

淡江大學九十三年學年度轉學生招生考試試題 14-1

系別：企業管理學系二年級

科目：管理學

准帶項目請打「○」否則打「×」	
×	簡單型計算機

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本試題雙面印製

一、選擇（單選）題：共36分（每小題3分）

- A firm that creates goals that sustain a competitive advantage is seeking to be:
(A) Efficient, (B) Effective, (C) Systematic, (D) Internalized, (E) Institutional
- Measuring performance, comparing it to objectives, and implementing necessary changes is:
(A) Planning, (B) Strategic management, (C) Organizing, (D) Leading, (E) Controlling
- Decisions made on the basis of the greatest good for the greatest number reflects which approach to ethics?
(A) Utilitarianism, (B) Individualism, (C) Rights, (D) Justice, (E) Collectivism
- The system of shared values, assumptions, beliefs, and norms that unite members of an organization create the organization's:
(A) Climate, (B) Culture, (C) Change system, (D) Value set, (E) Espoused values
- An individual who creates an enterprise that becomes a new entry into the market is called a(n):
(A) innovator, (B) inventor, (C) entrepreneur, (D) franchiser, (E) networker
- All of the following are elements of the planning process EXCEPT
(A) Objectives, (B) Actions, (C) Regulations, (D) Resources, (E) Implementation
- The willingness to allow subordinates to make decisions reflects:
(A) Allocation skills, (B) Time management skills, (C) Delegation skills,
(D) Performance appraisal, (E) Situation sensitivity
- When a manager advises, makes recommendations, and provides counseling, the manager is using:
(A) Line authority, (B) Staff authority, (C) Functional authority, (D) Responsibility,
(E) Accountability
- Which is not a management skill required for effective leadership?
(A) influence skills, (B) delegation skills, (C) flexibility skills, (D) motivational skills
(E) organizational design skills
- Another name for informal communication is:
(A) lateral communication, (B) isolated interaction, (C) e-mail, (D) grapevine
(E) negative feedback
- The motivational theory that ties effort to performance, outcomes, and valences is called:
(A) expectancy theory, (B) equity theory, (C) job enrichment, (D) need satisfaction
(E) reinforcement theory
- The theory that states effective leadership depends on a match between a leader's style and other factors is called:
(A) trait theory, (B) behavioral theory, (C) need-based theory, (D) contingency theory
(E) systems theory

淡江大學九十三年學年度轉學生招生考試試題 14-2

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二、名詞解釋：共 30 分（每小題 5 分）

1. 劇情式規劃 (Scenario Planning)
2. TQM (Total Quality Management)
3. 開放式系統 (Open System)
4. 走動管理 (Management by Wandering Around)
5. 360 度回饋 (360 Degrees Feedback)
6. 虛擬團隊 (Virtual Teams)

三、申論題：共 34 分

1. 何謂強勢文化 (strong culture)？一個強勢的組織文化對一個組織而言，有何優缺點？詳加申述之。(20 分)
2. 管理者 (manager) 與領導者 (leader) 有何不同？請詳加比較說明之。(14 分)