

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碩士在職專班入學考試

經營管理與實務 試題

填准考證號碼

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注意事項：

1. 本試題共兩大題，配分共 100 分。
2. 請按順序標明題號作答，不必抄題。
3. 全部答案均須答在試卷答案欄內，否則不予計分。

壹、選擇題：(共 20 題，每題 2 分，共 40 分)

1. () 效率與效果之間的關係為(1)有效率才會有效果(2)有效果才會有效率(3)二者相互獨立沒有關係 (4)以上皆是 (5)以上皆非
2. () 在羅伯·凱茲(Robert L. Katz)所指出管理者應具備的三種能力中，有那一個是對所有層級的管理者同樣重要的(1)概念化能力(2)人際關係能力(3)技術性能力
3. () 依據麥克葛里哥的说法(1)對 X 型員工要用 X 型的管理方式(2)X 型的管理方式造成 X 型的員工(3)要採用什麼管理方法應視員工的需求而定 (4)以上皆是 (5)以上皆非
4. () 在波特教授的產業競爭分析架構中和企業站在既競爭又合作的立場的是(1)供應商(2)替代品(3)潛在進入者 (4)以上皆是 (5)以上皆非
5. () 配合國家經濟發展階段之政策，顯示經濟情況，指導政府施政參考的指標是(1)景氣動向指標(2)景氣對策信號(3)工業生產指數 (4)以上皆是 (5)以上皆非
6. () 對經濟發展較不利的景氣燈號是(1)黃紅燈(2)綠燈(3)藍燈(4)以上皆是 (5)以上皆非
7. () 對企業獲利最有利的進入國際市場方式是(1)接受委託生產(2)技術授權(3)全球化經營
8. () 控制幅度越大(1)組織層級越高(2)管理者人數越多(3)組織越扁平
9. () 改變人員行為與態度的主要技巧稱為(1)組織變革(2)組織發展(3)組織再造
10. () 將既存事物不同的方式加以組合稱之為(1)創新(2)創造力(3)變革
11. () 有助於組織文化解凍的情況是(1)組織規模大(2)組織的強勢文化(3)組織的弱勢文化
12. () 組織再造強調的是(1)組織流程的徹底檢討(2)品質的持續改進(3)強調全面參與和團隊合作。
13. () 溝通指(1)意念的表達與了解(2)訊息的傳遞(3)說服對方接受自己的意念

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14. () 不同的人會對相同的角色有不同期望，這種現象稱之為(1)角色知覺(2)角色認同(3) 角色模糊
15. () 公平理論主張人們是依據什麼來決定他們的努力程度(1)相對報償(2)絕對報償(3)貨幣所得
16. () 依據麥克里蘭的三需求理論，好的管理者應該是(1)高成就需求(2)高權利需求(3)高親和需求
17. () 領導與管理者的關係何者較為合理(1)領導者就是管理者(2)管理者就是領導者(3)領導者和管理者無關
18. () 特質論主張(1)領導者是天生的(2)領導者是可以後天培養的(3)領導是否有效要視情境而定
19. () 最有效，但卻最難作到的是(1)前向控制(2)同步控制(3)回饋控制
20. () 當一個國家的人口中有 7% 的人超過多少歲時被稱為高齡社會(1)60 歲(2)65 歲(3)70 歲

、選擇題：(共 2 題，各有五小題；每小題 2.5 分，共 25 分)

一. Johanna has just returned from a conference on performance appraisal methods. It was an interesting conference and one that was needed. Johanna knew that the company method of evaluating employees needed some drastic revision. The current method is to have the immediate supervisor write out an evaluation of each individual employee. The method was time-consuming for the supervisors, and as much a test of their writing skills as it was an evaluation of performance. Johanna was leaning toward three choices. The first choice involved one of the oldest and most popular performance appraisals. This involved listing a set of performance factors such as quantity of work, quality of work, cooperation, etc. and then rating each factor on an incremental scale. The second choice involved a system that would focus on specific and measurable job behaviors. The third choice was very results-oriented and used extensively with managers and professional employees.

