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# 淡江大學 98 學年度轉學生招生考試試題

系別：企業管理學系二年級

科目：管 理 學

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| 准帶項目請打「V」 |
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本試題共 4 大題， 1 頁

一、選擇題(在答案紙上標明題號與答案，5% each)

1. A feedback technique in which a manager is appraised by his boss, peers, subordinates, and possibly clients is called: \_\_\_\_\_.  
A. MBO appraisal; B. trait appraisal; C. results appraisal; D. 360 degree appraisal; E. BARS appraisal
  
2. An organization that contains two command structures, and in which some people actually have two bosses, is a \_\_\_\_\_ structure.  
A. team-based; B. matrix; C. network; D. hybrid; E. conglomerate
  
3. \_\_\_\_\_ means that managers must report and justify work results to managers above them.  
A. accountability; B. responsibility; C. delegation; D. authority; E. integration
  
4. Goals and planning activities are arranged in a hierarchy that is based on the idea that accomplishing lower-level goals leads to accomplishing higher-level goals. This type of arrangement is called: \_\_\_\_\_  
A. strategic planning; B. tactical planning; C. operational planning; D. management by objectives; E. means-end chain
  
5. The \_\_\_\_\_ viewpoint emphasizes that a manager's actions should vary according to the situation.  
A. system; B. quality management; C. contingency; D. behavioral; E. quantitative

二、請比較管理與領導的差異，並區分交易型領導與轉換型領導。假設你是一位領導者，你還會利用哪些理論和方法來領導部屬，成為有效率的領導者。(25%)

三、請說明常用來衡量組織績效的工具與方法，並敘述如何測量組織績效。(25%)

四、商業週刊最近有一篇文章提到”假如企業要在此高度競爭的環境下成功，他們必須更積極且快速地創新”，為了更快速地創新，需要能讓管理者更快速制定決策的組織架構，假設你是某一企業的主管，為了因應環境與市場快速的改變，公司目標是消除浪費和促進回應能力，請說明你如何創造了一個更精簡與易回應的組織。(25%)