

# 國立臺北科技大學九十五學年度碩士班招生考試

系所組別：4210 商業自動化與管理研究所甲組

## 第二節 管理學 試題

填准考證號碼

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### 注意事項：

1. 本試題共 50 題，配分共 100 分。
2. 請標明大題、子題編號作答，不必抄題。
3. 全部答案均須在答案卷之答案欄內作答，否則不予計分。

一、是非題，每個選題 2 分，共 15 個選題，配分為 30 分。

1. Supervisors and foremen may both be considered first-line managers.
2. Effectiveness refers to the relationship between inputs and outputs.
3. Whereas effectiveness is concerned with the means of getting things done, efficiency is concerned with the ends, or the attainment of organizational goals.
4. Determining who reports to whom is part of the controlling function of management.
5. A finance manager who reads the Wall Street Journal on a regular basis would be performing the figurehead role.
6. The primary issue that aroused Taylor to create a more scientific approach to management was worker effectiveness.
7. Planning establishes the goals and standards by which managers control their organization.
8. In MBO, or Management by Objectives, goals are often less well-defined, giving managers and employees more flexibility to respond to changing conditions.
9. Based on the Boston Consulting Group (BCG) matrix, the business group that is characterized by having low growth but high market share is known as a cash cow.
10. Forecasting is critical and most effective under rapidly changing environmental conditions.
11. Benchmarking is a form of environmental scanning.
12. The Gantt chart is a bar graph, with time on the vertical axis and the activities to be scheduled on the horizontal axis.
13. Fixed costs are expenses that do not change, regardless of volume.
14. ISO 9000 is a quality standard that establishes a goal of no more than 3.4 defects per million units or procedures.

15. During the communication process, the message is converted to symbolic form, called encoding.

二、選擇題，每個選題 2 分，共 35 個選題，配分為 70 分。

16. A budget is a numerical plan for allocating resources \_\_\_\_\_.

- A) to specific activities                      B) developing new products  
C) dedicated to special projects      D) areas of production

17. Which of the following is a suggestion for improving forecasting effectiveness?

- A) develop complex and detailed mathematical models  
B) shorten the length of forecasts  
C) pay attention to trend turning points  
D) develop a single and effective method

18. Strategic management is \_\_\_\_\_.

- A) a process that is done best if it is done quickly  
B) oriented to short-run performance of an organization  
C) a set of managerial decisions and actions  
D) all of the above

19. The goal of forecasting is to provide managers \_\_\_\_\_.

- A) accurate predictions of trends and events  
B) information about the dynamics of environmental change  
C) with information that will facilitate decision making  
D) decisions as to what customers will be demanding and when

20. Generally speaking, which of the following factors least constrains high performance in planning organizations?

- A) environmental factors                      B) extent of planning  
C) implementation of plans                      D) quality of planning

21. Which of the following is not a reason Smith claimed enhanced productivity from division of labor?

- A) saving time lost in changing tasks  
B) increasing worker skill and dexterity  
C) creating labor-saving inventions  
D) strict management control over worker time and motion

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22. Which of the following is a fundamental contribution of scientific management?

- A) It led to lower overall wages, thereby increasing organizational profitability.
- B) It could raise a country's standard of living.
- C) It provided for management control, a basic management function.
- D) It provided the basis for the coming rise of unionization.

23. One could say that Fayol was interested in studying \_\_\_\_\_ management issues, whereas Taylor was interested in studying \_\_\_\_\_ management issues.

- A) macro; micro                      B) micro; micro
- C) macro; macro                      D) micro; macro

24. Which of the following is not one of Fayol's principles of management?

- A) division of work                      B) equality
- C) unity of command                      D) discipline

25. \_\_\_\_\_ are challenged by an increasing number of global competitors and consumer markets as part of the external environment.

- A) Small organizations
- B) Organizations with international owners
- C) Large organizations
- D) Both large and small organizations

26. The process of selecting decision criteria is accomplished by \_\_\_\_\_.

- A) massaging the data that will support a given decision
- B) flipping a coin to produce a 50-50 chance of being right
- C) examining the difference in the opportunities available
- D) determining what is relevant in making the decision

27. The concept that defines the number of subordinates that report to a manager and that indirectly specifies the number of levels of management in an organization is called \_\_\_\_\_.

- A) unity of command                      B) span of control
- C) responsibility factor                      D) authorized line of responsibility

28. If a manager was purchasing a computer system, issues such as price and model are examples of which part of the decision-making process?

- A) criteria weight allocation                      B) problem identification
- C) identifying decision criteria                      D) evaluating decision effectiveness

29. When an organization assigns specialists to groups according to the projects they are working on, this is called \_\_\_\_\_.

- A) divisional structure                      B) functional structure  
C) matrix structure                         D) product structure

30. Managers can make rational decisions if \_\_\_\_\_.

- A) the alternatives are limited      B) the goals are clear  
C) the problem is simple                D) all of the above

31. A learning organization has developed its \_\_\_\_\_.

- A) educational department to keep employees trained  
B) a sustainable competitive advantage that is easy to maintain  
C) capacity to adapt and change  
D) barriers to entry of its markets

***Refer to the paragraph below to answer the questions that follow.***

Colleen is a student, and her older brother has loaned her an old car. The car is in need of several repairs before she will feel comfortable driving it.

