

國立臺北科技大學附設進修學院

九十六學年度經營管理系二技招生考試

管理學試題

填 准 考 證 號 碼

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注意事項：

- 1. 本試題共【40】題單一選擇題，每題5分，配分共200分。
- 2. 答案須依題號填寫於答案卷之答案欄內，否則不予計分。

答案請用大寫英文字母

- 1. 在羅伯·凱茲(Robert L. Katz)所指出管理者應具備的三種能力中，有那一個是對所有層級的管理者同樣重要的(A)概念化能力(B)人際關係能力(C)技術性能力
- 2. 在波特教授的產業競爭分析架構中和企業站在既競爭又合作的立場的是(A)供應商(B)替代品(C)潛在進入者
- 3. 配合國家經濟發展階段之政策，顯示經濟情況，指導政府施政參考的指標是(A)景氣動向指標(B)景氣對策信號(C)工業生產指數
- 4. 對企業經營最有利的時期是(A)初生期(B)成長期(C)成熟期
- 5. 對企業獲利最有利的進入國際市場方式是(A)接受委託生產(B)技術授權(C)全球化經營
- 6. 第二次世界大戰後世界經濟景氣持續長，直到什麼事件才停止(A)能源危機(B)911 恐怖子攻擊事件(C)亞洲金融風暴
- 7. 企業以誇大的廣告誤導消費者，是不符合(A)企業的經濟責任(B)企業的法律責任(C)企業的倫理責任
- 8. 較能底解決群體決策問題的方法是(A)德爾菲法(B)名義團體(C)腦力激盪
- 9. 專案計畫和經常性計畫是以什麼基礎來劃分的(A)計畫的廣度(B)計畫的明確程度(C)計畫的重複性

- 10. 在波斯頓顧問團模式中，對問題兒童應該如何處理(A)增加投資(B)捨棄(C)評估後決定是否要投資
- 11. 控制幅度越大(A)組織層級越高(B)管理者人數越多(C)組織越扁平
- 12. 有助於組織文化解凍的情況是(A)組織規模大(B)組織的強勢文化(C)組織的弱勢文化
- 13. 組織再造強調的是(A)組織流程的徹底檢討(B)品質的持續改進(C)強調全面參與和團隊合作。
- 14. 人格特質是(A)恆定不會改變的(B)相對穩定但可能緩慢改變的(C)變動不居的
- 15. 不同的人會對相同的角色有不同期望，這種現象稱之為(A)角色知覺(B)角色認同(C)角色模糊
- 16. 麥克葛里哥認為(A)對X型的員工應該用X理論方法來管理他，對Y型的員工就用Y理論的方式來管理他(B)X理論的管理創造了X型的員工；Y理論的管理可以造就Y型的員工(C)員工天生是被動的，應該用X理論的方法來管理。
- 17. 公平理論主張人們是依據什麼來決定他們的努力程度(A)相對報償(B)絕對報償(C)貨幣所得
- 18. 依據麥克里蘭的三需求理論，好的管理者應該是(A)高成就需求(B)高權利需求(C)高親和需求
- 19. 管理者在激勵員工時應該(A)一視同仁(B)因人而異(C)憑喜好而為
- 20. 溝通指(A)意念的表達與了解(B)訊息的傳遞(C)說服對方接受自己的意念
- 21. 下列何種情況是管理者應該採取修正行動的(A)實際績效和目標一致(B)實際績效和目標不一致(C)實際績效和目標的差異達到一定的程度時
- 22. 最有效，但卻最難作到的是(A)前向控制(B)同步控制(C)回饋控制
- 23. ISO-9000 品質認證制度的重點在於(A)品質保證(B)品質檢驗(C)統計品質管理
- 24. 對債權人而言最重要的財務指標是(A)變現能力比率(B)負債管理比率(C)獲利能力比率
- 25. 組織的人事流動率(A)越低越好(B)不宜過高或太低(C)越高越好
- 26. 當一個國家的人口中有7%的人超過多少歲時被稱為高齡社會(A)60 歲(B)65 歲(C)70 歲
- 27. 低階現場管理人員如領班，應具備知識的重要性，以下列那一項為真(A)管理知識多於專業知識 (B)管理知識等於專業知識(C)管理知識小於專業知識(D)與兩者多寡無關

