

壹、單選題 (75%)

請依題號順序作答，共30題，每題答對得2.5分，答錯倒扣1分，但倒扣總分至多不超過得分總數。

1. An organization that has division of labor, clearly defined hierarchy, detailed rules, and impersonal relationships would be described as what organizational type?
 - a. monopoly
 - b. autocracy
 - c. democracy
 - d. bureaucracy
 - e. cooperative

2. Maslow's needs hierarchy
 - a. is not an individual motivation-based theory.
 - b. suggests that we all have many needs that always need satisfying.
 - c. suggests that a satisfied need does not motivate.
 - d. suggests needs are different for each individual.
 - e. is based on understanding but not actually satisfying each level of needs

3. A retiree who goes back to college to get her degree because she always wanted to know if she was capable is satisfying what need?
 - a. physiological
 - b. safety
 - c. social
 - d. esteem
 - e. self-actualization

4. Which of the following is true regarding McGregor's motivational theory?
 - a. Theory Y managers are more successful.
 - b. Theory X managers are more successful.
 - c. McGregor favored the Theory X approach.
 - d. Neither Theory X or Y has been supported.
 - e. Theory Y assumes lower order needs dominate.

5. According to Herzberg, in order to provide employee with job satisfaction, managers should concentrate on
 - a. hygiene factor.
 - b. issues such as pay.
 - c. motivator factors.
 - d. extrinsic factors.
 - e. non-motivators.

6. Which of the following is the basic difference between multinational corporations and transnational corporations?
 - a. Multinational corporations typically do business with more countries than transnational corporations.
 - b. Transnational corporations are run by the parent company but must be owned by a local, national company.

(背面仍有題目,請繼續作答)

- c. Decision-making in transnational corporations takes place locally rather than from the home country.
- d. Multinational corporations pay more in taxes than transnational corporations.
- e. There is basically no difference between the two forms of business.
7. A domestic and a foreign firms sharing the cost of developing new products or building production facilities in a foreign country is called a
- franchising agreement.
 - joint venture.
 - foreign subsidiary.
 - brokering agreement.
 - production agreement.
8. Which of the following is not one of the four common elements of Management By Objectives (MBO)?
- goal specificity
 - participative decision-making
 - an explicit time period
 - a systems loop
 - performance feedback
9. A _____ represents a single business of grouping of related businesses..
- corporate-level strategy
 - functional business unit
 - business-level strategy
 - strategic business unit
 - systems-level strategy
10. _____ are the organization's major value-creating skills, capabilities, and resources that determine the organization's competitive advantage.
- Core competencies
 - Opportunities
 - Cash cows
 - Stars
 - Strengths
11. A tank trucking company that grows by purchasing a chain of gasoline stations is engaged in what type of growth?
- merger
 - acquisition
 - vertical integration
 - horizontal integration
 - expansion

12. Which of the four business groups in the corporate portfolio mix is characterized by having speculative products that entail high risks?
- cash cows
 - stars
 - question marks
 - dogs
 - elephants
13. The cumulative experience curve suggests which of the following?
- The longer a business can remain viable, the more effective its managers become at identifying industry growth potential.
 - Every significant increase in the cumulative amount of product manufactured will bring about a predictable decrease in the per-unit cost of manufacturing the product.
 - The sum potential output of manufacturing is inversely related to the raw material cost per unit.
 - An increase in the percentage of total corporate financing assumed by its cash cow will produce a proportionate decrease in the investment strength of its question mark business units.
 - Production level and cost are negative and exponentially related.
14. Porter's competitive strategies framework describes a ____ strategy whereby an organization wants to be unique in its industry along dimensions widely valued by buyers.
- differentiation
 - focus
 - cost leadership
 - depth
 - defender
15. Which of the following is a qualitative forecasting technique?
- time series analysis
 - sales force composition
 - regression models
 - econometric models
 - substitution effect
16. What type of technique is widely used to help managers make profit projections?
- factor analysis
 - linear programming
 - cost accounting
 - breakeven analysis
 - PERT

(背面仍有題目,請繼續作答)

17. A high-tech manager who supervises the development of a new computer chip needs _____ compared to a manager who supervises the mailing of unemployment insurance checks at the local government office.
- about the same span of control
 - a narrower span of control
 - a wider span of control
 - a more informal span of control
 - elimination of the span of control
18. Which of the following factors would influence an organization to have a higher degree of centralization?
- Environment is stable.
 - Company is geographically dispersed.
 - Company is large.
 - Decisions are significant.
 - Organization is facing a crisis.
19. A characteristic that both unit production and process production have is that the most effective organization structure for both technologies is
- organic.
 - mechanistic.
 - adhocracy.
 - matrix.
 - team.
20. Which type of environment is best suited for mechanistic organizations?
- dynamic
 - manufacturing
 - service
 - combination
 - stable
21. _____ refers to covert attempts to influence, twisting and distorting facts or withholding information.
- Negotiation
 - Coercion
 - Cooptation
 - Education and communication
 - Manipulation
22. Which of the following is an example of a variable that can foster innovation?
- mechanistic structure
 - organic structure
 - few organizational resources
 - low ambiguity acceptance
 - low job security

23. The Big-Five Model of personality includes all of the following except
- extroversion.
 - agreeableness.
 - conscientiousness.
 - emotional stability.
 - social interaction.
24. _____ theory explains how we judge people differently depending on what meaning we attribute to a given behavior.
- Perception
 - Behavior
 - Attribution
 - Social contrast
 - Intuitive meaning
25. The findings of Asch's experiment utilizing lines of different lengths would relate to which of the following?
- job status
 - workplace conformity
 - work group cohesiveness
 - role conflict
 - performance perceptions
26. A _____ is any consequence immediately following a response that increases the probability that the behavior will be repeated.
- goal
 - reinforce
 - conclusion
 - job characteristics model
 - valence
27. Which of the following is not associated with job enrichment?
- vertical expansion
 - adding planning tasks
 - increasing job scope
 - adding evaluating responsibility
 - increased employee control
28. _____ is the degree to which a job provides substantial freedom, independence and discretion to the individual in scheduling the work and determining the procedures to be used in carrying it out.
- Task significance
 - Task identity
 - Skill variety
 - Autonomy
 - Feedback

(背面仍有題目,請繼續作答)

29. What type of organizational control system is regulated by norms?

- a. clan
- b. traditional
- c. market
- d. strategic
- e. bureaucratic

30. _____ involves starting from scratch in rethinking and rearranging the way work is done.

- a. TQM
- b. Reengineering
- c. A customer-driven operations system
- d. Operations management
- e. Capacity planning

貳、解釋名詞 (25%) 每題5分

- 1. Charismatic leadership theory
- 2. Path-goal theory
- 3. Porter's generic strategies
- 4. Reverse logistics
- 5. Market-skimming pricing