

所 別：管理技術研究所
學程別：在職學程

組別：

科目：管理學與英文

一 簡答題：每題 1 分共 5 分

1. 何謂管理？管理功能有那幾項？
2. 何謂權變理論？權變理論可用在那裡？
3. 權力(power)與影響力有何不同？個人權利基礎(power base)有那些？
4. 何謂SWOT分析？何謂五力(5 competitive forces)分析？
5. 何謂組織發展？

二 最近很多營利或非營利組織著手進行企業再造工程(reengineering)，請說明企業再造工程與傳統企業管理之組織(organizing)、人事安排(staffing)、控制(controlling)方法或工作有何不同？又企業再造主要的效益有那些？(5分)

三 發掘人才、培養人才是企業生存發展的重要條件之一，請以管理學之理論及個人之實務經驗簡要說明如何評估及養成中階管理人才？又請說明人才評估及養成之能力或項目應包括那些？(5分)

四 管理人員應如何設定企業的經營目標？目標的設定與企業內部資源及外在環境之差異有何關聯？
營利事業應否顧及社會責任，此與其營利目標有無衝突？
非營利事業應否顧及營利績效，此與其事業目標有無衝突？
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Reading Comprehension. Read the following passage carefully, and then select the best answer (A, B, C, or D) for each of the questions below. (共 10 分)

Ever since the Industrial Revolution brought workers from small shops into large factories, supervision has been required. Only during the last hundred years, however, has industrial management grown into a highly organized set of modern methods for achieving efficiency. Thus, management is a new institution in human history, and it has already become vitally important for the success of all kinds of businesses and of national economies.

Efficiency means getting results with the least possible waste of time, effort, and money. Therefore, efficiency is the aim of all management, both public and private. In private business, efficiency can be measured by profit, the surplus of income over expenditures.

The manager's job, then, is to get people to do things efficiently. The top manager manages other managers, chooses and trains them, plans their operations, and checks the results. All managers have practical and complex problems, but they utilize methods based on a growing body of knowledge. Shop managers carry out time and motion studies to improve workers' efficiency, and foremen give on-the-job training to workers. Industrial managers employ specialists to keep machines working properly and to ensure the supply of spare parts. The flow of work is supervised to avoid any unplanned idleness of workers or equipment. Each step in manufacture is planned in detail, and the cost of each step is carefully calculated. Supervisors consult experts regularly in order to master new techniques. Personnel managers have learned to obtain greater efficiency from workers by providing rest periods and by improving morale through better heating, lighting, safety devices, cafeterias, and recreation facilities — even when these have not been demanded by labor unions. The use of modern electronic devices has led to increasing automation, in which many automatic machines function without any need for human labor.

Scientific management methods have spread to all branches of industry — not only manufacturing, but also accounting, finance, marketing, and other office work. There are planning systems, organization systems, and control systems. Within these there are other systems for delegation of authority, budgeting, information feedback for control, and so on. The essence of all the functions of management is coordination, the harmonious combination of all individual efforts for the achievement of the objectives of the enterprise.

1. Why has industrial management become highly essential?
 - (A) For the success of business.
 - (B) For developing an organized set of modern methods.
 - (C) For the achievement of the objectives.
 - (D) For mastering new techniques.
2. When has supervision been needed?
 - (A) Since the new institution in human history.
 - (B) Since the last century.
 - (C) Since the Industrial Revolution
 - (D) Since the World War II.
3. What is the purpose of time-and-motion studies?
 - (A) To keep machines working properly.
 - (B) To insure the supply of spare parts.
 - (C) To provide rest periods.

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- (D) To improve workers' efficiency.
4. Why is it necessary to supervise the flow of work in manufacturing?
- (A) To improve morale through recreation facilities.
(B) To avoid any unplanned idleness of workers and equipment.
(C) To give on-the-job training to workers.
(D) To increase automation without human labor.
5. Why do supervisors consult specialists regularly?
- (A) To master new techniques.
(B) To utilize methods based on knowledge.
(C) To get workers to do things efficiently.
(D) To plan the operations and check the results.
6. Why has automation increased?
- (A) Because of the function of working in offices.
(B) Because of modern electronic devices.
(C) Because of the need for human labor.
(D) Because of the national economics.
7. What is the main feature of all management functions?
- (A) Delegation of authority.
(B) Information feedback.
(C) The objectives of the enterprise.
(D) Coordination.
8. What does *Profit* mean?
- (A) It means a way of obtaining results with as little waste as possible.
(B) It means the objective of both public and private management.
(C) It means the surplus of income over expenditures.
(D) It means the market information for sales.
9. How do you measure efficiency in private business?
- (A) By profit.
(B) By motivation.
(C) By management.
(D) By automation.
10. Which of the following suggested titles gives the best description of the passage?
- (A) Scientific Efficiency
(B) The Role of Management
(C) The Manager's Job
(D) Modern Electronic Automation