



## 一、簡答題：

本部分每題 2.5 分，共 20 分。請針對以下管理之基本概念或論點，說明其內涵。每題答案以 120 字內為限。

1. 赫茲伯格的兩因子激勵理論 (Herzberg's two-factor theory)
2. 波特的價值鏈 (Porter's value chain)
3. 非正式溝通 (informal communication)
4. 社會化/調適性控制 (socialization / adaptive control)
5. 有機式組織 (organic organization)
6. 梅堯的霍桑研究 (Mayo's Hawthorne study)
7. 激勵的增強理論 (reinforcement theory)
8. 甘特圖 (Gantt chart)

## 二、單選題 (中文題目)：

本部分共 50 題選擇題 (單選)，每題 1 分，共計 50 分。請依題號將答案寫在答案卷上。亦請一律使用原子筆或簽字筆，並以英文字母大寫作答，違者不予計分。

1. 管理者在組織中主持交接儀式，此時管理者扮演的角色為 (A) 頭臉人物 (figurehead) (B) 領導者 (leader) (C) 創業家 (entrepreneur) (D) 傳播者 (disseminator) (E) 困擾處理者 (disturbance handler)
2. 管理者需參與和工會的談判，此時管理者扮演的角色為 (A) 困擾處理者 (disturbance handler) (B) 談判者 (negotiator) (C) 傳播者 (disseminator) (D) 連絡人 (liaison) (E) 發言人 (spokesperson)
3. 管理者應具備的四項關鍵技能：(A) 觀念化能力 (B) 人際關係能力 (C) 技術能力 (D) 政治能力，何者是指一位管理者抽象思考的能力？
4. 管理功能基本上分為四項，下列何者為是？(A) 規劃、組織、用人、控制 (B) 規劃、用人、協調、控制 (C) 規劃、命令、協調、組織 (D) 規劃、組織、領導、控制 (E) 規劃、組織、領導、協調
5. 關於效能與效率，何者為是？(A) 效率是 Do the right thing (B) 效能是成本效益考量 (C) 管理者僅需注重效能 (D) 效率是指投入與產出的關係 (E) 以上皆非
6. 何者為「科學管理之父」？(A) 亨利 甘特 (Henry Grantt) (B) 佛德烈 泰勒 (Frederick Taylor) (C) 亨利 費堯 (Henri Fayol) (D) 馬克思 韋伯 (Max Weber) (E) 法蘭克與莉莉恩 吉爾布里斯 (Frank Gilbreth and Lillian Gilbreth) (F) 瑪麗 佛萊特 (Mary Follett) (G) 查斯特 巴納德 (Chester Barnard) (H) 耶頓 梅友 (Elton Mayo) (I) 亞伯罕 馬斯洛 (Abraham Maslow) (J) 道格拉斯 麥克里高 (Douglas McGregor)
7. 承上題，何者發明動素 (therbligs)？
8. 承上題，何者提出科層體制管理？
9. 關於行為決策觀點，何者為非？(A) 代表性人物當推赫伯·西蒙 (Herbert Simon)。 (B) 提出行政人來和經濟人相對立。 (C) 認為個人是完全理性的。 (D) 認為行政人的概念較符合現實管理者。 (E) 認為行政人是追求滿意解。
10. 關於權變觀點，何者為非？(A) 認為有效的管理方法，必須考慮組織所面對的環境特性、



技術、組織所要執行的任務，以及組織內的成員特性。(B)認為機械式方法(Mechanistic Approach)非常適合彈性的組織方式。(C)有機式方法(Organic Approach)較適合快速變遷與複雜的外界環境。(D)稱為情境觀點(Situational Approach)(E) Burns and Stalker 是其中的代表性人物。