1. What is the current performance appraisal method being used?
a. written essay b. graphic rating scales c. BARS d. MBO
2. What is the name of Johanna's first choice?
a. written essay b. graphic rating scales c. BARS d. MBO
3. What would be the primary advantage of using the first choice?
a. rich example of behaviorally based data b. provide quantitative data
c. focuses on end goals d. compares employees with one another

注意：背面尚有試題

4. Johanna's second choice is the critical incident method. What would be the major disadvantage of this method?
- a. time consuming and lack of quantification
 - b. depends on evaluator's writing skills
 - c. unwieldy with large numbers of employees
 - d. provides information on only critical behaviors that foster ineffective job performance

5. What is the third choice that Johanna is considering?
- a. written essay
 - b. graphic rating scales
 - c. BARS
 - d. MBO

二、Sarah has just returned from a seminar dealing with the research of Margerison and McCann where the roles of work team members was discussed. She is enthusiastic as she sets down to select members for the new team she is developing. Hopefully Sarah can avoid some problems of past teams by selecting individuals to fill the roles needed by the work team. Jim comes to mind immediately. He is one of the most imaginative people Sarah knows. He continuously comes up with new and novel ideas; however, he is very independent and likes to work at his own pace. Ruby, on the other hand, has an extreme concern for following policies and rules. She is excellent at examining details and making sure all the facts and figures will work. Putting those two together on a team, though, may pose some interpersonal problems since they are so different. Then there is Shane. He always has such strong convictions about how things should be done. However, he will protect the group from outsiders and go to battle for them. He will help provide team stability.

1. Which team role will Jim effectively play?
 - a. linker
 - b. creator-innovator
 - c. controller-inspector
 - d. reporter-advisor
2. Which team role will Ruby play?
 - a. linker
 - b. creator-innovator
 - c. controller-inspector
 - d. reporter-advisor
3. What role needs to be fulfilled in order to enable Jim and Ruby to effectively work together?
 - a. linker
 - b. assessor-developer
 - c. controller-inspector
 - d. reporter-advisor
4. Shane is well suited to the team role of
 - a. upholder-maintainer.
 - b. assessor-developer.
 - c. controller-inspector.
 - d. reporter-advisor.
5. Which role is the most important to have filled in order for the team to be effective?
 - a. linker
 - b. concluder-producer
 - c. upholder-maintainer
 - d. all roles are needed in order for the team to be most effective

貳、計算題：(共 2 題，每題分數如下，共 35 分)

1. 已知投資不同產能的工廠，其估計可能的投資金額均為 \$400,000，而每年現金報酬流量如下，若最低可接受報酬率為 10%，如用還本法則應選擇何種方案？若用現值法來加以評估，應選擇何種方案？(10 分)

年度	方案甲	方案乙	方案丙	10%, P/F 值
1	100,000	200,000	10,000	0.9091
2	100,000	200,000	50,000	0.8264
3	100,000	100,000	100,000	0.7513
4	100,000	20,000	200,000	0.6830
5	100,000	20,000	400,000	0.6209
6	100,000	10,000	800,000	0.5645

2. 已知下列報酬矩陣 (payoff matrix)，其代表勤易公司為因應未來之需求所採取之方案。*格中代表：當未來銷售量為 5000 件時，若修理舊設備，可賺得 200 萬；相反地，若購買新設備則賠 200 萬。其餘之方格意義同此。試求：(25 分)

- (1) 若未來之銷售量為 10000 件，則應選擇那一方案？
 (2) 若未來 Q1、Q2、Q3 發生機率分別為：0.2、0.5、0.3，則應選擇那一方案？
 (3) 若未來銷售量未知，則依下列方法，應選擇那一方案？
 A. 樂觀原則 (最大之最大報償原則)
 B. 悲觀原則 (最大之最小報償原則)
 C. 最小之最大遺憾原則

可能方案	Q1 5000 件	Q2 10000 件	Q3 15000 件
修理舊設備 P1	200 萬*	500 萬	800 萬
購買新設備 P2	-200 萬	600 萬	1400 萬