

※ 考生請注意：本試題不可使用計算機。 請於答案卷(卡)作答，於本試題紙上作答者，不予計分。

一、選擇題 (60 分，每題 2 分)

1. The omnipotent view of management states that _____.
 - A) managers' roles are peripheral and staff manage their own areas of the business
 - B) managers should allow employees to take part in decision making
 - C) managers have little or no responsibility for an organization's success or failure
 - D) managers are directly responsible for an organization's success or failure
2. Which of the following guidelines should managers follow while building a customer-responsive culture?
 - A) giving service-contact employees continual training on product knowledge, listening, and other behavioral skills
 - B) designing jobs with rigid rules and procedure that employees should stick to in order to satisfy customers
 - C) precisely defining employees' normal job requirements and ensuring they perform those actions alone
 - D) preserving the discretion to make day-to-day decisions on job-related activities at the top level of management
3. Managers with a(n) _____ attitude view every foreign operation as different and hard to understand.
 - A) geocentric
 - B) ethnocentric
 - C) polycentric
 - D) regiocentric
4. In workplace parlance, the term "glass ceiling" refers to _____.
 - A) the invisible barrier that separates women and minorities from top management positions
 - B) the perceived difference in cognitive abilities between male and female employees
 - C) the theoretical organizational level beyond which no discrimination exists
 - D) the cumulative difference between opportunities and rewards offered to male and female employees
5. _____ is defined as a business firm's intention, beyond its legal and economic obligations, to do the right things and act in ways that are good for society.
 - A) Social obligation
 - B) Social responsibility
 - C) Values-based management
 - D) Social screening

6. Which of the following is true concerning the impact of organizational culture on ethical behavior?
- A) An organization with low conflict tolerance encourages ethical behavior.
 - B) An organizational culture that is high in conflict tolerance encourages unethical behavior.
 - C) An organization with strong culture encourages high ethical standards.
 - D) An organizational culture that is high in control encourages unethical behavior.
7. _____ results in a solution that is considered "good enough."
- A) Satisficing
 - B) Escalating
 - C) Intuition
 - D) Linear thinking
8. Escalation of commitment refers to _____.
- A) greater commitment to a decision because of ones belief that it is "the right thing to do"
 - 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) commitment to a faulty decision due to an unwillingness to go against the opinion of the majority
9. In the _____ metaphor, change is normal and expected and managing it is a continual process.
- A) marine-waters
 - B) freshwater
 - C) white-water rapids
 - D) calm waters
10. 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 B
 - C) Type Y
 - D) Type A
11. When uncertainty is high, plans should be _____ and _____.
- A) short-term; directional
 - B) specific; flexible
 - C) general; informal
 - D) directional; standing

12. What are the four contingency variables that an organization's structure depends on?
- A) strategy, size, technology, and equity
 - B) management, technology, equity, and degree of environmental uncertainty
 - C) strategy, size, technology, and environmental uncertainty
 - D) management, funding, technology, and degree of environmental uncertainty
13. Which of the following is a disadvantage of a matrix structure?
- A) It leads to lower morale among team members.
 - B) It slows down the decision-making process.
 - C) It reduces organizational responsiveness.
 - D) It increases the complexity of assigning people to projects.
14. In which of the following organizational designs are employees most likely to experience communication difficulties?
- A) boundaryless structures
 - B) project structures
 - C) team structures
 - D) matrix structures
15. Which of the following is a characteristic of a matrix organization?
- A) It conforms to the unity of command principle.
 - B) It has formal departments to which employees return after completing a project.
 - C) It is free of both internal and external boundaries.
 - D) It consists of outside specialists who are temporarily hired to work on projects.
16. A virtual organization _____.
- A) has a high degree of departmentalization
 - B) hires outside specialists on a project basis
 - C) is structurally complex
 - D) has a fairly large full-time workforce
17. Which of the following is true regarding the benefits of collaborative work?
- A) It minimizes interpersonal conflicts.
 - B) The logistics of coordination is easily achieved.
 - C) The participants have similar views and similar goals.
 - D) It increases communication among participants.

18. Which of the following will help in making communities of practice successful?
- A) conducting face-to-face meetings, instead of online meetings
 - B) focusing on simple and routine issues, that can be easily tackled
 - C) having clear accountability and managerial oversight
 - D) encouraging members to nurture competing goals
19. _____ are groups of nominated or elected employees who must be consulted when management makes decisions involving personnel.
- A) Board representatives
 - B) Work councils
 - C) Cross-functional teams
20. 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) role conflict
 - B) groupthink
 - C) role ambiguity
 - D) social loafing
21. Which of the following statements is true about group decision making?
- A) It prevents any one minority from dominating or influencing the final decision.
 - B) It is most suitable for matters that need to be critically evaluated.
 - C) It generates more complete information and knowledge.
 - D) It takes lesser time to reach a solution than it would an individual.
22. Identify the key difference between work teams and work groups.
- A) In a work team, work is decided upon by the group leader, whereas in the work group it is decided upon by group members.
 - B) Leadership is shared in work teams whereas it rests on a particular individual in work groups.
 - C) Work groups have their own specific purpose, while the purpose of a work team is the same as that of the organizations.
 - D) In a work group, performance is measured directly, while in a work team it is measured indirectly.

23. If you believe that you control your own destiny, which of the following personality traits are you likely to possess?
- A) high self-esteem
 - B) internal locus of control
 - C) external locus of control
 - D) risk aversion
24. _____ theory explains how we judge people differently depending on what meaning we ascribe to a given behavior.
- A) Behavior
 - B) Attribution
 - C) Perception
 - D) Social contrast
25. By using _____, we form a general impression about a person based on only a single characteristic, such as intelligence or appearance.
- A) assumed similarity
 - B) stereotyping
 - C) selectivity
 - D) the halo effect
26. Jargon is _____.
- A) a technique for deliberate manipulation of information to make it appear more favorable to the receiver
 - B) the capacity of a communication method to process complex messages
 - C) a technique that increases the breadth potential of a communication method
 - D) specialized terminology that members of a group use to communicate among themselves
27. Which of the following is true about Herzberg's two-factor theory?
- A) Herzberg's theory has influenced how we currently design jobs.
 - B) To motivate people, Herzberg suggested emphasizing the hygiene factors of a job.
 - C) According to Herzberg, removing dissatisfying characteristics from a job will invariably make that job more satisfying and motivating.
 - D) Herzberg believed that the factors that led to job satisfaction were the same as those that led to job dissatisfaction.

28. Which of the following are the three needs identified in the three-needs theory of motivation?
- A) need for power, need for safety, need for affiliation
 - B) need for affiliation, need for security, need for power
 - C) need for power, need for achievement, need for safety
 - D) need for achievement, need for power, need for affiliation
29. Which of the following motivating factors or concepts is important to all workers, regardless of their national culture?
- A) need for achievement
 - B) physiological needs as the foundational need in the needs hierarchy
 - C) interesting work
 - D) extrinsic factors like pay
30. According to the path-goal theory, a leader who lets subordinates know what's expected of them, schedules work to be done, and gives specific guidance as to how to accomplish tasks is termed _____.
- A) participative
 - B) achievement oriented
 - C) directive
 - D) supportive

二、問答題 (40 分，每題 20 分)

1. 何謂價值鏈管理(value chain management)? 說明其好處或壞處何在?
2. 請說明何謂開放式創新(open innovation)? 創新中的知識管理如何進行?