

國立屏東商業技術學院 96 學年度碩士班暨碩士在職專班入學考試試題

行銷與流通管理研究所 <一般生>

管理學

注意：

1. 本試題含配合題及申論題，計三題，共二頁。請依序並標明題號作答於答案卷上。
2. 試題隨答案卷一併繳回。

一、配合題 (50%)

請將下列解釋名詞配合 A~T 的陳述，選出一個最恰當的答案。

1. Management by objectives
2. Bounded rationality
3. Chain of command
4. Job description
5. Cognitive dissonance
6. Hierarchy of needs theory
7. Equity theory
8. Interactionist view of conflict
9. Bureaucratic control
10. Project management

- A. Any incompatibility or inconsistency between attitudes or between behavior and attitudes.
- B. The theory that an individual tends to act in a certain way based on the expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual.
- C. Decision-making behavior that's rational, but limited by an individual's ability to process information.
- D. An approach to control that emphasizes organizational authority and relies on administrative rules, regulations, procedures, and policies.
- E. A management system in which specific performance goals are jointly determined by employees and their managers, progress toward accomplishing those goals is periodically reviewed, and rewards are allocated on the basis of this progress.
- F. An approach to control that emphasizes the use of external market mechanisms to establish the standards used in the control system.
- G. Maslow's theory that there is a hierarchy of five human needs: physiological, safety, social, esteem, and self-actualization.
- H. The continuous line of authority that extends from upper organizational levels to the lowest levels and clarifies who reports to whom.
- I. The view that all conflict is bad and must be avoided.
- J. A written statement of what a jobholder does, how it is done, and why it is done.
- K. The view that some conflict is necessary for a group to perform effectively.
- L. A term used to describe a manager being out in the work area, interacting directly with employees.
- M. The task of getting a project's activities done on time, within budget, and according to specifications.
- N. A type of learning in which desired voluntary behavior leads to a reward or prevents a punishment.
- O. The number of employees a manager can efficiently and effectively manage.
- P. The motivation theory that intrinsic factors are related to job satisfaction and motivation, whereas extrinsic factors are associated with job dissatisfaction.
- Q. A technique for identifying the point at which total revenue is just sufficient to cover total costs.
- R. An organizational structure in which employees continuously work on projects.
- S. The theory that an employee compares his or her job's input-outcomes ratio with that of relevant others and then corrects any inequity.
- T. The degree of control employees have over their work.

## 二、申論題 (20%)

王建民，這位來自台灣的美國職棒大聯盟洋基隊投手，是美國職棒投手最高榮譽賽揚獎的熱門人選。他並非天才型的球員，除了自我的努力之外，教練的指導功不可沒。此時，一些國際知名成功企業，也紛紛主張「好主管應該是好教練」的理念，認為傑出的領導人應該將教導部屬列為核心任務。而學者專家們認為要成為優秀的領導者需要具備某些特質，但是要完成有效的領導仍然需要隨著情境而調整領導方式。請問在領導上有哪些知名的情境理論(Contingency Theories)可供參考應用，請說明之。

## 三、申論題 (30%)

隨著台灣加入 WTO，台灣的菸酒市場也進入戰國時代。為了提升營業額，許多酒廠紛紛朝向多角化的方向發展，觀光酒廠即成為時下最熱門的產物。請就你個人最熟悉的酒廠為例，先應用 SWOT 分析說明該酒廠的經營狀況，接著應用管理程序的概念，設計並執行觀光酒廠的行銷計畫。

本試題到此結束