

說明部份：請將答案依照下列格式，作答於答案紙上。

一、選擇題：

1. () 2. () 3. () 4. () 5. ()
6. () 7. () 8. () 9. () 10. ()

二、問答題：

1. 答：
2. 答：

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試題部份：

一、選擇題 (60%)：(每題 2 分)

1. Which of the following management roles is NOT interpersonal?
A. entrepreneur B. figurehead C. leadership D. liaison
2. An organization characterized as cold, formal and intolerant of conflicts
A. may be as successful as another with opposite characteristics
B. will eventually be forced out of the market place
C. should not be allowed to operate today D. will have extensive labor unrest
3. The relationship between job satisfaction and productivity is
A. a strong inverse relationship B. a weak inverse relationship
C. a strong direct relationship D. a weak direct relationship
4. Management by objectives
A. uses a "top-down" goal setting process B. uses goals that indicate the general direction desired
C. has a hierarchy of objectives that are closely linked between organizational levels
D. was first proposed in the late 1970's
5. Sensitivity analysis is a technique of building budgets so that managers can adjust key expense and revenue categories as sales fluctuate. This best illustrates the concept of
A. the profit budget B. the variable budget
C. the capital expenditure budget D. the incremental budget
6. Which is NOT a strategic recommendation of the Boston Consulting Group?
A. try to maximize the cash flow from cows
B. invest heavily in product development for current cash cows
C. to maximize long-run profits, sacrifice short-run profits to solidify market share dominance
D. as stars change to cows, corporate strategy must change
7. Which of the following is apt to affect employees' job-related behavior the most?
A. the nation's culture in which the organization is located
B. the formal rules and policies of the organization
C. the leadership style of the division's manager D. the average age of the work force
8. Which of the following factors suggests the use of a type of participative decision-making style of leadership?
A. when a rapid decision is crucial B. when the leader possesses relevant knowledge and subordinates don't
C. when subordinates' goals differ from the organizations' goals D. when group acceptance is in doubt

9. A worker is asked to be especially careful with an order being prepared for a special customer of the firm. Knowing that exerting special effort will result in no special rewards or commendations the worker does not give the order any special effort. Which set of motivation theories will best explain this worker's attitude?
A. traditional B. content C. process D. reinforcement
10. A participative approach to overcoming resistance to change works best when
A. there is close alignment of the goals of all concerned
B. the source of resistance is misinformation and/or poor communication
C. obsolescent skills are a concern of the individuals resisting the change
D. coercion, manipulation and cooptation have failed
11. According to Erik Erikson's theory of adult life cycle stages, the IDEAL choice for a sponsor for a young colleague would be a manager who is in the
A. adolescence stage B. young adulthood stage C. adulthood stage D. maturity stage
12. The Dean of Faculty is looking for a strong leader to nominate for department chairperson. Which of the following will likely be the most effective means of formal appraisal?
A. a superior's rating of a subordinate B. a group of peers rating a colleague
C. subordinate's rating of a superior D. a group of superiors rating a subordinate
13. When a manager is engaged in drawing up a contract with a customer, the role he is portraying is that of
A. resource allocator. B. entrepreneur C. disseminator D. negotiator.
14. One of the basic assumptions of systems theory is that organizations are neither self-sufficient nor self-contained; rather, they exchange resources and are dependent on the
A. internal environment B. external environment C. stockholders D. stakeholders
15. Companies at the first stage of internationalization
A. have only passive dealings with foreigners B. may not engage in any serious selling effort
C. use agents and brokers as go-betweens D. all of the above
16. A strategic business unit
A. groups together all business activities within a multibusiness corporation that produce a particular type of product or service
B. creates the framework for the management of the various business functions such as finance or marketing
C. develops guidelines for the allocation of resources among the corporation's various businesses
D. All of the above
17. Which of the following statements does NOT refer to steps in the organizing process?
A. Set up a mechanism to coordinate the work of members
B. Develop a strategy that fits the organization's structure
C. Detail the work required to attain the organization's goals
D. Divide the work load logically so that a Job's tasks may be comfortably performed by one person or unit
18. Once a number of alternatives have been developed, they must be evaluated for their effectiveness by asking
A. is the alternative feasible B. is the alternative a satisfactory solution
C. what are the possible consequences for the rest of the organization D. all of the above
19. Which of the following may not be classified as an asset in group decision making?
A. making risky decisions B. mediocre decisions
C. bringing more knowledge D. differences in goals and objectives
20. According to path-goal theory, what type of leadership brings the most satisfaction to those who work on highly structured tasks?
A. participative leadership
B. role classification leadership C. supportive leadership D. autocratic leadership

二、問答題：(40%)

- 1、激勵在管理中一直占著相當大的份量，試說明 L. W. Poter 和 E. E. Lawler 的激勵模式及它對管理實務的貢獻。(20%)
- 2、P. F. Drucker 提出，一個企業在關鍵成果領域中必須建立目標，他提出那些關鍵成果領域？每一個領域中的目標又如何訂定？對企業之自我評估有何貢獻？(20%)