

國立虎尾科技大學九十六學年度研究所（碩士班）入學試題

所別：經營管理研究所（甲組）

科目：考試科目 2 (管理學)

注意事項：

- (1) 本試題共五大題，合計一百分。
- (2) 請依序作答；申論題可以中文回答。

1、單選題（20%，每題5%）

- (1) Which of the following is NOT one of the Fayol's 14 management principles :
(A) Delegating authority (B) Division of work (C) Scalar chain (D) Stability of tenure of personnel (E) Unity of direction.
 - (2) Hersey and Blanchard identified four leader styles based on how task behavior and relationship behavior were being emphasized. Which of the following is NOT one of those styles?
(A) Controlling (B) Delegating (C) Participating (D) Selling (E) Telling.
 - (3) Which kind of skill enables managers to take an overall view of how the parts of the organization interrelate and to think strategically?
(A) Analytic (B) Conceptual (C) Diagnostic (D) Human (E) Technical.
 - (4) A disadvantage of organizing a firm by product division is that :
(A) it takes away flexibility from a firm's structure (B) it ignores client needs (C) it contributes to a lack of clarity of functional area responsibilities and a duplication of services (D) it doesn't allow for broadly trained managers.
2. 請由台灣的水泥、家電、造紙等三種產業中，任舉一家上市公司為例，分析其：
- (1) 產業與競爭環境。(10%)
 - (2) 企業主要經營管理之策略方向。(10%)

3. 組織變革的管理重心在於尋求抗拒變革的方法，以順利推展變革的各項行動方案。請以 Kotter & Schlesinger (1979) 提出的六種途徑：
 - (1) 舉例說明如何減少組織成員對變革的抗拒。(10%)
 - (2) 說明六種途徑之個別適用情況。(10%)

4. What is the Frederick Herzberg's motivation-hygiene theory? What are the advantages and problems? (20%)

5. Please use the system theory to describe a factory. (20%)