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請勿在本試題紙上作答，否則不予計分

一、選擇題 (60 分，每題 2 分)

- (1) Management is needed in all types and sizes of organizations, at all organizational levels and in all organizational work areas, and in all organizations, no matter where they are located. This principle is known as the _____.
- A) impartiality of management
 - B) neutrality of management
 - C) universality of management
 - D) reality of management
- (2) Which of the following is a characteristic of a dynamic environment?
- A) high level of predictability of changes in environmental conditions
 - B) few technological breakthroughs by current competitors
 - C) the presence of new competitors in the market
 - D) little activity by pressure groups to influence the organization
- (3) A(n) _____ attitude is the view that employees in the host country know the best practices for running their operations.
- A) Ethnocentric
 - B) Polycentric
 - C) Geocentric
 - D) regiocentric
- (4) _____ is the practice wherein an organization gives another organization the right to use its brand name, technology, or product specifications in return for a fee usually based on sales.
- A) Global sourcing
 - B) Exporting
 - C) Subsidizing
 - D) Licensing
- (5) Christopher, who is based in the U.S. has been offered a chance to work in Thailand. He finds that in this society people are expected to look after others in their family (or organization) and protect them when they are in trouble. This society tends to support _____.
- A) collectivism
 - B) parochialism
 - C) individualism
 - D) monotheism

(背面仍有題目,請繼續作答)

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(6) How does surface-level diversity differ from deep-level diversity?

- A) Surface-level diversity is reflected by differences in personality and values, while deep-level diversity is influenced by age and ethnic differences.
- B) Surface-level diversity can affect the way people view organizational rewards and their communication with other, while deep-level diversity do not necessarily reflect the ways people think or feel.
- C) Surface-level diversity can affect the way people perceive others, especially in terms of assumptions or stereotyping, while deep-level diversity may affect general behavior of people at work.
- D) Surface-level diversity becomes more important as people get to know each other, while deep-level diversity becomes less relevant with increasing familiarity between people.

(7) _____ is the term used to describe change methods that focus on people and the nature and quality of interpersonal work relationships

- A) Commercial development
- B) Organizational development
- C) Facilities development
- D) Comprehensive development

(8) A _____ personality is characterized by chronic feelings of a sense of time urgency, an excessive competitive drive, and difficulty accepting and enjoying leisure time.

- A) Type X
- B) Type Y
- C) Type A
- D) Type B

(9) Creativity is most essential in which of the following steps of the decision-making process?

- A) analyzing alternatives
- B) allocating weights to the decision criteria
- C) developing alternatives
- D) identifying decision criteria

(10) Escalation of commitment refers to _____.

- A) commitment to a faulty decision due to an unwillingness to go against the opinion of the majority
- B) an increased commitment to a previous decision despite evidence that it may have been wrong
- C) the strengthening of commitment to a particular course of action due to greater motivation by others
- D) greater commitment to a decision because of one's belief that it is "the right thing to do"

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- (11) The _____ describes how decision makers fixate on initial information as a starting point and then, once set, fail to adequately adjust for subsequent information.
- A) anchoring effect
 - B) selective perception effect
 - C) confirmation bias
 - D) framing bias
- (12) A _____ is an integrated network of goals in which the accomplishment of goals at one level serves as the means for achieving the goals, or ends, at the next level.
- A) reverse pyramid
 - B) means-ends chain
 - C) bottom-up ladder
 - D) process sequence
- (13) Which of the following statements is true of planning in dynamic environments?
- A) Organizations should follow a pyramidal structure when operating in uncertain environments
 - B) Organizations must discontinue formal planning in such a scenario.
 - C) To be useful in a dynamic environment, plans need to be specific and unchanging.
 - D) Flatter organizational hierarchies are necessary for planning in uncertain environments
- (14) In _____, the organization becomes its own supplier so it can control its inputs.
- A) concentrated integration
 - B) backward vertical integration
 - C) forward vertical integration
 - D) horizontal integration
- (15) _____ takes place when a company combines with other companies in different, but associated, industries.
- A) Stabilized diversification
 - B) Horizontal integration
 - C) Vertical integration
 - D) Related diversification
- (16) Which of the following is a competitive force under the five forces model?
- A) past rivalry with competitors
 - B) predictable changes in the market
 - C) vertical integration
 - D) threat of substitutes

