

義守大學 94 學年度研究所碩士在職專班考試試題

系所別	管理研究所-高階主管組 (EMBA)	考試日期	94/4/23
考試科目	管理學	總頁數	4

※此為試題卷，請將答案填寫在答案卷內，未寫於答案卷內者，不予計分。

※不可使用計算機

一、選擇題 (每題 3 分共 45 分)

- _____ is a process that involves defining the organization's objectives or goals, establishing strategy, and developing a hierarchy of plans.
 - Managing
 - Planning
 - Leading
 - MBO
 - Informal planning
- The strategic management process is divided into which of the following sections?
 - planning, implementation, and evaluation
 - problem identification, planning, and implementation
 - implementation, evaluation, and restructuring
 - mission statement, environmental evaluation, and specific goals
 - mission statement, environmental scoping, and evaluation
- Which of the following is not one of the six key elements in organizational design?
 - work specialization
 - bureaucratic design
 - chain of command
 - departmentalization
 - span of control
- The term _____ is used to describe the degree to which tasks in an organization are divided into separate jobs.
 - work ethics
 - managerial capitalism
 - social responsibility
 - work specialization
- Bringing together the company's legal counsel, research engineer, and marketing specialist for a project is an example of a(n) _____.
 - empowered team.
 - process departmentalization.
 - product departmentalization.
 - cross-functional team.
 - continuous improvement team.

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6. _____ is the process of locating, identifying, and attracting capable applicants.
 - a. Recruitment
 - b. Decruitment
 - c. Contracting
 - d. Selection
 - e. Jobbing
7. Who theorized the change process involving unfreezing, changing, and refreezing?
 - a. Drucker
 - b. Robbins
 - c. Lewin
 - d. Mayo
 - e. Lawler
8. The three components that make up an attitude are _____.
 - a. cognitive, affective, behavioral.
 - b. traits, behavioral, emotional.
 - c. knowledge, opinion, individual history.
 - d. intention, opinion, environment.
 - e. pre-opinion, experience, evaluation.
9. The degree to which members are attracted to a group and share the group's goals is referred to as _____.
 - a. group diversity.
 - b. group cohesiveness
 - c. group expansion.
 - d. group norms.
 - e. group continuity.
10. _____ is the willingness to exert high levels of effort to reach organizational goals, conditions by the effort's ability to satisfy some individual need.
 - a. Attribution
 - b. Motivation
 - c. Leadership
 - d. Goal setting
 - e. Tenure

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11. Who developed the Hierarchy of Needs motivational theory?
 - a. Herzberg
 - b. Vroom
 - c. McGregor
 - d. Lawler
 - e. Maslow
12. _____ is vertical expansion of a job by adding planning and evaluating responsibilities.
 - a. Job scope
 - b. Job enlargement
 - c. Job enrichment
 - d. Job design
 - e. Job criteria
13. Which of the following is NOT true concerning the difference between managers and leaders?
 - a. Managers are appointed.
 - b. Managers influence through informal means.
 - c. Leaders may be appointed.
 - d. Leaders can influence beyond formal authority.
 - e. Leaders may emerge from a group.
14. Which type of leaders provide individualized consideration, intellectual stimulation, and possess charisma?
 - a. transformational
 - b. charismatic
 - c. trait
 - d. transactional
 - e. informational
15. The _____ is the entire series of organizational work activities that add value at each step beginning with the processing of raw materials and ending with finished product in the hands of end users.
 - a. supply chain
 - b. value chain
 - c. financial chain
 - d. technology chain

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二、解釋名詞及簡答題 (共 55 分)

1. Culture (5分)
2. Joint Venture (合資) (5分)
3. 何謂目標管理 (Management by Objectives, MBO) (5分)? 一般而言執行MBO包括那四項步驟 (8分)?
4. 由波士頓顧問公司 (Boston Consulting Group) 所發展的BCG矩陣 (BCG Matrix), 乃在於分析集團內各事業部門情況, 以利集團做資源調配及各事業之發展, 請問BCG矩陣以那二個構面 (Dimensions) 做為分析基礎 (4分)? 分析結果通常將事業部分為那四種類型 (8分)。
5. Michael E. Porter 提出 Five Competitive Forces 模型, 請問模型中包括那些分析內容 (10分)? 根據 Five Competitive Forces 分析的結果, Michael E. Porter提出那三種策略供企業選擇使用? (5分)
6. 請問 French and Raven 所提出的權力來源包括那五種 (5分)