

# 淡江大學 107 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

52-1

考試日期：7月27日(星期五) 第2節

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## Choice Questions (Each 2%)

- The primary job of a manager is to \_\_\_\_\_.
  - direct and oversee the work of others
  - coordinate between organization leaders and ordinary employees
  - tackle tasks that are too difficult for nonmanagerial employees
  - make decisions that help an organization grow
- Today, the basic management functions are considered to be \_\_\_\_\_.
  - planning, coordinating, staffing, and directing
  - planning, organizing, leading, and directing
  - commanding, organizing, leading, and staffing
  - planning, organizing, leading, and controlling
- Another term for effectiveness is \_\_\_\_\_.
  - doing things intelligently
  - doing things right
  - doing the right things
  - doing things when necessary
- Almost all managerial tasks involve \_\_\_\_\_.
  - technical skills
  - long-term planning
  - superb political skills
  - decision making
- \_\_\_\_\_ developed a categorization scheme for defining what managers do, consisting of 10 different but highly interrelated roles.
  - Henri Fayol
  - Henry Mintzberg
  - Peter Drucker
  - Abraham Maslow
- In his study of differences in cultural environments, Geert Hofstede found that \_\_\_\_\_.
  - people are largely the same from culture to culture with respect to values
  - the views of managers differ greatly from those of employees with respect to values
  - the views of IBM employees differ widely from the general population with respect to values
  - people vary from culture to culture in five value categories

背面尚有試題

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7. The three main models that managers use to make decisions are \_\_\_\_\_.
- A) intuitive, unintuitive, and rational
  - B) rational, irrational, and bounded rational
  - C) rational, bounded rational, and intuitive
  - D) bounded rational, intuitive, and systematic
8. Which term best characterizes a decision that has bounded rationality?
- A) rigorous and comprehensive
  - B) just good enough
  - C) not good enough
  - D) virtually perfect
9. Structured problems typically have \_\_\_\_\_ while unstructured problems typically have \_\_\_\_\_.
- A) many solutions; fewer solutions
  - B) only one solution; many solutions
  - C) two solutions; three solutions
  - D) many solutions; one solution
10. In allocating weights to the decision criteria, which of the following is most helpful to remember?
- A) All weights must be the same.
  - B) The total of the weights must equal 100.
  - C) The high score should be a 10, and no two criteria should be assigned the same weight.
  - D) Assign the most important criterion a score, and then assign weights against that standard.
11. Which three conditions do decision makers face?
- A) risk, high risk, low risk
  - B) certainty, uncertainty, confidence
  - C) certainty, risk, uncertainty
  - D) certainty, risk, high risk
12. The three different types of strategies that managers implement are \_\_\_\_\_.
- A) corporate, private, functional
  - B) corporate, competitive, functional
  - C) long-term, short-term, public
  - D) competitive, noncompetitive, corporate

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13. Which of the following makes up the three main types of corporate strategies?
- A) growth, vertical integration, horizontal integration
  - B) growth, retrenchment, renewal
  - C) renewal, retrenchment, diversification
  - D) growth, stability, renewal
14. A company that looks for a niche in the market is following which strategy?
- A) cost leadership
  - B) differentiation
  - C) focus
  - D) turnaround
15. A(n) \_\_\_\_\_ organization has a high degree of specialization, formalization, and centralization.
- A) organic
  - B) horizontal
  - C) mechanistic
  - D) learning
16. Kurt Lewin's "calm waters" metaphor sees change as \_\_\_\_\_.
- A) an unusual event
  - B) an everyday event
  - C) unfortunate
  - D) avoidable
17. The "white-water rapids" metaphor sees change as \_\_\_\_\_.
- A) an occasional occurrence
  - B) the natural state of things
  - C) an unpleasant interruption of the normal calm
  - D) something that must be eliminated
18. The three elements that make up an attitude are its \_\_\_\_\_ components.
- A) cognitive, affective, and behavioral
  - B) affective, effective, and defective
  - C) cognitive, component, and affective
  - D) behavioral, cognitive, and misbehavioral