背面仍有題目,請繼續作答)

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- (17) Organizational design is a process that involves decisions about _____.
- A) work specialization and cost-leadership
 - B) chain of command and span of control
 - C) centralization and differentiation
 - D) departmentalization and diversification
- (18) Which one of Fayol's 14 principles of management states that a person should report to only one manager?
- A) unity of direction
 - B) unity of command
 - C) division of work
 - D) division of authority
- (19) Which of the following is a strength of simple structures?
- A) Employees are grouped with others who have similar tasks.
 - B) It focuses on results.
 - C) It is inexpensive to maintain.
 - D) It remains appropriate even as the organization changes as it grows.
- (20) In terms of organizational design, external boundaries refer to the boundaries that separate _____.
- A) an organization's permanent workforce from its contingent workforce
 - B) an organization's top-management from its middle- and lower-management
 - C) an organization from its customers, suppliers, and other stakeholders
 - D) an organization from its divisions in other countries
- (21) Steve, a human resources manager, wants to let potential candidates know about the minimum qualifications that they should possess in order to successfully perform the jobs they have applied for. What should he do?
- A) He should frame a job description.
 - B) He should frame a job specification.
 - C) He should do a job analysis.
 - D) He should do a job satisfaction survey.
- (22) A _____ selection device is characterized by a proven relationship between the selection device and some relevant job selection criterion.
- A) subjective
 - B) secure
 - C) reliable
 - D) valid

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- (23) A _____ includes both positive and negative aspects about the job and the company.
- A) structured interview
 - B) job analysis
 - C) realistic job preview
 - D) behavioral preview
- (24) Individuals have the tendency to expend less effort when working collectively than when working individually. Which of the following concepts relates most closely to this behavior?
- A) social loafing
 - B) role conflict
 - C) role ambiguity
 - D) groupthink
- (25) Which of the following types of conflict is based on how the work gets done?
- A) process conflict
 - B) relationship conflict
 - C) task conflict
 - D) role conflict
- (26) The regular use of _____ can alert managers to potential problems and employees' intentions early enough to do something about them.
- A) dissonance reduction
 - B) performance incentive
 - C) employee benefit plans
 - D) attitude surveys
- (27) If you believe that you control your own destiny, which of the following personality traits are you likely to possess?
- A) external locus of control
 - B) risk aversion
 - C) high self-esteem
 - D) internal locus of control
- (28) During the communication process, the message is converted to a symbolic form. This process is called _____.
- A) decoding
 - B) encoding
 - C) deciphering
 - D) expanding

(背面仍有題目,請繼續作答)

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(29) Which of the following is true about Herzberg's two-factor theory?

- A) Herzberg believed that the factors that led to job satisfaction were the same as those that led to job dissatisfaction.
- B) To motivate people, Herzberg suggested emphasizing the hygiene factors of a job.
- C) Herzberg's theory has influenced how we currently design jobs, sizing the hygiene factors of a job.
- D) According to Herzberg, removing dissatisfying characteristics from a job will invariably make that job more satisfying and motivating.

(30) According to the Ohio State studies, the _____ dimension of leader behavior is defined as the extent to which a leader has job relationships characterized by mutual trust and respect for group members' ideas and feelings.

- A) initiation
- B) consideration
- C) cultural
- D) physical

二、問答題 (40 分，每題 20 分)

1. 請說明何謂組織變革(organizational change)? 並請舉出三種可能的組織變革的類型。
2. 在組織內的許多中團體中，成員之間常常會產生衝突(conflict)。
 - i. 請說明衝突的定義。
 - ii. 衝突對於組織來說到底是會產生壞的還是好的影響? 許多學者有者不同的觀點(view of conflict)。請試著舉出這些觀點，並提出你自己的看法。