

國立中央大學八十五學年度碩士班研究生入學試題卷

所別：資訊管理研究所 戊組 科目：管理學 共 / 頁 第 / 頁

一、解釋名詞：每題 9 分(共 36 分)

1. Existence-relatedness-growth theory 2. Strategic alliances 3. Contingency model of leadership 4. Transnational strategy

二、問答題：(14 分)

試述策略規劃在組織三個層級的角色；組織各層級所應用的分析模式不同，採行的策略也有所差異，請依各層級分別說明二種分析模式與採行之策略。

三、選擇題：每題 2 分 (共 50 分)

1. A decision situation is considered _____ if the problem solver knows which events will occur.
a) structured b) certain c) competitive d) risky
2. A manager once quipped, "Though I hate it, formulating the annual business plan forces me to think through every single aspect of my business in advance. This best illustrates which benefit of planning?
a) reduces overlapping and wasteful activities b) established standards to facilitate control
c) reduces uncertainty by anticipating change d) establishes coordinated effort
3. Adhocracy is more appropriate when
a) there is little environmental uncertainty b) technology is routine c) employees are well-trained professionals d) all of the above
4. The main problem to be expected when the unity of command principle is ignored is
a) how an employee is to cope with conflicting priorities and demands b) supervisors cannot keep abreast of that all their subordinates are doing
c) decision making is slow d) all of the above
5. Calculations of expected utility maximization and subjective probabilities are factors in decision making under:
a) certainty. b) risk. c) uncertainty. d) conflict.
6. Which of the following is LEAST correct?
a) There seem to be a positive, decreasing relationship between planning and performance. b) Planning is usually associated with higher profits.
c) The environment is a major moderating variable in the planning/performance relationship.
d) There is an inverse relationship between planning and performance.
7. The unity of command concept would probably be more appropriate
a) in large organizations b) in small organizations c) in complex organizations d) in simple organizations
8. Decision making under _____ means that the decision maker does not know the probabilities of various events.
a) risk b) uncertainty c) ill structure d) none of the above
9. Which of the following is most likely to increase the chances of superior performance?
a) extensive, comprehensive plans b) formal plans c) quality and appropriate implementation d) none of the above
10. A major disadvantage of the divisional structure is
a) diffusion of responsibility b) the burden it places on headquarters' staff for daily operations
c) it restricts the development of new top managers d) duplication of some activities and personnel
11. Concerning the span of control, classical theorists believed
a) stronger managers should have a larger span of control b) top managers should have a larger span of control
c) lower-level managers should have a larger span of control d) newer managers should have a larger span of control
12. If a decision maker chooses the alternative that has the best outcome if the worst happens, he or she is using the:
a) criterion of optimism. b) Laplace criterion. c) criterion of pessimism. d) satisficing criterion.
13. Which of the following is true about the planning/performance relationship?
a) A strong, uncertain environment is more apt to show improved results from planning than the opposite.
b) Increases in planning lead to commensurate increases in performance.
c) There is no consistent relationship between planning and performance.
d) There is a direct relationship between planning and financial performance.
14. Which of the following is MOST likely to be a fully self-contained structure?
a) network structures b) functional structures c) divisional structures d) conglomerate structures
15. Enriched jobs that result in LOWER productivity
a) have usually been incorrectly designed b) usually increase quality and lower waste of resources
c) are almost nonexistent d) none of the above
16. Heuristics are most closely associated with:
a) decision making under risk. b) decision making under conflict. c) ill-structured situations. d) well-structured situations.
17. Which of the following is NOT a major benefit of planning?
a) good planning can eliminate change b) it can result in superior financial results
c) the control function of management depends on a previously formulated plan d) gives direction to non-managers
18. Bush Industries is a manufacturer of quality knocked-down (K-D) furniture for personal computers and the like. One product line consists of solid oak and has its own plant manager. The engineering staff has a manager who assigns his various engineers to each of the product lines, including the solid oak plant. This structure is best described as
a) functional b) departmental c) product d) matrix
19. Job enrichment
a) expands jobs horizontally b) expands jobs vertically c) decreases autonomy d) increases external control
20. Plans that determine specific details about organizational objectives that are to be achieved are called
a) strategic plans b) operational plans c) long-term plans d) detailed plans
21. Management-by-objectives
a) uses a "top-down" goal setting process b) uses goals that indicate the general direction desired
c) has a hierarchy of objectives that are closely linked between organizational levels d) was first proposed in the late 1970's
22. A manager obtains compliance from a subordinate because the subordinate wants a different shift. The supervisor is using _____ power.
a) coercive b) punishment c) reward d) referent
23. The more rules and procedures in the organization, the more
a) complex it is b) discretion each manager has c) formalized it is d) successful it will become
24. When an organization faces a rather certain environment, we usually find
a) sophisticated and complex plans designed to maximize efficiency b) flexibility in planning
c) a reliance on short-term plans as opposed to long-term plans d) directional rather than specific plans
25. Which of the following is LEAST likely to be classified as a mechanistic structure?
a) network structure b) divisional structure c) functional structure d) none of the above