11. 關於關係人，何者為是？(A)指任何會受組織決策與行動所影響的群體(B)關係人可以影響組織。(C)系統觀點使體認到關係人的存在與重要性。(D)管理者的工作之一便是協調關係人，使其協助達成組織目標。(E)以上皆是
12. 關於組織面臨的環境，以下何者為非？(A)個體環境(Micro-Environment)是指對組織的經營具有直接與立即影響的環境因素(B)個體環境的內容是偏向於產業內的因素，因此個體環境又稱為產業環境，或市場環境。(C)走出產業疆界之外，管理者面臨的是總體環境。(D)供應商、行銷中間機構、財務機構、顧客、競爭者、工會、特殊利益團體、社區，與股東即屬總體環境。(E)在知識的疆界之外，管理者面臨的是超環境。
13. 組織文化傳承方式可透過(A)故事(B)儀式(C)符號(D)術語，請問一些直銷公司透過諸如頒獎的方式，一再對成員強調「業績至上」的組織價值，此為以上何者？
14. 組織文化的內涵包括(A)文化表象(B)行為型態(C)價值與信念(D)基本假設，請問辦公室的裝潢是以上何者？
15. 組織文化的類型有(A)科層體制型文化(Bureaucratic Culture)(B)宗族型文化(Clan Culture)(C)創業家型文化(Entrepreneurial Culture)(D)市場型文化(Market Culture)，請問何者的成員以成為組織中的一員為榮，具有強烈的組織認同感，並體認到成員間彼此的高度互賴？
16. 所謂正義(Justice)，分成三種：(A)分配正義(B)程序正義(C)補償正義，請問管理者依員工績效給於獎懲，屬以上何者？
17. 社會責任有兩種主要觀點：效率的觀點及社會經濟的觀點，以下何者為是？(A)弗利曼(Milton Friedman)是社會經濟觀點最典型的代表性人物。(B)效率的觀點認為管理者的目的和責任就是替股東賺取最大利潤。(C)社會經濟的觀點認為企業盡社會責任缺乏廣泛的社會支持(D)效率的觀點認為企業盡社會責任會有穩定的長期利潤(E)以上皆正確
18. 決策所面對的狀態可以分為(A)確定性(B)風險(C)不確定性。請問連問題本身、可能存在的替代方案，與各方案的可能結果都沒有概念，亦即問題與替代方案都高度含糊且不清楚。請問此時處於何種決策狀態？
19. 管理者在組織變革中須扮演三種角色：(A)魅力領導(B)工具領導(C)傳教領導，請問管理者必須描繪願景，使部屬對變革產生高度的期望，此時管理者扮演何角色？
20. 根據組織圖，我們無法看出什麼？(A)組織的分層(B)正式的組織結構(C)非正式的組織結構(D)職位間之指揮關係(E)組織中的分工
21. 現今大多數學者認為理想的控制幅度應視權變因素而定，以何者為是？(A)組織的價值系統強度越強，控制幅度越小(B)組織的管理資訊系統越複雜，控制幅度越小(C)員工任務越相似，控制幅度越大(D)員工任務越複雜，控制幅度越大(E)程序越標準化，控制幅度越小
22. 關於職權與職責何者為非？(A)職權是因職位而來的權力(B)當我們擔當某一職位，除承受職權外，亦須負起相對應的職責。(C)上司授予職權給部屬，職責亦同時下授(D)一旦離開職位，同時也喪失職權(E)以上選項皆正確
23. 以下是三種解決工作專業化缺點的方式：(A)工作輪調(B)工作擴大化(C)工作豐富化，請問何者除增加任務的數目外，亦增加員工對工作的控制程度？
24. 減低對組織變革抗拒的技術：(A)強制(B)操縱及買通(C)協商(D)提昇和支持(E)力場分析(F)參與(G)溝通，請問何者是黎溫(Kurt Lewin)所發產出來的有效方法？



