

國立高雄應用科技大學  
107 學年度研究所碩士班招生考試  
企業管理系碩士班  
管理學

試題 共 4 頁，第 1 頁

- 注意： a. 作答時不必抄題。  
b. 考生作答前請詳閱答案卷之考生注意事項。

一、選擇題 (30 題，每題 2 分，共計 60 分)

- ( ) 1. 在創業的過程中會經歷各種不同的問題與挫折，因此在創業團隊成形時，有些問題必須先考慮，不包括下列哪一項目？  
(A)團隊的領導 (B)股權分配方式 (C)團隊成員的增減  
(D)團隊身份的辨識
- ( ) 2. 有關 Hofstede 所提出跨文化管理的敘述，下列敘述何者有誤？  
(A)屬於精神導向的文化，人們比較重視社會地位 (B)個人傾向比較高的社會，強調個人利益永遠最優先 (C)權力距離較低的文化，上司比較能接受部屬不同的意見 (D)不確定性抗拒較高的文化會制定比較多的規範
- ( ) 3. 平衡計分卡不包含下列哪一項？  
(A)財務構面 (B)顧客構面 (C)策略規劃與連結  
(D)企業內部流程構面
- ( ) 4. 就控制的類型而言，在業務進行時，同步地進行分析比較並控制之，是屬於何種控制方式？  
(A)程序控制 (B)事前控制 (C)間接控制 (D)事中控制
- ( ) 5. 廠商必須為待用物品進行庫存控制，下列何者不屬於庫存控制的方式？  
(A)經濟訂購量 (B)控制圖 (C)及時生產系統 (D)ABC 分類法
- ( ) 6. 有關群體與團隊的敘述，下列何者正確？  
(A)群體開會講求效率 (B)群體注重集體的工作成果 (C)團隊會有一位強勢領導者 (D)群體注重個人與共同的責任歸屬
- ( ) 7. 由同一部門 5~12 位基層員工所組成，自願集會討論改善品質、效率和工作環境的方法，此種屬於何種團隊？  
(A)任務小組 (B)問題解決團隊 (C)正式團隊 (D)專案團隊

【背面尚有試題】

- ( )8. 在溝通過程中，希望能夠立即確認收訊者對於所溝通的訊息之了解程度，適用何種溝通管道？  
(A)書面報告 (B)口語溝通 (C)電子郵件 (D)正式會議
- ( )9. 關於團隊凝聚力的敘述，下列何者有誤？  
(A)成員有著不同的性向與價值觀時，會增加團隊的凝聚力 (B)成員對目標的意見一致將有助於凝聚力 (C)當與其他團隊處於激烈競爭狀態時，團隊的凝聚力會增加 (D)當局外人對團隊作有利評價時，團隊的凝聚力會增加
- ( )10. 當一方嘗試以正面積極的態度與對方合作，此屬於何種衝突管理類型？  
(A)妥協型 (B)遷就型 (C)競爭型 (D)合作型
- ( )11. 吳老闆認為員工和他一樣都是為了公司獲利而努力工作，在開會時也一直強調這個重點。吳老闆在溝通過程存在哪一種認知障礙？  
(A)刻板印象 (B)月暈效果 (C)選擇性認知 (D)投射
- ( )12. Alderfer「三需求理論」中的成長需求相當於 Maslow 需求層次理論中的何種需求？  
(A)安全與生理 (B)生理與尊重 (C)自我實現與尊重 (D)尊重與社會／歸屬
- ( )13. 下列何項組織結構具有高度複雜性、高度正式化及低度集中化的特質？  
(A)官僚式組織結構 (B)機械式組織結構 (C)有機式組織結構 (D)網路式組織結構
- ( )14. 下列何者不屬於訓練的方式？  
(A)新進人員訓練 (B)在職訓練 (C)角色扮演 (D)工作輪調
- ( )15. Max Weber 對管理學的貢獻是提出？  
(A)科層組織 (B)行政管理原則 (C)合作系統 (D)管理行為理論
- ( )16. Effective managers who choose the "right" organizational goals and have the skills to use the organization's resources are:  
(A)efficient (B)effective (C)strategic (D)conceptual
- ( )17. The ability of a worker in the accounting department to prepare the organization's balance sheet is an example of:  
(A)a conceptual skill (B)a first-line skill (C)a human skill (D)a technical skill

- ( )18. The cost advantages that are associated with large organizations are known as:  
(A)brand loyalty (B)barriers to entry (C)boundary spanning  
(D)economies of scale
- ( )19. \_\_\_\_\_ are unwritten, informal rules or guidelines that prescribe appropriate behaviors.  
(A) terminal values (B)personalities (C)norms (D)cultures
- ( )20. The authority that a manager has because of his or her position in the organizational hierarchy is known as:  
(A)coercive power. (B) legitimate power. (C) reward power.  
(D)referent power.
- ( )21. Which theory of leadership is based on the premise that effective leaders possess personal qualities that set them apart from ineffective leaders?  
(A)trait model (B)path-goal model. (C)contingency model  
(D)task-oriented model
- ( )22. A manager increases the number of tasks that a subordinate has to do in order to attempt to make the job more interesting for the subordinate. This is called:  
(A) job simplification (B) job enlargement (C) job enrichment  
(D) job rotation
- ( )23. The number of subordinates who report directly to a manager is known as what aspect of that manager's responsibility?  
(A) authority (B) hierarchy of authority (C) span of control  
(D) chain of command
- ( )24. The ability of a manager to understand and to manage his or her own emotions and the emotions of others is known as that manager's:  
(A)role ambiguity (B)emotional intelligence (C)organizational citizenship (D)negative affectivity
- ( )25. You must decide how to structure a 12-person work group so its work can be accomplished most efficiently. You decide to appoint two team leaders and assign the remaining ten workers to the two teams. What are you doing?  
(A) leading (B) controlling (C) organizing (D) communicating

- ( )26. The unemployment rate is an important aspect of which environment?  
(A) economic (B) sociocultural (C) political (D) technological
- ( )27. Which of the following is a situational leadership model?  
(A) trait approach (B) Ohio State studies (C) path-goal theory  
(D) leadership grid
- ( )28. \_\_\_\_\_ leadership is a contemporary perspective that focuses on a leader's personality and ability to inspire loyalty and enthusiasm.  
(A) participative (B) charismatic (C) entrepreneurial  
(D) integrative
- ( )29. Which of the following forms of organizational communication is very useful for coordinating the efforts of interdependent units in an organization?  
(A) vertical communication (B) upward communication  
(C) Informal communication (D) horizontal communication
- ( )30. A(n) \_\_\_\_\_ strategy concentrates on increasing sales revenues, through the ability to charge premium prices for value-added products, while still maintaining an appeal for most customers.  
(A) focus (B) overall cost leadership (C) differentiation  
(D) product life cycle

二、問答題(二大題，共計 40 分)

1. Bartlett 與 Ghoshal 將多國籍企業的策略分成四種形態，請分別說明四種策略的意涵，並分別舉實例說明。(20%)
2. 因應變化快速與競爭激列的環境，企業會進行組織變革，請以 Leavitt 的變革模式，說明組織變革可經由那三種不同的途徑來完成?(20%)