

淡江大學九十學年度碩士班招生考試試題

系列：企業管理學系

科目：管 理 學

准帶項目請打「○」否則打「x」	
計算機	字典
X	X

本試題共 二 頁

本試題雙面印製

一、 選擇題：10分（單選題；每小題2分，不倒扣）

1. Which of the following comparisons of System 4 and Weber's bureaucracy is most accurate ?
 - a. Both neglect the social processes in organizations.
 - b. Both tend to be inflexible and rigid.
 - c. Both are universal approaches to organization design.
 - d. Both come from the classical school of management thought.
 - e. Neither uses participative goal-setting processes.

2. Which of these is a common disadvantage of product, customer, and location departmentalization ?
 - a. Decision making is slowed.
 - b. Managers are unable to delegate as much.
 - c. It is difficult to pinpoint the cause of failures.
 - d. The organization tends to become more centralized.
 - e. Administrative costs tend to rise due to an increase in the size of staff.

3. The process by which the manager identifies and then tries to eliminate as many of the negatives — factors that will make the job of change more difficult — is called
 - a. facilitation.
 - b. implementation.
 - c. force-field analysis.
 - d. participative development.
 - e. communication and education.

4. Bounded rationality is assumed in
 - a. the rational model.
 - b. The behavioral model.
 - c. The irrational model.
 - d. Decision making under certainty.
 - e. None of these.

5. Which of the following leadership models is a direct extension of the expectancy theory of motivation ?
 - a. Vroom-Yetton-Jago
 - b. Fiedler's contingency
 - c. Vertical-dyad linkage
 - d. Path-goal
 - e. Substitutes for leadership

◀ 注意背面尚有試題 ▶

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二、下列各敘述句均有問題，請分別指出問題何在？並簡要加以說明之。
(共 20 分；每小題 4 分)

1. Effective communication is the process transmitting information form one person to another.
2. Good strategic planning is focused, short-term, and specific.
3. Group development progresses through a four-stage process of planning, organizing, leading, and controlling.
4. Today's organizations are seeking greater flexibility and the ability to respond more quickly to their environment by adopting tall structures.
5. If comparison of performance to established standards shows that the organization is exceeding the standards, the correct managerial response is to do nothing.

三、企業倫理 (Business ethics) 與企業社會責任 (social responsibility) 對現今的企業而言是不可忽視的課題。請：

- (1) 分別簡要說明兩者的意義 (10 分)；
- (2) 詳加比較它們之間的關係 (15 分)。

四、激勵 (Motivation) 與領導 (Leadership) 乃是管理機能 (management functions) 中的兩大機能。請：

- (1) 說明它們之間的關係 (10 分)；
- (2) 舉一兼俱激勵與領導功能 (或功效) 的激勵或領導理論詳加論述之 (15 分)。

五、近年來，知識管理 (Knowledge Management)、企業再造 (Reengineering)、全面品管 (TQM)、精簡 (Downsizing)、與組織學習 (Organizational Learning) 等理論觀念與實務運作一直成爲熱潮。請針對以上所列的五項中任選出三項，分別就其在本質、程序 (過程) 與目的等三方面說明它們彼此的「共同點」及彼此間的關係。(20 分)