

國立中央大學94學年度碩士班考試入學試題卷 共 4 頁 第 1 頁
所別：人力資源管理研究所碩士班 科目：管理學

一、是非簡答題，請先指出本陳述句之對錯，並對你的答案提出簡潔理由及說明（每題三分，共六十分）

- ___ 1. It was the work of Max Weber that led managers to consider organizations as social systems.
- ___ 2. More advanced technology tends to cause job enrichment.
- ___ 3. Job enrichment refers to the expansion of the number of different tasks performed by an employee.
- ___ 4. In modern, large, complex organizations, departments within the same organization must employ the same technology to function efficiently and effectively.
- ___ 5. The higher the average scores individual's have on agreeableness, emotional stability, conscientiousness and extraversion and he/she has higher cognitive ability.
- ___ 6. Alderfer's growth needs correspond to Maslow's esteem and self-actualization needs.
- ___ 7. Goal incompatibility can be a kind of "built-in" conflict between departments--especially marketing and manufacturing--that are faithfully attempting to accomplish their own missions.
- ___ 8. It is better in terms of employee motivation and benefits to the company to overpay employee than it is to under pay them.
- ___ 9. The key concern on the structural side of procedural justice is what the decision are that were made.
- ___ 10. Jobs that include decision making responsibilities are more stressful than non-decision making jobs because the ability to make decision gives the employee more control.
- ___ 11. The most basic form of a group is the work team.
- ___ 12. The homogeneous and heterogeneous groups are equal in their initial performance, but over time the homogeneous groups tend to outperform the heterogeneous groups.
- ___ 13. Memos, e-mail and faxes are examples of so-called communication media with high richness because of the amount of information they provide.
- ___ 14. Mass customization refers to the separation of one product from the mass production line so that it can be adapted to the needs of a particular market.
- ___ 15. In the organic organization, tasks are broken down into specialized, separate parts.
- ___ 16. Formal language and jargon can be significant barriers to organizational communication.
- ___ 17. For a subordinate to have power, a manager must give up some power.
- ___ 18. Transformational leaders will tend to strengthen and challenge their followers where as a charismatic leader will tend to keep them weak and dependent.
- ___ 19. The primary difference between a leader and a manager is in how they function within an organization.
- ___ 20. The process of organizational innovation begins with setting the stage and the producing the ideas.

二、選擇題（每題二分，共四十分）

- ___ 1. Which of the following mechanisms provides the greater degree of horizontal coordination and control:
 - a. Hierarchical referral.
 - b. Task forces.
 - c. Information systems.
 - d. Add positions to hierarchy.

注意：背面有試題

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2. The Body Shop International's explicit statement concerning its commitment to environmental issues is an example of the organizational culture transmission tool of:
- Statements of principles
 - Symbols
 - Ceremonies
 - Stories
3. _____ allows employees to make the decisions required to do their jobs without first seeking supervisory approval.
- Empowered decision making
 - The use of Delphi technique
 - Non-programmed decision making
 - Nominal group decision making
4. Stress results when people feel a great deal of uncertainty about what they are expected to do on the job. This results in stress from:
- Role conflict
 - Role overload
 - Role ambiguity
 - Role isolation
5. According to Herzberg, employees are motivated by _____, not by _____.
- Quality of supervision, job security
 - Recognition, pay
 - Achievement, promotion
 - Pay, work condition
6. Technical innovation is facilitated by a(n) _____ process and a(n) _____ structure, while administrative change best occurs as a result of a(n) _____ process and a(n) _____ structure.
- top-down, organic - bottom-up, mechanistic
 - bottom-up, organic - top-down, mechanistic
 - strategic, mechanistic - tactical, organic
 - ambidextrous, product - OD intervention, functional
7. The leader of one religious denomination emphasizes converts to the denomination, whereas the previous leader felt converts should play a backseat role while they "paid their dues." This illustrates _____ influence on the selection of effectiveness criteria.
- goal measurability
 - top management influence
 - environmental conditions
 - that almost anything can have
8. _____ focuses on the ways of changing situational control variables when it is impractical to change leaders.
- The LMX approach
 - Leader match

- c. Attribution theory
d. Normative leadership theory
- ___ 9. The University of Michigan and Ohio State studies of leadership in the 1950s developed leadership theories around the two dimensions of:
a. Autocratic and permissive behavior
b. Traits and personality
c. Personalized leadership and socialized leadership
d. Initiating structure and consideration
- ___ 10. When setting goals, goals should be ___ and ___.
a. Immediate, non-routine
b. Clear, challenging
c. Practical, consistent
d. Breakthrough, active
- ___ 11. Social loafing can be lessened by:
a. Specializing tasks
b. Rewarding individuals for group performance
c. Identifying the group to its social peers
d. Threatening to punish people
- ___ 12. High formalization is most closely associated with which of the following:
a. Organic structure
b. Small size
c. Large size
d. Responsive style
- ___ 13. Job satisfaction is not a good predictor of
a. Voluntary turnover
b. Organizational commitment
c. Work performance
d. absenteeism
- ___ 14. The management science model for decision making is best to use when:
a. Problems are unanalyzable, and problem consensus is high.
b. Problems are analyzable and measurable, and parties involved agree on goals.
c. Solution knowledge is low, and problem consensus is low.
d. Solution knowledge is low, and problems can't be structured logically.
- ___ 15. A small university department was comprised of six male faculty members. During faculty meetings when the department was faced with a difficult decision, a faculty member would suggest they take a break. During the break, four faculty would adjourn to the coffee room and agree on the decision that would be made. This is an example of:
a. Bounded rationality.
b. Intuitive decision making.
c. A coalition.
d. Crisis decision making.

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看完以下短文，請回答選擇題第16-18 題

Tony manages a small group of customer service representatives and is responsible for all their training. His coaching style is to catch people doing this right, then offer praise and small rewards for proper performance. When Tony works with the customer service representatives who handle customer correspondence, he pays random surprise visits to each representative to encourage coach and correct behavior. He believes this keeps the representatives on their toes. With his customer service representatives who handle phone calls, Tony drops in on each one after they have taken between 50-100 calls. He's able to monitor their call rate from his computer terminal.

- ___ 16. Tony's coaching style refers to the learning philosophy as an example of _____
- Operant conditioning
 - Observational learning
 - Modeling
 - Classical conditioning
- ___ 17. Tony is using a _____ schedule with his customer service representative who handle customer correspondence.
- Fixed interval
 - Variable interval
 - Fixed ratio
 - Variable ratio
- ___ 18. Tony is using a _____ schedule with his phone customer service representatives.
- Fixed interval
 - Variable interval
 - Fixed ratio
 - Variable ratio

看完以下短文，請回答選擇題第19-20 題

Ted is the CEO of a medium-sized manufacturer of bedding and blankets. Ted insists on making all decision as to styles that are manufactured, the type of material that will be used in each, the sources from whom the company will purchase yard goods, thread and buttons, and the shippers the company will use. Ted also believes that the key thing for a business is to fit the right person to the right job, and he believes that there is only one right way to run a company and do a job.

- ___ 19. Which of the following terms describes Ted's company?
- Elaboration
 - Centralization
 - Formalization
 - Standardization
- ___ 20. Which of the following terms describes Ted's management philosophy?
- Scientific management
 - Human relations
 - Management Science
 - System Perspective