

一、單選題 30% (每題 1.5 分, 不倒扣)

1. An organization is commonly considered a
 - a) systematic arrangement of people to sell goods or services
 - b) structural grouping of people to accomplish a set of objectives
 - c) structural grouping of managers and subordinates who are attempting to increase profits
 - d) systematic grouping of people to establish procedures, rules, and regulations
2. Studies that have compared preferred managerial practices between countries have concluded that
 - a) differences in management functions become greater as socio-cultural systems diverge
 - b) there are universal managerial concepts
 - c) there are few differences in the application of the same managerial functions
 - d) management is generic cross-culturally
3. A bar graph showing time on the horizontal axis and activities to be completed on the vertical axis is a
 - a) simulation chart
 - b) zero-based budget
 - c) Gantt chart
 - d) break-even analysis
4. The critical path in a PERT network identifies
 - a) activities that are essential for organizational survival
 - b) activities that are the most time consuming sequence
 - c) activities that provide protection from uncertainty
 - d) the most dangerous scenario considered
5. The last step in the decision-making process is
 - a) selecting an alternative
 - b) implementing an alternative
 - c) evaluation of the decision's effectiveness
 - d) developing alternatives
6. According to Weber, the behavior of people in bureaucracies is
 - a) influenced by the degree of complexity
 - b) subject to the formalization
 - c) variable according to the organizational flexibility
 - d) predetermined by the standardized structure
7. Which of the following would NOT be an indicator of an organization's culture?
 - a) the degree of formalized rules
 - b) expectations of risk avoidance
 - c) number of employees in an organization
 - d) what types of behavior are rewarded
8. Work sampling is a good predictor for
 - a) senior managers
 - b) middle managers
 - c) lower managers
 - d) routine operatives
9. There is a cost-benefit trade-off between
 - a) stockout costs and carrying costs
 - b) direct costs and indirect costs
 - c) fixed costs and variable costs
 - d) direct costs and variable costs
10. Which of the following is MOST likely to be an MBO goal?
 - a) improve safety of our product
 - b) decrease scrap rates throughout the organization
 - c) increase market share by 0.5%
 - d) increase profits next year

(背面仍有題目,請繼續作答)

11. More feedback on performance of subordinate decision makers is needed as
 - a) centralization increases
 - b) decentralization increases
 - c) formalization increases
 - d) formalization decreases
12. Which of the following is a popular job-related attitude?
 - a) productivity
 - b) job satisfaction
 - c) turnover
 - d) absenteeism
13. Your boss has an irritating habit of finishing questions for you when you are trying to clarify communications. Which communications roadblock is raised in this way?
 - a) poor timing.
 - b) cognitive dissonance.
 - c) Rationalization.
 - d) Premature evaluation.
14. In Herzberg's motivation theory, motivators are to satisfaction as hygiene factors are to
 - a) dissatisfaction.
 - b) money.
 - c) motivation.
 - d) job content factors.
15. Managerial experience with _____ implies that group decision making is superior to individual decision making in many instances.
 - a) reference groups
 - b) the assembly effect
 - c) discretionary stimuli
 - d) quality circles
16. You are a manager working for Parsimony Publishers who believes that all of your non-editorial subordinates need to be supervised with an autocratic leadership style because they want to avoid work and responsibility. You are a proponent of which theory/viewpoint?
 - a) Contingency theory.
 - b) Theory X.
 - c) Theory Z.
 - d) Path-goal theory.
17. What does the term "job enlargement" mean?
 - a) The delegation of large jobs to work groups.
 - b) The larger job costs that are associated with dull, repetitive jobs.
 - c) A rearrangement of jobs in order to encourage employee involvement in job-oriented decisions.
 - d) A rearrangement of jobs to increase the variety of tasks performed.
18. In which form of physical layout for operations is the movement of the piece of work or unit of production minimized?
 - a) product layout.
 - b) process layout.
 - c) Fixed position layout.
 - d) All of the above.
19. Which inventory control method would use a computer to ensure that thousands of parts, provided by hundreds of suppliers, are available at the right time in the right place to produce the firm's product and service offerings without stockpiling unnecessary inventory?
 - a) MRP
 - b) Fixed quantity.
 - c) EOQ
 - d) ABC.
20. Top management needs information to engage in _____, while supervisory level managers apply information to _____.
 - a) strategic planning tactical planning
 - b) operational planning tactical planning
 - c) strategic planning operational planning
 - d) operational planning strategic planning

二、Discuss the trends in the modern workplace, what impact do the principles of unity of command, span of control, authority-and-responsibility, and the scalar principle have in the organization of today? (10%)

三、What is leadership? Compare the theories of trait, behavioral, and situational leadership. (10%)

1. (6%) Please explain the roles of *forecasting* in production management.
2. Please explain the following terms related to scheduling: (15%, 3% each)
 - a. SPT rule
 - b. EDD rule
 - c. NP-complete
 - d. Time complexity
 - e. Dispatching rules
3. (7%) Please explain the 7S in quality control.
4. What is lean production? (3%) What is the impact to production management? (3%)
5. What is pull system? (3%) What is push system? (3%) Please compare their difference! (3%)
6. (7%) Please explain what situation to use job shop, transfer lines, manufacturing cells, FMS, and flow lines if *demand* and *product variety* are the two decision variables considered.