

國立臺北科技大學

九十四學年度商業自動化與管理研究所入學考試

管理學試題

填准考證號碼

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<p>注意事項：</p> <p>1. 本試題共兩大題，其中各有兩題與五題(各有五小題)，配分共100分。</p> <p>2. 請按順序標明題號作答，不必抄題。</p> <p>3. 全部答案均須答在答案卷之答案欄內，否則不予計分。</p>

壹、問答題:(共 2 題，每題分數如下，共 25 分)

- 一、依據組織的定義，請問學校是不是一個組織、學系是不是一個組織、班級是不是一個組織?(3 分) 為什麼?(5 分) 如果不是，有沒有可能變成一個組織?(5 分)
- 二、以往醫生對篩檢出絕症的病人會語帶保留，作善意的欺騙，以免激發他的情緒，你覺得對嗎?(3 分) 試從三種道德觀加以論述(9 分)。

貳、選擇題:(共 5 題，各有五小題；每小題 3 分，共 75 分)

1. Jenny had been reading several management periodicals for her class assignment. She was confused by all the terms she had come across in her search for changes that were reshaping contemporary organizations. The first article had described a new business owner who had taken a large calculated risk to initiate his new business venture where he had become quite successful at the age of 26. The next article dealt with a process that managers were using for quality control at a local cheese producing plant. The company was constantly monitoring the cheese-making process and little by little improving the quality of its cheese. The next article was in direct contrast. This roller blade manufacturer had decided that its product needed to be completely remade in order to keep up with the competition. So it had basically started from scratch and developed a new revised product. Several of the articles Jenny had read talked about companies laying off numerous employees, and the practice was not limited to the United States. It was occurring worldwide. Finally, several articles had also mentioned that businesses were hiring fewer core employees and using more contingent workers. Many larger businesses were hiring people to fill in for those employees off for an extended time period, such as for a new dad off for 12 weeks after the birth of a child.

- (1). The new business owner could best be described by which of the following?
 a. reengineering b. downsizing c. entrepreneur d. intrapreneur
- (2). The roller blade company was using which of the following techniques?
 a. intrapreneurship b. entrepreneurship c. total quality management d. rightsizing
- (3). The practice of laying off employees is known as
 a. reengineering. b. downsizing. c. total quality management. d. rightsizing.
- (4). Which type of worker is replacing the new father who is staying home with his baby?
 a. part-time employee b. temporary employee
 c. contract employee d. project employee
- (5). Chose the type of worker that is not considered a contingent worker.
 a. part-time employee b. temporary employee
 c. contract worker d. overtime employee
2. Terry had been told to reexamine the strategic niche their company held in the cosmetic industry. Top management did not want the company caught unaware of any changes occurring. Terry began reviewing a list of factors in his mind. There had been some negative publicity lately due to cosmetic testing on animals. The animals were well-treated, but they were used to test new products. Positively, sales industry-wide were up 10%. Women were buying more cosmetics in general, which was nothing but good for the company. Another positive factor was their personnel. They had good people working in the company, particularly in research and development. The only other negative Terry could find was that the advertising campaign that was begun last year had not shown the results they had hoped for. Something needed to be done in that department. Terry began to compile his report.
- (1). Which analysis would assist Terry to identify a strategic niche that the company could exploit?
 a. SWOT analysis b. MBO c. MBWA d. SWAT analysis
- (2). The negative publicity due to the testing of cosmetics on animals would be classified as which of the following?
 a. weakness b. strength c. threat d. opportunity
- (3). The fact that sales are up 10% industry-wide because women were buying more cosmetics would be which of the following?
 a. weakness b. strength c. threat d. opportunity
- (4). The quality of the company's personnel would be classified as which of the following?
 a. weakness b. strength c. threat d. opportunity

- (5). The failure of the advertising campaign would be classified as which of the following?
 - a. weakness b. strength c. threat d. opportunity

3. Jerri is confused. She thought that once she had the title of manager, everyone would listen to her and accept her authority and power. However, she has noticed other employees that seem to have power. Whenever someone has a question about the computer system, they always go to Helen who actually established the current system they are using. Usually Helen can get things up and running quicker than going to the support staff for help. Then there is Joe who has a remarkable amount of charm and charisma. He seems to have a power based simply upon him. Then there is Jill, her secretary, who has a power entirely of her own. Jill turns in the timecards weekly, and Jerri has seen her more than once override the time clock and clock somebody in earlier than they actually arrived or clock out for them when the employee left work early. When Jerri questioned her about it, Jill just laughed and said that they had been doing it for years and the time all averaged out. The company allowed no overtime so any extra time employees spent at work was never compensated. Jerri sometimes wonders if she has any power at all.

- (1). What type of authority does Jerri possess?
 - a. span of control b. line authority c. staff authority d. responsibility
- (2). What type of power does Jerri actually possess?
 - a. legitimate power b. reward power c. expert power d. referent power
- (3). What type of power does Helen possess?
 - a. coercive power b. reward power c. expert power d. referent power
- (4). What type of power does Joe possess?
 - a. coercive power b. reward power c. expert power d. referent power
- (5). What type of power does Jill possess?
 - a. coercive power b. reward power c. expert power d. referent power

4. Jared has been hired to establish a control system for SRP Inc. Jared knows several decisions must be made before the control system can be implemented. Several contingencies must also be considered. One of the first decisions that must be made is where to place the controls and what needs to be controlled. Jared also knows the organization is relatively small and will be for some time, and that management intends to decentralize extensively. Furthermore, management has indicated that if-then guidelines are to be implemented. Jared looks forward to designing a system that will work well for the company for years to come.

- (1). The first step deals with which of the following characteristics of effective control systems?
 - a. accuracy b. understandability c. strategic placement d. multiple criteria

- (2). Controls should be implemented for
- everything that goes on in the organization.
 - areas where variations are unlikely to occur.
 - areas where variations will cost little.
 - all critical activities, operations, and events.
- (3). The need for the standards of a control system to have a dual positive effect is termed
- reasonable criteria.
 - understandability.
 - strategic placement.
 - multiple criteria.
- (4). The if-then guidelines refer to which of the following characteristics of control systems?
- economy
 - understandability
 - strategic placement
 - corrective action
- (5). Because Jared cannot control all activities, he should place the strategic control devices where those devices can call attention only to _____.
- the inequities
 - the exceptions
 - the deficiencies
 - ambiguous elements
5. Weston has two very different first-line supervisors who report directly to him. Aaron really "cracks the whip" on his employees and firmly believes in strict controls and punishment for those employees who do not perform up to company expectations. Zach, on the other hand, has very few controls and believes that as long as people know what their objectives are, they will exercise self-control and self-direction. Aaron has been trying to use working conditions to increase the level of productivity in his department. Work conditions have not been very safe, and employees have complained frequently that they felt unsafe at work. However, when conditions were improved, employees were still not motivated. Zach had chosen to use responsibility and the opportunity for growth to increase his productivity levels, and he had been much more successful.
- (1). Employees were at which level in the hierarchy of needs in Aaron's department?
- physiological
 - social
 - safety
 - esteem
- (2). Aaron is what type of manager?
- Theory X
 - Theory Y
 - democratic
 - laissez-faire
- (3). Zach is what type of manager?
- Theory X
 - Theory Y
 - Dictatorial
 - Autocratic
- (4). Aaron was trying to use what types of factors to increase productivity?
- motivators
 - hygiene
 - social
 - esteem
- (5). Zach was using which types of factors to increase productivity levels?
- motivators
 - hygiene
 - social
 - esteem