25. 根據產品/市場矩陣，鼓勵現有顧客增加用量是屬於 (A) 市場滲透 (B) 市場發展 (C) 產品發展 (D) 多角化
26. 較常用的組織發展技術包括(A) 調查回饋(B)程序諮商(C)團隊建立(D)群間發展(E)第三者的和平塑造(F)敏感性訓練，透過訓練使員工對一起工作的同事能更體諒與更了解彼此，請問這是屬於何者？
27. 員工汰減的方法：(A) 解僱與資遣(B)留職停薪(C)人事凍結(D)調職(E)降低工時，請問「遇缺不補」是屬於何者？
28. 為降低甄選活動的錯誤，必須注重甄選活動的(A)信度(B)效度，請問何者是指某一甄選工具是否能一致無誤地衡量相同的事物？
29. 常見的甄選工具：(A) 書面申請資料(B)測驗(C)實做測試(D)面談(E)背景調查(F)體檢，請問查證求職者過去的工作紀錄與工作績效，此為以上何者？
30. 面談中很容易出現三種錯誤：(A)對比偏誤(B)相似偏誤(C)月暈偏誤，面談者根據對求職者單一特性的評估，而形成對此求職者的整體評估，請問此為以上何者？
31. 以下是幾個員工訓練的方式：(A)課堂講授(B)影片教學(C)模擬訓練(D)工作輪調，請問何者屬於在職訓練(on-the-job training)？
32. 以下是幾個績效評估的方法：(A)實際銷售量(B)判斷評量法(C)關鍵事件法(D)圖式評估量表(E)行為定錨評估量表(F)360度評估，請問以上何者是較客觀的績效評估方法？
33. 關於需要層級理論，下列何者為非？(A) 指出人類有五大需要 (B) 某層級的需要達相當的滿足後，才會追求上一層級的需要 (C) 社交需要居第三層 (D) 生理需要居第一層 (E) 以上選項皆正確
34. 關於二因子理論，下列何者為是？(A) 工作環境是屬於激勵因子 (B) 人際關係是屬於保健因子 (C) 激勵因子與工作不滿足有關 (D) 保健因子與工作滿足有關 (E) 將令員工工作不滿足的因素去除後，員工就會感到滿足。
35. 下列是四種將間歇性增強技術運用到薪酬管理的制度，請問台灣企業流行支付員工月薪，這是屬於哪一種制度？(A) 固定間隔 (B) 固定比率 (C) 變動間隔 (D) 變動比率 (E) 以上皆非
36. 關於領導的行為理論：(A)愛俄華大學的研究(B)密西根大學的研究(C)俄亥俄州立大學的研究(D)管理方格理論(E)LMX 理論，請問何者提出領導行為可歸納出專制、民主及放任三種型態？
37. 在管理方格理論中，五種較為關鍵的領導風格為：(A)放任型(B)任務型(C)中間型(D)團隊型(E)鄉村俱樂部型。請問位置(9, 1)應為以上何者？
38. 承上題，請問位置(9, 9)應為以上何者？
39. 關於領導的權變理論：(A) 領導行為連續帶理論(B)費德勒模式(C)路徑—目標理論(D)領導者—參與模式(E)情境領導模式，請問何者又稱「最不受歡迎之同事理論」？
40. 承上題，請問何者將焦點放在追隨者？
41. 關於情境領導模式，請問何者為非？(A)為 Paul Hersey 與 Kenneth Blanchard 提出的(B)R3 階段最好採參與型領導(C) R1 階段需要高任務—低關係的領導者(D) R2 階段最好採授權型領導(E)以上選項皆正確
42. 以下是三個領導新觀點：(A)魅力式領導(B)轉型式領導(C)願景式領導，請問何者認為追隨者會將其所見之領導的某些特定行為，歸因於領導者具有的英雄特質或超凡的能力？
43. 常見的五種團隊類型：(A)功能團隊(B)任務團隊(C)自我管理團隊(D)跨功能團隊(E)虛擬團隊，請問何者可使群體成員不需顧慮時間與地點便可進行會議？
44. 團隊發展的五個階段：(A)成形階段(B)衝擊階段(C)規範階段(D)運作階段(E) 解散階段，請問在何階段，團隊致力於發展出緊密的關係，成員也展現出凝聚力？



45. 常見的角色衝突：(A)角色間衝突(B)角色內衝突(C)來源衝突(D)個人與角色的衝突，請問上司早上說一套，下午又說另一套，部屬會感受到哪種角色衝突？
46. 關於衝突的處理，有三種不同的看法：(A)衝突的傳統觀點(B)衝突的人群關係觀點(C)衝突的互動觀點，請問何者主張衝突不只對組織有利，而且不可或缺？
47. 溝通的要素：(A)發訊者(B)收訊者(C)編碼(D)譯碼(E)溝通管道(F)噪音(G)回饋，請問何者是要找出一個發訊者與收訊者共同能接受之溝通形式？
48. 溝通網路的類型：(A)輪式(B)Y式(C)鏈式(D)圈式(E)全管道式，請問何者是所有成員都可彼此互動和交換資訊？
49. 關於控制，以下何者為非？(A)管理功能之最後一環(B)最大目的在確保達成組織目標(C)績效標準和實際績效一有差異，即需採取修正行動(D)小型組織偏向採取非正式和個人化的控制(E)控制必須注重成本效益
50. 對半製品進行抽樣檢驗以進行控制，此為以下何者？(A)事前控制(B)事中控制(C)事後控制

### 三、單選題（英文題目）：

本部分共 15 題選擇題（單選），每題 2 分，共計 30 分。請依題號將答案寫在答案卷上。亦請一律使用原子筆或簽字筆，請根據以下情境，選出最適合的答案，並以英文字母小寫作答，違者不予計分。

#### Case I

Imagine that you are the president of AAA Co., a new and successful chain of 100 fast-food restaurants. The success you have experienced in the last 5 years has you thinking of what to do with the business next. Should you expand the business at the current rate? Open new and different restaurants? What?

1. You decide to concentrate on AAA Co.'s primary business by only increasing the menu to include new items such as enchiladas and rice bowls. This is an example of what type of growth strategy?
  - (a) quality improvement
  - (b) new-product development
  - (c) retrenchment
  - (d) diversification
2. Your oldest supplier, Zorro Distributors, is a small family-owned firm. Recently, the firm's president, Mike, made the decision to retire. To his disappointment, none of his five children stepped forward to take his place at the helm of the firm. Mike is concerned that if he sells his company to a larger distributor, many of his employees will lose their jobs. You approach your old friend with a generous offer to buy Zorro and continue its current operations. Should your offer be accepted, AAA Co. would be undertaking \_\_\_\_\_.
  - (a) a new-product development
  - (b) a merger
  - (c) an acquisition
  - (d) a retrenchment
3. Because of the good profits and a fear of growing too fast, you decide to keep AAA Co. in the same business and do not change the menu. You hope to retain the same market share and return-on-investment record. This is considered a \_\_\_\_\_ strategy.
  - (a) stability
  - (b) growth
  - (c) combination
  - (d) diversification

Case II

Paul Abdul Oil Corporation (PAOC) began as a relatively small oil company. However, through the years it has grown to become an international corporation.

