies.
  - c. checklist used in equipment maintenance.
  - d. means of scheduling individual work or whole projects.
3. Which of the following statements about the Hawthorne studies is FALSE?
  - a. The Hawthorne studies initiated work in the human relations movement.
  - b. The Hawthorne studies indicated the need to consider the social aspects of the organization.
  - c. The Hawthorne studies confirmed that incentive pay plans are an effective means of increasing production.
  - d. The Hawthorne studies showed that group norms exert a powerful influence on the members of a group.
4. Theory X managers believe workers are
  - a. lazy.
  - b. happy.
  - c. motivated.
  - d. committed.
5. \_\_\_\_\_ plans are the organizational plans that are broadest in focus and have the longest time frame.
  - a. Operational
  - b. Tactical
  - c. Functional
  - d. Strategic
6. 3M is a highly innovative firm that is constantly seeking new markets and is oriented toward growth and taking risks. It uses a(n) \_\_\_\_\_ strategy.
  - a. prospector
  - b. defender
  - c. reactor
  - d. analyzer
7. Which of these is concerned with the changes in the sales volume of a product during its existence?
  - a. Portfolio approach
  - b. Product life cycle approach

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- c. Environmental SWOT analysis  
d. Maslow's hierarchy
8. Ford once supplied every part to its automobiles, except the rubber (it even tried to grow the trees, to no avail). This is an example of
- forward vertical integration.
  - unrelated diversification.
  - backward vertical integration.
  - horizontal integration.
9. Philip Morris markets Marlboro cigarettes, the number-one selling cigarette brand in the world. Outside the United States, Marlboro generates huge profits that Philip Morris uses to support other less successful SBUs. According to the BCG matrix, Marlboro is an example of a
- question mark.
  - problem child.
  - star.
  - cash cow.
10. All of the following were primary contributors to the behavioral management perspective EXCEPT
- Abraham Maslow
  - Elton Mayo
  - Henri Fayol
  - Douglas McGregor
11. William invested in an initial public offering. After a month he lost 5 percent. After a year he lost 50 percent. After two years he lost 80 percent. William's decision to keep the investment is an example of
- bounded optimization.
  - escalation of commitment.
  - programmed decision making.
  - strategic maximization.
12. Which of the following disadvantages of group decisions typically results from the group being very cohesive?
- Coalitions
  - Consensus
  - Compromise
  - Groupthink
13. Job \_\_\_\_\_ refers to the degree to which the organization's overall task is broken down and divided into smaller component parts.
- specialization
  - delegation
  - departmentalization
  - organization
14. Sears has departments for clothing, tools, jewelry, and home goods. This is an example of departmentalization by
- product.
  - location.

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- c. sequence.  
d. customer.
15. Giovanna is very competent. She works in a relatively predictable environment. All of his subordinates do the same activity with few problems. This situation would tend to call for
- a narrow span of management.
  - delegation.
  - a wide span of management.
  - a tall organization.
16. Recruitment is the process of \_\_\_\_\_.
- hiring from inside the organization
  - locating, identifying, and attracting potential employees
  - assessing the national, international, and local labor market
  - hiring from outside the organization
17. A written statement of what a job holder does in his or her job, how it is done, and why it is done is known as a \_\_\_\_\_.
- job description
  - job specification
  - job definition
  - job qualifications
18. The three elements that make up an attitude are its \_\_\_\_\_ components.
- cognitive, affective, and behavioral
  - cognitive, component, and affective
  - affective, effective, and defective
  - behavioral, cognitive, and misbehavioral
19. In attribution theory, the behavior of an individual who shows high distinctiveness and low consistency is likely to be attributed as \_\_\_\_\_.
- his or her responsibility
  - externally caused
  - internally caused
  - under his or her control
20. When a manager gives an employee a bonus for a job well done, which behavior-shaping method is the manager using?
- negative reinforcement
  - positive reinforcement
  - extinction
  - punishment
21. \_\_\_\_\_ is the unique combination of psychological traits that describe a person.
- Behavior

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- b. Personality  
c. Character  
d. Intelligence
22. In an attempt to get employees to stop congregating, a manager decides to remove free bagels from the company snack bar. Which behavior-shaping method is she using?  
a. negative reinforcement  
b. positive reinforcement  
c. punishment  
d. extinction
23. Teams composed of individuals who have never actually met one another in person are called \_\_\_\_\_.  
a. virtual teams  
b. cross-functional teams  
c. problem-solving teams  
d. self-managed work teams
24. Small groups appear to perform better when it comes to \_\_\_\_\_.  
a. speed of performing tasks  
b. getting diverse input into a problem  
c. finding facts  
d. problem solving
25. In equity theory, procedural justice is concerned with which of the following?  
a. comparing output-to-input ratios among individuals  
b. comparing fairness between different organizations  
c. determining how honest one's boss is  
d. determining how fair the system is
26. The key to expectancy theory is that an individual's goals \_\_\_\_\_.  
a. match the rewards provided by the organization  
b. are not too high  
c. match the goals of fellow workers and superiors  
d. are not too high and not too low
27. Which of the following holds that intrinsic factors are related to job satisfaction, and extrinsic factors are related to job dissatisfaction?  
a. Maslow's hierarchy of needs  
b. Vroom's expectancy theory  
c. McGregor's Theory X and Theory Y  
d. Herzberg's motivation-hygiene theory
28. \_\_\_\_\_ is the deliberate manipulation of information by the sender to make it appear more favorable to the receiver.  
a. Jargon

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- b. Selective perception
- c. Filtering
- d. Information overload

29. Which communication sequence is correct?

- a. sender channel medium decoding receiver
- b. sender encoding channel decoding receiver
- c. sender decoding channel encoding receiver
- d. source sender encoding decoding receiver

30. Managers always use these for performance standards during the control process.

- a. goals created during the planning process
- b. standards developed by performance experts
- c. generic performance standards for the industry
- d. plans created during the planning process

## II. 問答題 (共兩題，每題 20 分，40%)

1. 小林是一家書店的老闆，經過三年的努力經營，這家書店目前有很好的業績，不但還清了所有的貸款，也有不少盈餘。小林想要運用這些盈餘繼續拓展事業，請問您會給他哪方面的建議？（例如：他應該繼續從事本業，還是進行多角化？他應該提升原有店面的服務，還是開設分店？）

(1) 他要拓展事業時，會有多少方式或選項？ (5%)

(2) 這些方式或選項的前提條件是什麼？潛在的利弊得失各是什麼？ (15%)

### 2. 洪仲丘事件

洪仲丘於 2013 年 6 月底退伍前夕，因攜帶具備拍照功能之行動電話和 MP3 隨身碟進入軍營，被指控違反軍隊資訊安全保密規定。洪仲丘懲處案經士官獎懲評議委員會（士評會），函送桃園縣楊梅市機步二六九旅高山頂營區，實施禁閉室「悔過」處分。7 月 3 日在室外溫度達紅旗警戒，洪員體重 98 公斤、BMI 值過高下，禁閉單位仍執行操練，造成洪員中暑、熱衰竭，引發彌散性血管內凝血而死。

(引自：

<http://zh.wikipedia.org/wiki/%E6%B4%AA%E4%BB%B2%E4%B8%98%E4%BA%8B%E4%BB%B6>  
的報導)

請問：

(1) 宣騰一時的洪仲丘事件，突顯軍中激勵或領導出了哪些問題？(此小題請簡單扼要回答即可，並請盡量引用管理專業術語或理論說明！！)(6%)

(2) 您認為軍中最好的領導方式為何？(請以領導相關理論回答！！)(14%)