

國立高雄應用科技大學
102 學年度研究所碩士班招生考試
人力資源發展系碩士班
管理學

試題 共 7 頁，第 1 頁

- 注意：a. 本試題分單選題、名詞解釋、以及問答題等三種題型，共計 100 分。
第一大題為單選題，共 25 題；第二大題為名詞解釋，共六題，第
三大題為問答題，共二題。
b. 作答時不必抄題。
c. 考生作答前請詳閱答案卷之考生注意事項。

一、單選題：25 題，每題 2 分，共 50 分。請選出最適當的單一答案。

1. When McDonald's decided to add breakfast to its hours of operation in order to increase its customers, this was an attempt to improve the organization's:
 - a. planning.
 - b. effectiveness.
 - c. leading strategy.
 - d. efficiency.
 - e. none of the above.

2. When a manager monitors the work performance of workers in his or her department to determine if the quality of their work is "up to standard," this manager is engaging in which function?
 - a. Planning
 - b. Demonstrating
 - c. Organizing
 - d. Leading
 - e. Controlling

3. When TWA allows the agent-in-charge at the gate to decide whether to give out a "free ticket" to some passengers when the flight is overbooked, this is an example of:
 - a. innovation.

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- b. restructuring.
 - c. TQM.
 - d. empowerment.
 - e. none of the above.
4. A successful _____ identifies a niche in which the organization's products or services can have some competitive advantage.
- a. organization design
 - b. mission statement
 - c. planning process
 - d. SWOT analysis
 - e. strategy
5. If the Director of Human Resource Development at a college reports jointly to both the Dean of Faculty and the Dean of Student Affairs, this is a violation of which one of Fayol's principles?
- a. Equity
 - b. Unity of command
 - c. Unity of direction
 - d. Initiative
 - e. Order
6. If a manager feels that her responsibility is to monitor closely the work habits of her subordinates "because they will not work hard unless I do that," is acting consistently with the principles of:
- a. management science theory.
 - b. administrative science theory.
 - c. Theory X.
 - d. Theory Y.
 - e. Theory Z.
7. If Yulon Motors builds car engines in one country, brakes in another country, and the chassis in still another country in order to reduce its production costs for its cars, this would be an example of:
- a. a command economy.
 - b. a mixed economy.
 - c. collectivism.
 - d. global outsourcing.

- e. licensing.
8. What term refers to any perceived difference among people: age, functional specialty, profession, geographic origin, lifestyle, tenure with the organization, or position?
- a. climate
 - b. culture
 - c. diversity
 - d. environment
 - e. society
9. If Hilton Hotels sells the right to use its name and administrative procedures to a hotel in Chile in return for an initial up-front fee and a monthly percentage of that hotel's sales, what type of arrangement is Hilton using?
- a. Importing
 - b. Exporting
 - c. Joint venture
 - d. Franchise
 - e. Strategic alliance
10. When an accounting manager decides to pay her organization's accounts payable bills whenever the goods have been received by her organization for 45 days, this represents which type of decision?
- a. Programmed
 - b. Intuition
 - c. Satisficing
 - d. Groupthink
 - e. Nonprogrammed
- 11.. Minimum acceptable qualifications that a person should possess to perform the job are included in the :
- a. job title
 - b. job specification
 - c. job description
 - d. job log
 - e. job responsibility
12. When PepsiCo purchased Frito-Lay and expanded its operations into the

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snack-food business, this was an example of which type of strategy?

- a. Vertical integration
- b. Concentration on a single business
- c. Diversification
- d. International expansion
- e. Low-cost strategy

13. When Procter & Gamble uses the same distribution system to deliver its oral care products and its hair care products to drugstore chains, this is an example of:

- a. a diversification strategy.
- b. a focused-differentiation strategy.
- c. synergy.
- d. an unrelated diversification strategy.
- e. a differentiation strategy.

14. When McDonald's Corporation made a basic decision as to how to divide the tasks of the jobs of "chefs" and "food servers" in its restaurants, this was an example of:

- a. continuous-process technology.
- b. job design.
- c. divisional structure.
- d. product structure.
- e. matrix structure.

15. A salesperson who has the authority to decide on which prospective customers he will make a personal sales call has _____ than an order taker at a Burger King Restaurant.

- a. less autonomy
- b. less task significance
- c. less task identity
- d. more autonomy
- e. less skill variety

16. In Herzberg's theory, all of the following are examples of motivator needs **EXCEPT:**

- a. interesting work.
- b. responsibility.

- c. pay.
 - d. a sense of accomplishment.
 - e. autonomy.
17. Goal setting theory suggests that all of the following lead to higher performance, **EXCEPT**
- a. easy goals.
 - b. feedback.
 - c. specific goals.
 - d. goals accepted by the employee
 - e. none of the above.
18. What concept involves the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed?
- a. entrepreneurship
 - b. total process quality
 - c. reengineering
 - d. total quality management
 - e. management by objectives
19. A worker who is paid on the basis of the number of computer components produced per day is said to be paid on:
- a. an underpayment inequity basis.
 - b. an overpayment inequity basis.
 - c. a commission basis.
 - d. an equity basis.
 - e. a piece-rate basis.
20. When a group of managers work very hard to be sure that they agree on important issues instead of working toward an accurate assessment of the situation, we say that this group suffers from the principle of:
- a. an informal group.
 - b. a friendship group.
 - c. synergy.
 - d. groupthink.
 - e. social loafing.

21. When the long-range strategic planning committee for an organization is composed of managers from engineering, R&D, production, marketing, and finance, this is known as which type of group?
- Cross-cultural
 - Informal
 - Virtual team
 - Cross-functional
 - Command
22. A PERT chart assists in planning by:
- assigning tasks to various people.
 - determining the best way to motivate employees.
 - identifying which critical path is the most economically beneficial to the firm without sacrificing delivery times.
 - allowing alternative actions to be considered and to quickly determine what affect those actions would have on scheduling and costs.
 - none of the above
23. Which individual is considered the founder of the TQM movement?
- Henry Ford
 - Frederick Taylor
 - W. Edwards Deming
 - Tom Peters
 - Michael Porter
24. A six sigma standard allows for fewer than _____ defects per one-million units.
- 1.7
 - 3.4
 - 12.8
 - 27.8
 - 2.54
25. Which of the following defines the jobs within the firm and the behaviors that are necessary to perform those jobs?
- Job analysis
 - Job descriptions

- c. Job specifications
- d. Job enrichment
- e. Job design

二、名詞解釋：6 題，每題 5 分，共 30 分。

1. Acceptance theory of authority
2. Cafeteria benefit plans
3. Brainstorming
4. Socialization
5. Gantt chart
6. Glass ceiling

三、問答題，2 題，每題 10 分，共 20 分。

- (一) 試說明轉換型領導與魅力型領導之意涵，並比較兩者之間的不同點。
- (二) 試說明策略管理的程序。