大同大學 106 學年度 研究所碩士班入學考試試題

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。

A. multiple choice question:

1.( ) The managerial role that changes the most between middle and top managers is _____. (A) planning (B) organizing (C) controlling (D) leading

2.( ) Which of the following is a difficult ethical challenge to new managers in today's business climate? (A) not being able to hire new employees (B) having to fire employees who are not productive (C) not receiving training in the transition to management (D) increasing the amount that employees pay for health care

3.( ) Marta wants to increase visibility for graduate programs in such areas as public health that are specialized for professionals who have already worked in their field for ten years or more. On which generation should she focus her efforts? (A) Gen W (B) Gen X (C) Gen Y (D) Pre-Millennials

4.( ) Which of the following identifies one reason why managers should NOT put time into managing stakeholder relationships? (A) Managing stakeholder relationships can lead to less predictability of environmental changes. (B) Managing stakeholder relationships can lead to more predictability of environmental changes. (C) Managing stakeholder relationships can lead to innovations. (D) Managing stakeholder relationships can lead to increased trust among stakeholders.

5.( ) In a society with high _____ on GLOBE, you would expect members of a corporation to have a strong identification with the corporation. (A) gender differentiation (B) future orientation (C) in-group collectivism (D) humane orientation

6.( ) In Greece Jana visited a pharmaceutical operation. She found that managers there were charming but not at all shy. If they thought they were right they tended to be aggressive and confrontational. How would you characterize this trait? (A) high uncertainty avoidance (B) assertive (C) future oriented (D) low uncertainty avoidance

7.( ) Emotions and feelings _____ decision making. (A) often have no effect on (B) can improve (C) always decrease performance in (D) are more important than facts and logic in

8.( ) _____ can cause people in a group to fail to express their true opinions. (A) Ambiguous responsibility (B) Group imbalance (C) Pressure to conform (D) Years of experience

9.( ) Which term refers to an organization's capital, workers, and patents? (A) resources (B) capabilities (C) abilities (D) core competencies

10.( ) A cost leadership competitive strategy focuses on which of the following? (A) efficiency (B) innovation (C) elegant design (D) luxury

11.( ) When a top manager decides to hire an individual over the objections of her staff, she is exercising which kind of power? (A) referent (B) expert (C) coercive (D) legitimate

12.( ) In a _____ structure each business unit has complete autonomy to reach its goals. (A) simple (B) functional (C) divisional (D) matrix

13.( ) Today, selection techniques that result in reject errors can open the organization to _____. (A) decreased productivity and efficiency (B) charges of employee discrimination (C) reduced morale (D) a weakened workforce

14.( ) A performance appraisal method that combines two other well-known methods into one process is called _____. (A) written essay (B) 360-degree feedback (C) graphic rating scales (D) BARS

15.( ) A technique that helps employees deal with change that includes them in the decision-

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making process is _____. (A) education and communication (B) negotiation (C) participation (D) coercion

16.(　) _____ refers to the ability to combine ideas in a unique way or to make unusual associations between ideas. (A) Innovation (B) Imagination (C) Creativity (D) Open-minded thinking

17.(　) _____ is the unique combination of psychological traits that describe a person. (A) Character (B) Intelligence (C) Behavior (D) Personality

18.(　) Social learning theory involves learning through _____. (A) instinct (B) systematic study of books and manuals (C) logical inference (D) observing models

19.(　) Group cohesiveness is largely a measure of how _____. (A) clear the group's goals are (B) much individuals share the group's goals (C) attainable the group's goals are (D) much the group's goals match organizational goals

20.(　) In a global team, team members should guard against _____, which can be a source of discord and resentment among team members. (A) ambiguity (B) risk (C) stereotyping (D) diversity

21.(　) Theory Y assumes that people inherently _____. (A) are driven by fear (B) are unhappy (C) want to control their own destiny (D) don't trust one another

22.(　) Which of the following theories of motivation is seen as the most comprehensive? (A) JCM theory (B) expectancy theory (C) equity theory (D) goal-setting theory

23.(　) _____ is defined in situational leadership theory (SLT) as a high task, low relationship leadership role. (A) Telling (B) Selling (C) Participating (D) Delegating

24.(　) When a team is considering joining forces with another team in the organization, the team leader takes on this role. (A) troubleshooter (B) conflict manager (C) coach (D) liaison

25.(　) Which kind of electronic meeting format allows participants to view nonverbal forms of communication that include facial expressions and body language? (A) teleconferencing (B) videoconferencing (C) electronic data interchange (D) face-to-face meeting

B. essay question:

1. Define what is management in detail？ Besides, describe the functions of management (or management process) and the key points of each function. (15%)

2. What management skills does a manager need? Explain how the importance of these skills changes depending on management level. (15%)

3. Explain the following terms in some detail. (20%)
   (1) Benchmarking (2) locus of control   (3) SWOT Analysis
   (4) stereotyping   (5) PDCA cycle