4. As PAOC continues to grow, a highly trained group of managers and analysts has developed at corporate headquarters. This group is highly adaptive in its structure. Members of this group do not have standardized jobs, but are empowered to handle diverse job activities and problems. This group of employees is said to have a(n) \_\_\_\_\_ structure.
  - (a) simple
  - (b) divisional
  - (c) functional
  - (d) organic
5. A sharp rise in oil prices helped PAOC's business expand. Abdul concluded that it was impractical and inefficient for all decisions to continue flowing through his office. He granted his key subordinates the authority and responsibility to manage others within their areas of specialty. This organizational structure is best described as a \_\_\_\_\_ structure.
  - (a) simple functional
  - (b) functional
  - (c) divisional
  - (d) matrix
6. To deal with the workload in an effective manner, PAOC's executive management group assigns specialists from the different functional departments to work on one or more work groups that are led by project managers. This popular contemporary design is called a(n) \_\_\_\_\_ structure.
  - (a) matrix
  - (b) divisional
  - (c) functional
  - (d) organic

Case III

Tom, a manager at a food processing plant, has not been receiving the information that he needs from his current control system. By the time Tom receives the information, the activity has occurred and there is nothing that can be done. Direct supervision is used extensively by supervisors on the floor now, so some activities have been changed before they became costly mistakes. However, Tom would like to do better. He would like to fix things before they break and anticipate more of the problems that occur.

7. Which form of control would Tom like to use?
  - (a) feedforward
  - (b) concurrent
  - (c) feedback
  - (d) management
8. Tom is currently using which form of control?
  - (a) feedforward
  - (b) concurrent
  - (c) feedback
  - (d) management
9. Direct supervision is the best-known form of \_\_\_\_\_.
  - (a) feedforward control
  - (b) concurrent control
  - (c) feedback control
  - (d) management control

Case IV

Mary knew that in order to be an effective manager she needed to delegate, yet it was extremely difficult for her. She was new to the organization and was unsure exactly what the delegation process was and how to use it. There were seven layers in the organizational hierarchy, and she had 15 managers reporting to her. She knew delegation had to occur. Looking in the company handbook, she noticed that for all decisions over \$100,000, she needed her supervisor's approval. For everything over \$300,000, vice-presidential approval was needed. Many of the tasks her managers were working on were very technical, and Mary was not sure if she had the expertise to make some of the decisions about their work. However, she had a very competent group of people working for her. Their skill level, education, experience, and motivation were superior. The final question in her



mind was to determine what was acceptable in the organization. Management seemed to trust the employees and place confidence in their decision-making. It was a point Mary still needed to check out.

10. The dollar amounts for decision-making are an example of \_\_\_\_\_.
- (a) task complexity
  - (b) organizational culture
  - (c) the size of the organization
  - (d) the importance of the duty or decision
11. The skill level, education, and experience of the employees falls under which contingency factor of delegation?
- (a) qualities of the employees
  - (b) organizational culture
  - (c) the size of the organization
  - (d) the importance of the duty or decision
12. The point that Mary is pondering concerning the organization's attitude toward decision making falls under which contingency factor?
- (a) task complexity
  - (b) organizational culture
  - (c) the size of the organization
  - (d) the importance of the duty or decision

### Case V

Jack and Susan are both managers at a medium-sized medical supply firm. Jack emphasizes to his people that the work must be done, regardless of circumstances, and encourages his employees to meet their sales quotas. He is generally liked, but because sales are unstructured, sometimes his employees resent his rather heavy-handed approach. Susan has tried hard to build a good rapport with her employees and knows each of their families. She encourages her employees to work hard, but to be certain to take time for themselves and their families.

13. Fiedler's contingency model would classify Jack as \_\_\_\_\_ oriented.
- (a) Employee
  - (b) organization
  - (c) task
  - (d) relationship
14. Fiedler's contingency model would classify Susan as \_\_\_\_\_ oriented.
- (a) Employee
  - (b) organization
  - (c) task
  - (d) relationship
15. Fiedler would expect that the best leadership style was a function of \_\_\_\_\_.
- (a) leader-member relations, task structure, and position power
  - (b) formal authority, production process, and personality of employees
  - (c) chain of command, relationships, and power
  - (d) type of organization, personality of leader, and education of employees