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# 淡江大學 106 學年度日間部轉學生招生考試試題

系別：企業管理學系、管理科學學系  
三年級

科目：管理學

3-57

考試日期：7 月 21 日(星期五) 第 2 節

本試題共 2 大題， 5 頁

## 一、選擇題：共 60 分(每題 2 分)

1. When Edison got promoted as the head of the sales team at Mac Software Inc., he chose three of his closest friends in the team to form the core sales group with him. Which of the following predictions would be consistent with the LMX theory?
  - (1) Such an arrangement eventually becomes unstable.
  - (2) Job satisfaction is more likely to be higher for the team members who are not a part of the core group.
  - (3) Team members who are not a part of Edison's core group are actually far more competent than his friends who form the core team.
  - (4) There will be a higher turnover among team members who are not a part of the core group.
2. According to the path-goal theory, directive leadership will lead to higher employee satisfaction when there is \_\_\_\_\_ within a work group.
  - (1) cohesiveness (2) high structure
  - (3) substantial conflict (4) internal locus of control
3. Early research on leadership traits \_\_\_\_\_.
  - (1) sought to prove that charisma was an essential trait of leadership
  - (2) focused entirely on behavioral traits rather than physical traits of a leader
  - (3) found consistent and unique traits that would apply universally to all effective leaders
  - (4) focused on characteristics that might differentiate leaders from nonleaders
4. In the context of Maslow's hierarchy of needs theory, when a company names an "Employee of the Month" and "Employee of the Quarter", the company is addressing employees' \_\_\_\_\_ needs.
  - (1) safety (2) self-actualization
  - (3) esteem (4) physiological
5. In the context of the reinforcement theory, reinforcers are \_\_\_\_\_.
  - (1) those consequences that immediately follow a behavior and increase the probability that the behavior will be repeated
  - (2) punishments or rewards that are given out for negative or positive employee behavior, respectively
  - (3) the specific, unambiguous goals that have been set for employees as a standard for measuring their performance
  - (4) the supervisors or managers who have the responsibility of monitoring and reinforcing desired employee behavior

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6. \_\_\_\_\_ refers to the horizontal expansion of a job by increasing job scope, or the number of different tasks required in a job and the frequency with which those tasks are repeated.  
(1) Job enrichment (2) Empowerment  
(3) Job enlargement (4) Job sharing
7. Which of the following is an example of noise?  
(1) sending unsolicited sales messages to prospects  
(2) adding your contact information at the end of an e-mail message  
(3) leaving a message on the answering machine when you cannot reach someone  
(4) thinking about the party you attended last night while sitting in a lecture
8. Which of the following is true of filtering?  
(1) Filtering aids effective communication by making a message more favorable to a receiver.  
(2) The more vertical levels in an organization, the more opportunities there are for filtering.  
(3) Filtering occurs at the individual level; the organization cannot encourage or discourage it.  
(4) The use of e-mail increases filtering because communication is more direct.
9. Because rumors that flow along the grapevine can never be eliminated entirely, managers can minimize the negative consequences of rumors by \_\_\_\_\_.  
(1) ignoring them completely (2) communicating openly and honestly with employees  
(3) encouraging an all-channel communication network (4) using filtering wherever possible
10. In the statement, "The highway is very busy at 5 p.m., and is scary to drive on, so I'll wait until 7 p.m. to go home," the word "scary" represents which component of an attitude?  
(1) cognitive (2) behavioral  
(3) practical (4) affective
11. Which of the following statements is true about group decision making?  
(1) It generates more complete information and knowledge.  
(2) It takes lesser time to reach a solution than it would an individual.  
(3) It prevents any one minority from dominating or influencing the final decision.  
(4) It is most suitable for matters that need to be critically evaluated.
12. A low-to-moderate level of task conflict consistently has a positive effect on group performance. What is the reason for this?  
(1) It stimulates discussion of ideas that help groups be more innovative.  
(2) It helps the organization identify employee skills gaps.  
(3) It helps groups to alter the nature of the work according to the individual needs of team members.  
(4) It helps group members identify their individual strengths and weaknesses.

