

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-專業管理組 (PMBA)	考試日期	94/4/23
考試科目	管理學	總頁數	5

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一、選擇題（每題四分，答錯倒扣一分，共計六十分）

1. The four building blocks of competitive advantage include each of the following, **except**:

- A. quality
- B. reengineering
- C. innovation
- D. superior efficiency

2. Which of the two major management tasks require a high level of conceptual skills?

- A. planning and leading
- B. organizing and controlling
- C. planning and organizing
- D. controlling and leading

3. David Johnson at Campbell Soup is considered to be an effective manager because he is able to provide a clear vision for employees to follow. Which of the four management tasks must a manager engage in to create a vision that energizes and engages employees?

- A. leading
- B. organizing
- C. controlling
- D. planning

4. As Adam Smith toured English factories in the middle of the 18th century he found that one innovation in particular drastically improved the output of a factory. His classic example is that of a pin factory. Managers today must recognize that the use of _____ to produce goods and services, as observed by Smith, can greatly increase production.

- A. scientific management
- B. job enlargement
- C. job specialization
- D. job enrichment

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5. The significant finding of the Hawthorne studies was that:

- A. illumination at very low levels can affect worker performance
- B. a manager's behavior can affect worker performance
- C. workers in both control and test groups increased productivity
- D. workers can be affected by their environment

6. Which mode of entry into a foreign market is characterized by an organization allowing others to produce and distribute its goods?

- A. exporting and importing
- B. licensing and franchising
- C. strategic alliance
- D. wholly owned subsidiary

7. When several people making a decision together strive for agreement at the expense of accurately assessing information, they are guilty of:

- A. prior hypothesis bias
- B. cognitive bias
- C. groupthink
- D. escalation of commitment

8. The administrative model of decision-making assumes that decisions are always made under uncertainty and risk. One limitation on decision-making is that the number of alternatives a manager must identify is so great that it's difficult to evaluate it all before making a decision. This limitation is known as _____.

- A. incomplete information
- B. bounded rationality
- C. satisfying
- D. ambiguous information

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9. A company's use of the same standardized product in each national market in which it competes is known as _____.

- A. global strategy
- B. international expansion
- C. concentration on a single business
- D. multidomestic strategy

10. Job analysis involves determining _____.

- A. the tasks that make up a job
- B. the knowledge required to perform the job
- C. the pay level a job will require
- D. both a and b above

11. Inequity exists when _____.

- A. a person receives less pay than their referent
- B. a person works harder than their referent
- C. a person's output/input ratio differs from the referent's
- D. a person's output/input ratio is the same as the referent's

12. Expectancy theory focuses on the relationships between which three factors?

- A. needs, effort, and persistence
- B. needs, performance, and inputs
- C. inputs, performance, and outcomes
- D. needs, performance, and outcomes

13. The authority a manager has by virtue of position in the organization is known as _____ power.

- A. legitimate
- B. reward
- C. referent
- D. role

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14. The first step in using information systems to control organizational activities is to _____.

- A. monitor performance
- B. compare performance against established goals
- C. evaluate the result and take corrective action if necessary
- D. establish measurable goals

15. In TQM, it is the _____ who defines what quality is.

- A. customers
- B. managers
- C. engineers
- D. quality control managers

二、問答題（每題十分，共二十分）

1. 請說明赫茲伯格 (F. Herzberg) 的雙因子理論(Two Factor theory)。
2. 試評論「在非下決策不可時，才下決策通常是最差的決策」的正確性？

三、個案分析（每題十分，共二十分）

遺失鑰匙

五月的第一天，省立精神病院的院長一大早就接到醫院夜間負責人的電話，告知危險病犯加護病房的鑰匙遺失了或許是遭竊了。因為醫院有備用鑰匙，所以遺失鑰匙不會影響醫院的例行作業。但是他還是決定次晨召開行政會議討論這個問題。

在會議中，院長楊杰先生說明了鑰匙遺失的問題，並要求提出解決的方法。副院長建議此事不宜聲張，因為有恐輿論損及醫院的聲譽，也避免衛生署等行政主管機關的調查。

醫院的安全部門主管報告僅遺失兩把鑰匙，雖然目前尚不能確定是遺失或被竊，但是他認為很可能是遭竊。他強調遺失的鑰匙是開啟所有住著最危險病犯的加護病房之「母匙」。所以他認為應該立即更換那些所有病房的鎖。

會計部門主管估計換鎖的成本超過 10000 元。他提醒與會人士，由於非預期的通貨膨脹以及其他意外支出，醫院的作業費用已超過年度預算的百分之十，而緊急追加預算

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的報告已於上週呈報上級主管單位。總之，他認為沒有經費換鎖了，而且再追加 10000 元可能會不利於上週業已呈報上級的經費追加案。除此之外，現在已經是五月了，再過 60 天新的會計年度便開始，醫院就有經費了，到時再用新的預算來換鎖。另一幕僚接著推論，如果鑰匙是遺失的，檢到的人不一定知道它們的用途，如果是被偷的，沒有經過指示，可能永遠無法使用這些鑰匙。

楊杰先生謝謝大家的意見後結束了會議，然後面臨抉擇。他考慮一些事實，加設病房門後關的是犯有一級謀殺罪、性犯罪及其他人犯。他也同時想起自己一直是個有效率的醫院院長，而且十三年來的記錄毫無瑕疵。

楊杰先生陷於沉思，他不知道如何做才是最佳之途。

問題:

(一) 本個案的問題核心是什麼？症候是什麼？請列點說明

(Hint:例如感冒的症候有頭痛、流鼻涕、咳嗽等)

(二) 若你是院長對你所列出的問題會做怎樣的處理，並說明處理方案的效果為何？