

# 大同大學 105 學年度 研究所碩士班入學考試試題

考試科目：管理概論

所別：事業經營研究所

第 1/2 頁

註：本次考試 不可以參考自己的書籍及筆記； 不可以使用字典； 不可以使用計算器。

## 一、multiple choices:

- ( ) All organizations have \_\_\_\_\_ that define(s) the organization's purpose and reason for existing. (A) structure (B) rules (C) goals (D) limits
- ( ) A finance manager who reads the *Wall Street Journal* on a regular basis would be performing which role? (A) disseminator (B) leader (C) liaison (D) monitor
- ( ) Which of the following is a factor in today's tough economic climate that managers do NOT need to deal with? (A) employees who are not eager to work (B) changing technology (C) economic uncertainty (D) distrust between managers and employees
- ( ) Which kind of company would be less likely to fire its CEO after a poor performance? (A) a company with a realistic view of management (B) a company with an omnipotent view of management (C) a company with an external view of management (D) a company with a symbolic view of management
- ( ) Which of the following is NOT considered to be a characteristic of organizational culture? (A) attitudes about taking risks (B) aggressiveness and competitiveness (C) attention to detail (D) purchasing policies
- ( ) The CEO of a major corporation experiences emotional problems and is treated for his condition by a psychiatrist. Shortly after he begins taking medication, the CEO is arrested for reckless driving and appears in the media making bizarre statements that sound misguided and bigoted. When questioned about his competence to lead, the CEO blames his troubles on his medication, then continues to behave erratically and make statements in "bad taste." Which of the following do the CEO's stakeholders have the most legitimate right to demand? (A) that the CEO increase his medication dose (B) that the CEO resign from his position (C) that the CEO decrease his medication dose (D) that the CEO appoint a colleague to share his leadership position and keep an eye on him
- ( ) Which of the following is usually found in the final stage of an organization's global evolution? (A) establishing strategic alliances with partners (B) outsourcing jobs to foreign countries (C) exporting products to other countries (D) licensing products in foreign countries
- ( ) The argument against social responsibility that states that pursuing goals other than making profits diverts a company away from its primary goal of making profits is known as \_\_\_\_\_. (A) too much power (B) dilution of purpose (C) lack of skills (D) possession of resources
- ( ) A \_\_\_\_\_ is a formal document that states an organization's primary values and the ethical rules it expects its employees to follow. (A) vision statement (B) statement of purpose (C) mission statement (D) code of ethics
- ( ) Which of the following defines a *problem* in the decision-making process? (A) something that calls for attention (B) a discrepancy between the ideal and the practical (C) something that causes irritation (D) a discrepancy between what exists and what the decision maker desires to exist
- ( ) Which of the following is an example of a structured problem? (A) hiring a lawyer (B) deciding shipping options for a vacuum cleaner (C) designing a new MP3 player (D) drafting a quarterback for a pro football team
- ( ) Which of the following is NOT a factor that can increase the probability of groupthink? (A) Influential group members dominate the discussion and the decision-making process. (B) Group leaders solicit ideas from all group members without passing judgment on their ideas. (C) Group leaders stress the importance of consensus above all other concerns. (D) The group has more than 40 group members.
- ( ) Which of the following is NOT a function of planning? (A) identifying a strategy for attaining goals (B) defining goals (C) settling disputes between employees (D) coordinating organizational activities
- ( ) A company whose goal is to retain its ideal size and market share is employing which kind of strategy? (A) noncorporate (B) stability (C) renewal (D) growth

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15. ( ) The commitment concept states that plans should \_\_\_\_\_. (A) always stake out a longer time period than is estimated (B) always stake out a shorter time period than is estimated (C) not include time periods because they are too confining (D) stake out a time period that is neither too long nor too short
16. ( ) In the chain of command, each person above you \_\_\_\_\_. (A) receives higher pay (B) has line authority (C) has special privileges (D) has no right to give you orders
17. ( ) All of the following are characteristics of a highly formalized organization EXCEPT \_\_\_\_\_. (A) minimum number of rules (B) little discretion for employees (C) a standardized way of doing things (D) explicit job descriptions
18. ( ) A key difference between a team structure and a matrix structure is that a team structure \_\_\_\_\_ while a matrix structure does not. (A) holds group members accountable (B) has fairly permanent groups or teams (C) works on projects (D) empowers group members
19. ( ) Which of the following downsizing methods can "happen on its own" if management suspends hiring practices? (A) firing (B) reduced workweeks (C) transfer (D) attrition
20. ( ) Which benefit cost do companies see as their biggest worry? (A) Social Security (B) health care (C) retirement plans (D) unemployment insurance
21. ( ) In organizations, people who act as catalysts and assume the responsibility for managing the change process are called \_\_\_\_\_. (A) change agents (B) nonmanagerial employees (C) change managers (D) managers
22. ( ) Which of the following might be a source of stress for an employee who is very happy with her job with respect to the tasks she performs, what is expected from her, and how she is supervised? (A) role overload (B) organizational leadership (C) interpersonal demands (D) task demands
23. ( ) A person who is being hypocritical about something that has high importance in her life would be likely to experience \_\_\_\_\_ discomfort from cognitive dissonance. (A) minimal (B) low (C) no (D) high
24. ( ) Specific goals are a \_\_\_\_\_ factor that contributes to overall team effectiveness. (A) work design (B) composition (C) context (D) process
25. ( ) A theory that suggests that employees compare their inputs and outputs from a job to the ratio of relevant others is known as \_\_\_\_\_. (A) goal setting (B) action motivation (C) reinforcement theory (D) equity theory

## 二、簡答題： 30%

1. 何謂PDCA cycle? 簡述之。
2. 簡述何謂 SWOT analysis? 其目的何在? 5%
3. 簡述管理機能(management function)包括哪些次機能?
4. 何謂locus of control? 簡述之。
5. 簡述或列舉服務業與製造業不同的主要特徵。

三、Breakeven analysis is a widely used resource allocation technique to help managers determine breakeven point. Draw a figure to explain breakeven analysis and write down the formulas for calculating breakeven point in units and in dollars, respectively. 10%

四、List and explain the managerial styles briefly. What managerial style do you think best? Explain why? 10%