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19. The Myers-Briggs Type Indicator® (MBTI®) is based on \_\_\_\_\_ that are revealed in a 100-item questionnaire.
- A) two dimensions
  - B) four dimensions
  - C) four personality types
  - D) eight personality types
20. The Big Five model of personality includes all of the following except \_\_\_\_\_.
- A) extroversion
  - B) agreeableness
  - C) conscientiousness
  - D) intuitiveness
21. John Holland's theory assumes all of the following EXCEPT \_\_\_\_\_.
- A) different types of jobs are suited to different personalities
  - B) people in jobs that suit their personality are likely to be more satisfied
  - C) there are intrinsic personality differences in people
  - D) people in jobs that suit their personality make more money
22. By using \_\_\_\_\_, we form an impression about a person based on a single characteristic, such as intelligence or appearance.
- A) stereotyping
  - B) the halo effect
  - C) selectivity
  - D) assumed similarity
23. Maslow's theory is a hierarchy because \_\_\_\_\_.
- A) all needs are equal
  - B) all needs are important
  - C) needs are satisfied sequentially
  - D) needs are never truly satisfied
24. According to Herzberg, what controls satisfaction and motivation?
- A) intrinsic factors
  - B) extrinsic factors
  - C) both intrinsic and extrinsic factors
  - D) extrinsic and security factors

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25. In goal-setting theory, which of the following is the best kind of feedback?
- A) feedback from a superior
  - B) feedback from a peer
  - C) self-generated feedback
  - D) group feedback
26. The JCM contends that \_\_\_\_\_ are required in meaningful work.
- A) skill variety, task identity, and task significance
  - B) skill variety, autonomy, and feedback
  - C) task identity, autonomy, and feedback
  - D) task significance, autonomy, and feedback
27. Equity theory uses the ratio of output you get from your job to the amount of \_\_\_\_\_.
- A) output a referent gets from a job
  - B) input you put into your job
  - C) benefit you get from your job
  - D) compensation you get from your job
28. Which of the following theories of motivation is seen as the most comprehensive?
- A) JCM theory
  - B) equity theory
  - C) expectancy theory
  - D) goal-setting theory
29. Behavioral theories of leadership focused on \_\_\_\_\_.
- A) who effective leaders were
  - B) what characteristics effective leaders had
  - C) how to identify effective leaders
  - D) what effective leaders did
30. A major criticism of Fiedler's work stated that it failed to recognize that effective leaders \_\_\_\_\_.
- A) are always task oriented
  - B) cannot change leadership styles
  - C) can change leadership styles
  - D) are always relationship oriented

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31. In the situational leadership theory (SLT), readiness is defined as \_\_\_\_\_ to perform a task.
- A) the ability
  - B) the willingness
  - C) both the ability and willingness
  - D) the motivation one has
32. On a pro football team, empowerment might manifest itself in which of the following?
- A) players getting larger salaries
  - B) more complicated plays and formations on the field
  - C) coach-to-helmet communication systems
  - D) a player changing a planned play on the field
33. Which communication sequence is correct?
- A) sender → decoding → channel → encoding → receiver
  - B) sender → channel → medium → decoding → receiver
  - C) source → sender → encoding → decoding → receiver
  - D) sender → encoding → channel → decoding → receiver
34. A major part of the controlling function of management is to \_\_\_\_\_.
- A) formulate strategies
  - B) set goals
  - C) correct performance problems
  - D) structure an organization
35. Which of the following performance measurement categories must be measured subjectively rather than in objective or quantifiable terms?
- A) budget
  - B) absenteeism
  - C) efficiency
  - D) job satisfaction

## Essay Questions (Each 15%)

1. Explain what managers do in the **strategic management process** with an example.
2. Describe the **situational leadership theory** and discuss the four specific leadership styles and the four stages of follower readiness as defined by them.