注意：背面尚有試題

28. 將例行作業標準化，使較高階層的管理人員能集中注意於顯著而不尋常的問題，稱作：(A)顏色管理(B)例外管理(C) 人事管理(D)計畫評核術

29. 為避免工人工作單調或無聊，而將工人的工作範圍與內容擴大時，管理上稱之為：(A)工作豐富化(B)工作輪調(C)工作參與(D)工作擴大化

30. 在 TQM 與再造工程 (reengineering) 之比較中，下列何者是錯誤的？(A)TQM 採用漸進式改變，再造工程著重徹底的改變(B)對於企業目前流程的認定，TQM 認為基本上是對的，再造工程認為是錯的，必須重新創新(C)兩者都是探討企業流程問題(D)再造工程強調組織的分工理論是很重要

31-34 請閱讀下列文章後回答

Michael, Joe's general manager, in a routine day might meet with city officials or civic leaders about environmental issues due to the plant's presence in the community. After these meetings, he will then meet with the functional managers to discuss and share with them the concerns and results of the meeting with city officials or civic leaders. Other times, he will meet with Betty, the production manager, and the human resource manager, Joyce, to discuss a complaint filed by one of the employees in a production department. He may also spend time on the Internet looking for new technologies that can be used in the production processes of his plant.

31. When Michael meets with city officials or civic leaders about environmental issues, he is performing which management role?

- (A) leader (B) resource allocator (C) entrepreneur (D) monitor

32. When Michael meets with just Betty and Joyce to discuss a complaint filed by one of the employees in a production department, he is performing which management role?

- (A) resource allocator (B) disturbance handler (C) liaison (D) figurehead

33. When Michael meets with the functional managers to discuss and share with them the concerns and results of the meeting with city officials or civic leaders, he is performing which management role?

- (A) disseminator (B) liaison (C) disturbance handler (D) negotiator

34. When Michael spends time on the Internet looking for new technologies that can be used in the production processes of his plant, he is performing which management role?

- (A) leader (B) entrepreneur (C) spokesperson (D) disturbance handler

35-37 請閱讀下列文章後回答

Christopher has a degree in business administration and has worked for a major corporation for 5 years. He is offered a chance to work in another country.

35. Through research on the Internet, Christopher finds that in this country's social framework, people are expected to look after others in their family (or organization) and protect them when they are in trouble. This society tends to support _____.

- (A) collectivism (B) parochialism (C) individualism (D) monotheism

36. This new country's people are favorably influenced by Christopher's job title, and the status given by his experience of having worked in the home office for 5 years. This country has a large _____.

- (A) interest in attracting foreign executives (B) sense of uncertainty avoidance (C) uncertainty avoidance (D) power distance

37. Through talking to executives in the international division, Christopher realizes that his home country has the highest individualism, low power distance and uncertainty avoidance, and a high quantity of life. He probably lives in _____.

- (A) Great Britain (B) Japan (C) United States (D) Canada

38-40 請閱讀下列文章後回答

Robert Downs has just completed a Master of Science degree in Computer Science at Major State University. He now wants to begin a new Internet business selling his services as a Web site maker for companies in his home city, St. Louis. He estimates that within 1 year, if his business idea is a success, that, at a minimum, he will be employing 10 programmers and 2 analysts.

38. To make his business successful, he will first have to develop which type of plans?

- (A) operational plans (B) specific plans (C) directional plans (D) strategic plans

39. To ensure that the organization's objectives are clearly defined and do not leave room for interpretation, he will have to develop which type of plans?

- (A) operational plans (B) specific plans (C) directional plans (D) strategic plans

40. To provide the programmers and analyst general guidelines about the efficiencies that are desired, he will have to develop which type of plans?

- (A) operational plans (B) specific plans (C) directional plans (D) strategic plans