32. In talking with an automotive repair person, Colleen needs to prioritize the repairs. Her first concern is safety of the vehicle. This step in the decision-making process is called \_\_\_\_\_.

- A) identification of decision criteria      B) analysis of alternatives  
C) weighting the decision criteria        D) selection of an alternative

33. Colleen decides to have all of the problems fixed on the car. She assumes that the repair person has found all the problems and that there will be no problem correcting the imperfections within a specified budget. This is an example of a \_\_\_\_\_ decision.

- A) rational    B) ethical    C) irrational    D) parochial

34. Colleen's brother has a different view of the repairs. He assumes that the repair person is using the best information available, but there may be other unexpected repairs that might surface and that a higher budget might be more reasonable. He is using \_\_\_\_\_.

- A) bounded rationality      B) rational decision making  
C) risk avoidance             D) Stage 4 decision making

35. Colleen's brother feels the car is worth repairing because he has owned several cars made by the same manufacturer as this car, and he has driven this car for several years. He is using \_\_\_\_\_ to decide the car has value despite of its need of repair.

- A) sunk costs
- B) return on investment
- C) intuitive decision making
- D) selective coordination of thought processes

*Refer to the Scenario below to answer the questions that follow.*

Robert Downs has just completed a Master of Science degree in Computer Science at Major State University. He now wants to begin a new Internet business selling his services as a Web site maker for companies in his home city, St. Louis. He estimates that within 1 year, if his business idea is a success, that, at a minimum, he will be employing 10 programmers and 2 analysts.

36. To make his business successful, he will first have to develop which type of plans?

- A) specific plans                      B) directional plans
- C) operational plans                D) strategic plans

37. To clarify how the overall goals are to be achieved, he will have to develop which type of plans?

- A) directional plans                B) operational plans
- C) strategic plans                    D) specific plans

38. To ensure that the organization's objectives are clearly defined and do not leave room for interpretation, he will have to develop which type of plans?

- A) specific plans                    B) strategic plans
- C) directional plans                D) operational plans

39. To provide the programmers and analyst general guidelines about the efficiencies that are desired, he will have to develop which type of plans?

- A) specific plans                    B) directional plans
- C) operational plans                D) strategic plans

***Refer to the Scenario below to answer the questions that follow.***

As a process of self-examination during her senior year of college, Casey decides to develop a SWOT analysis of her prospects relative to getting a job.

40. Casey realizes that she has a personal characteristic that suggests she is not comfortable interacting with strangers. She interprets this as a(n) \_\_\_\_\_ if she is get a job as a salesperson.

- A) opportunity    B) strength    C) weakness    D) alternative

41. Casey majored in marketing and really enjoyed studies in market research. Through research on the Internet and in the university library, she discovers that this industry appears to have significant positive external trends. She interprets this as a(n) \_\_\_\_\_.

- A) alternative    B) strength    C) opportunity    D) weakness

42. Casey begins outlining her 5-year career goals. These should include \_\_\_\_\_.

- A) how many people she would like to be managing  
 B) the type of job she would like to have  
 C) the salary she would like to be making  
 D) all of the above

43. Casey finally outlines a 5-year career action plan. This consists of \_\_\_\_\_.

- A) actions required to accomplish her career goals  
 B) definitions of assistance she will need and how she will acquire the assistance  
 C) statements of what she will need to do to accomplish her career goals  
 D) all of the above

***Refer to the Scenario below to answer the questions that follow.***

Rose has just graduated from college with a degree in accounting. Her boss has told her, "I can't understand it; we sold a lot of units last month, and the accountants say we're losing money." Rose asked about the cost structure for widgets and was told that widgets sell for \$9 each, variable costs are \$6 each, and fixed costs are \$30,000.

44. Rose calculated a breakeven point in units to be \_\_\_\_\_.

- A) 5,000 units    B) 10,000 units  
 C) 3,000 units    D) 20,000 units

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45. What is the profit if the company sells 15,000 units?  
A) \$18,000    B) \$9,000    C) \$5,000    D) \$15,000

46. If the company can lower fixed costs to \$21,000, what is the new breakeven point in units?  
A) 7,000    B) 5,000    C) 3,000    D) 10,000

*Refer to the Scenario below to answer the questions that follow.*

Acme Corporation's management feels that employees could be more motivated by their jobs. The jobs were enlarged earlier and some improvements were seen in motivation.

47. The process of enlarging the jobs was accomplished by \_\_\_\_\_.  
A) horizontally diversifying the jobs  
B) changing the number of breaks during a shift  
C) changing the pay structure  
D) increasing the number of days away from work per month

48. To increase the motivation through enrichment, Acme decides to increase the meaningfulness of the work. This can be done by increasing \_\_\_\_\_.  
A) skill variety    B) task significance  
C) task identity    D) all of the above

49. To further enhance the jobs at Acme, managers divided the tasks into jobs that allowed employees to use a collection of skills and talents. These changes could be described as a core dimension of the job characteristics model known as \_\_\_\_\_.  
A) feedback    B) autonomy    C) skill variety.    D) task identity

50. As a final point in redesigning the jobs at Acme, the managers developed a program that allowed the employees to have a large degree of freedom in their jobs while giving them information as to the outcomes of their work. These changes serve as \_\_\_\_\_, a core dimension in the job characteristics model.  
A) task significance    B) feedback  
C) autonomy    D) B and C