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13. Steve, a human resources manager, wants to let potential candidates know about the minimum qualifications that they should possess in order to successfully perform the jobs they have applied for. What should he do?
- (1) He should frame a job description. (2) He should frame a job specification.  
(3) He should do a job analysis. (4) He should do a job satisfaction survey.
14. Which of the following is a characteristic of a matrix organization?
- (1) It conforms to the unity of command principle.  
(2) It consists of outside specialists who are temporarily hired to work on projects.  
(3) It has formal departments to which employees return after completing a project.  
(4) It is free of both internal and external boundaries.
15. In a matrix structure, a functional manager has authority over all of the following, EXCEPT \_\_\_\_\_.
- (1) promoting functional members (2) making salary recommendations  
(3) conducting annual reviews (4) the performance of functional members on projects
16. In terms of organizational design, external boundaries refer to the boundaries that separate \_\_\_\_\_.
- (1) an organization's permanent workforce from its contingent workforce  
(2) an organization's top-management from its middle- and lower-management  
(3) an organization from its customers, suppliers, and other stakeholders  
(4) an organization from its divisions in other countries
17. Which of the following is an advantage of open innovation?
- (1) It can be implemented even if the organization follows a rigid structure.  
(2) It requires minimal support from top management.  
(3) It gives customers a voice and allows them to be heard.  
(4) It requires few, if any, changes in the way knowledge is shared.
18. Which one of Fayol's 14 principles of management states that a person should report to only one manager?
- (1) unity of direction (2) unity of command  
(3) division of work (4) division of authority
19. Computer peripherals provider Ascent plans to enter a new market in another country. Which of the following represents a threat for Ascent?
- (1) Ascent's profit margin in the previous year was its lowest on record and it will require long-term planning to improve margins.  
(2) Ascent lacks the resources to enter the market on its own and has to find a partner in the new market.  
(3) Ascent will have to plan its entry carefully as the laws in the country do not favor foreign businesses.  
(4) Ascent needs to improve its service capabilities in the new country as this is an important source of revenue.

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20. Maggie, the owner of Crazy Cupcakes, is conducting a SWOT analysis of her company to find out where she can improve her business and to identify possibilities for expansion. Which of the following represents an opportunity for expansion?
- (1) There has been a trend toward personalized cupcakes for a variety of occasions.
  - (2) The production process was found to be highly efficient and wastage was kept to a minimum.
  - (3) In a taste test, Crazy Cupcakes products ranked higher than competitors in the taste and texture segments.
  - (4) Crazy Cupcakes decorators are among the best in their field and design plays a major role in the popularity of the products.
21. 描述組織計畫最常用的方法是：頻繁度、時間跨距、明確度以及\_\_\_\_\_。
- (1) 量化程度 (2) 彈性
  - (3) 廣度 (4) 可達成性
22. Herzberg 所提出的雙因子理論中，下列何者為真？
- (1) 激勵因子分為滿足與無滿足 (2) 保健因子分為無不滿足與無滿足
  - (3) 激勵因子分為無不滿足與不滿足 (4) 保健因子分為滿足與不滿足
23. 下列何者最可能是科學管理的貢獻？
- (1) 提出管理的功能 (2) 提高人民的生活水準
  - (3) 使得企業引入了大量的統計模式來幫助決策 (4) 導致工人薪資下滑，企業獲利增加
24. \_\_\_\_\_ 屬於 Hofstede 的其中一項文化構面，說明人們期望團體會照顧並保護他們。
- (1) 權力距離 (2) 群體主義
  - (3) 成就感 (4) 不確定性趨避
25. 下列對於羅伯·卡茲(Robert L. Katz)認為成功管理者所須具備核心能力的敘述，何者為非。
- (1) 人際關係能力對於高階管理者特別重要 (2) 技術能力指的是精通特定的專業領域
  - (3) 技術能力對於第一線管理人員特別重要 (4) 將複雜情境概念化的能力稱之為概念能力
26. “therbligs”是在說明科學管理學派中的哪一件事情？
- (1) 最適的工作場所溫度 (2) 基本手部動作
  - (3) 最適工作速度 (4) 體重與動作的比率
27. Ansoff (1975)所提出的產品市場矩陣中，以現有產品來面對既有顧客，此一方式則稱為何種策略？
- (1) 多角化策略 (2) 利基策略
  - (3) 滲透策略 (4) 以上皆非

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28. 當廠商面臨當地回應壓力低，但成本縮減壓力高時，通常會採\_\_\_\_\_。
- (1)全球標準化策略 (2)跨國策略  
(3)國際策略 (4)當地化策略
29. 組織藉著成為自身的配銷商，來加強對產出的控制，該策略稱為\_\_\_\_\_。
- (1)向後水平整合 (2)向前水平整合  
(3)向後垂直整合 (4)向前垂直整合
30. 矩陣式組織結構違反了組織設計中何項關鍵要素？
- (1)指揮統一 (2)指揮鏈  
(3)管理幅度 (4)分權

## 二、申論題：共 40 分(每題 20 分)

1. 請解釋何謂 Multinaitonal Corporations (MNCs)？另外，並請依照廠商對於全球投資比重由少到多，所作出的策略選擇，進行排序 (例如：A→B→C)。(20 分)

- 進出口
- 授權/加盟

- 策略聯盟
- 國外子公司

- 全球採購

2. 試舉例說明何謂差異化策略(differentiation strategy)？企業可以採取哪些做法，以達成差異化策略？(20 分)

