

國立中山大學九十三年度碩士班招生考試試題

科目：管理實務

【企業管理學系碩士班乙班】

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一、單選題 (15%，請選一個最適答案，依題號填在考試試卷內頁之答案紙的『是非、選擇題專用頁』上，若不照規定者，零分計算；每題 1 分，答錯者不倒扣)

1. ____ is not a function of management.
 - a. Plan
 - b. Control
 - c. Organize
 - d. Lead
 - e. Performance
2. A trainer is training a group of 75 new employees this hiring season, instead of 15 new hires last season. The trainer can best be described as
 - a. an effective trainer this season.
 - b. an efficient trainer this season.
 - c. committed to training this season.
 - d. an efficient trainer last season.
 - e. a greedy trainer this season.
3. The degree to which an organization achieves a stated goal refers to
 - a. effectiveness.
 - b. synergy.
 - c. conceptual skill.
 - d. efficiency.
 - e. human skill.
4. The ultimate responsibility of managers is to achieve high _____.
 - a. resources
 - b. performance
 - c. compensation
 - d. profitability
 - e. turnover
5. Which of these skills is the cognitive ability to see the organization as a whole and the relationship among its parts?
 - a. Human
 - b. Resource allocation
 - c. Conceptual
 - d. Negotiation
 - e. Technical
6. Fredrick Taylor's contributions were in the field of
 - a. scientific management.
 - b. human resource management.
 - c. human relations.
 - d. quantitative management.
 - e. total quality management.
7. Organizations, according to Weber's ideas on bureaucracy, should be based on which of these?
 - a. Personal loyalty
 - b. Personal references
 - c. Rational authority
 - d. Family ties
 - e. Charismatic authority
8. Tommy believes his employees are responsible, creative, and able to work with minimal direction. He is
 - a. Theory X manager.
 - b. Theory Y manager.
 - c. Theory Z manager.
 - d. Theory A manager.
 - e. contingency theory manager.
9. Which of these refers to the management thinking and practice that emphasizes satisfaction of employees' basic needs is the key to increased worker productivity?
 - a. Scientific management perspective
 - b. Human resource perspective
 - c. Management science perspective
 - d. Behavioral sciences approach
 - e. Human relations movement

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10. For IBM, according to the systems theory, which of these would not be an input?
 - a. Raw material
 - b. Information
 - c. Financial resources
 - d. Human resources
 - e. Employee satisfaction
11. The teamwork philosophy is based in part on the assumption that five people working together can produce more than five people working individually. This philosophy is consistent with the concept of
 - a. transformation.
 - b. entropy.
 - c. synergy.
 - d. feedback.
 - e. quality.
12. The Feed and Farm has many problems with long waiting lines at each of its checkout counters. Which of the following applications is likely to be most helpful?
 - a. Management information systems
 - b. Simulation
 - c. Queuing theory
 - d. Break-even analysis
 - e. All of the above
13. Sarah's Jewelry Shop has just hired a comparative shopper to visit other local jewelry stores to gain product pricing information. What strategy is this describing?
 - a. Boundary-spanning roles
 - b. A flexible structure
 - c. Unfair practice
 - d. Increase planning and forecasting
 - e. Joint venture
14. Heroes are important to an organization due to the fact that they
 - a. exemplify key values of the organization.
 - b. exemplify a strong corporate culture.
 - c. serve as examples to other employees.
 - d. all of the above.
 - e. none of the above.
15. McDonald's "I'm Lovin' it" represents a
 - a. ceremony.
 - b. symbol.
 - c. ritual.
 - d. slogan.
 - e. political activity.

二、問答題

(一)美國企業的管理程序為「Planning、Organizing、Leading、和 Controlling」；日本企業有「PDCA 循環」；而我國行政機關有「計劃、執行、與考核」。請解釋此三者之重點 (10%，限 100 字內)；並說明其間之關係 (5%，限 50 字內)。

(二)如果你很重視員工的工作績效，請根據你的經驗法則寫下一個能提高「員工工作績效」的實際理論，並說明之 (20%，限 200 字內)。

(三)近年來，有哪些產業面臨極激烈的競爭，而且經常都使用殺價的手段，使得產業內大多數的廠家都無利可圖甚至虧損，請問 (1) 造成這種激烈競爭的原因可能是什麼？ (2) 有哪些比較好的因應策略能避開這種惡質的競爭？ (20%，限 500 字內)

(四)競爭策略學者波特 (Porter) 主張企業必須在產品線、目標市場、滿足顧客的需求...等重要經營面上要做取捨 (trade-off)，不能全方位經營，您同意嗎？為什麼？ (15%，限 500 字內)

(五)企業追求成長過程中，經常會選擇進入新領域，亦即執行多角化。然而從研究結果看來，多角化失敗比例不低，請問有何原則可降低多角化失敗之比例？

(15%，限 500 字內)