

【說明部份】 請將答案依照下列格式，作答於**答案紙**上。（不得作答於本試題紙上）

一、單選題：

1. () 2. () 3. () 4. () 5. ()
 6. () 7. () 8. () 9. () 10. ()
 11. () 12. () 13. () 14. () 15. ()
 16. () 17. () 18. () 19. () 20. ()

一、單選題 40% (共 20 題，每題 2 分，不倒扣)

- Ann is a member of the marketing department and is assigned to several product teams as the market research specialist. She is responsible to the directors of the various teams to which she is assigned and also takes orders from the director of marketing. What organization design does Ann's company apparently use?
 (A) Conglomerate (B) Divisional (C) Functional (D) Hybrid (E) Matrix
- One of your employees is in the habit of taking excessively long lunch breaks. The more you talk with him about the problem, the worse his behavior becomes. Even written reprimands and disciplinary layoffs fail to produce improvement. Based on this information only, what kind of reinforcement are you apparently using?
 (A) Avoidance (B) Extinction (C) Positive reinforcement (D) Punishment (E) Distortion
- In what stages of the communication process does perception play its most important role?
 (A) Encoding and transmission (B) Transmission and decoding (C) Encoding and decoding (D) Receiving and decoding (E) Receiving and transmission
- Your boss says she has an open door policy and wants you to come in and see her if you have a problem. When you go in to see her with a personal problem, she acts as if you are imposing on her time. What breakdown in role episodes will occur in such a situation?
 (A) Role ambiguity (B) Intrasender conflict (C) Person-role conflict (D) Intersender conflict (E) Intrarole conflict
- Which of the following is a true statement about the effects of automation on employees?
 (A) While there will be a loss of jobs at first, in the long term more jobs will be created than are lost.
 (B) The majority of the workers will lose their jobs when automation is used.
 (C) More employees will be needed immediately after the automation is implemented, but eventually the number required will decrease.
 (D) There is no way to judge before implementation how many workers will be needed.
 (E) Many of the workers now performing the jobs will be unable to perform the new automated jobs and therefore will be fired.

(背面仍有題目,請繼續作答)

6. Bill Mallory found that when his employees have standard operating procedures to follow, or if they are very competent, there is little need for him to exercise much directive leadership. What leadership theory would predict these results?
(A) Substitutes for leadership (B) Fiedler's contingency (C) Vroom-Yetton-Jago (D) Managerial grid
(E) Trait
7. The approach to enhancing organizational innovation that will bring about a change in organizational attitudes and methods is the
(A) use of rewards for innovation. (B) use of a strong and appropriately focused culture. (C) elimination of individual entrepreneurship. (D) addition of research and development to the firm. (E) use of flextime for innovators.
8. Which of the following is NOT a concern of operations management?
(A) Acquiring inputs for organizational transformation processes (B) Quality of work in process
(C) Distribution systems for outputs (D) Management of in-process inventories (E) Management of raw materials inventories
9. At the weekly staff meeting, Jim told an off-color Joke. Melissa was offended by the joke and told him so. Jim defended his actions by explaining that he was simply trying to treat everyone equally. Which individual strategy for managing diversity is Jim lacking in?
(A) Communication (B) Tolerance (C) Empathy (D) Understanding (E) Knowledge
10. What is the most important factor in effectively integrating the planning and control functions?
(A) Set clear objectives. (B) Develop a strategy that eliminates the need for controls. (C) Compare past performance to standards. (D) Ensure that the system is flexible. (E) Provide for controls as plans are developed.
11. Managers must follow up on important issues and actions and give subordinates feedback. This quality is best characterized by which of the following:
(A) Provide clear direction. (B) Establish ongoing controls. (C) Letting you employees know you are checking on them (D) Coach and support people. (E) Encourage open communication.
12. Elton Mayo's writings led to a fuller realization and understanding of
(A) the chain of command in an organization. (B) the human factor in work situations. (C) the importance of financial profit in an organization. (D) scientific management. (E) the use of cost accounting and control.
13. One of the first individuals to recognize and apply human relations practices was
(A) Robert Owen (B) W. Edwards Deming (C) Max Weber (D) Frederick W. Taylor (E) Peter Drucker
14. The continuous process of measuring a firm's goods, practices and services against those of its toughest competitors and leading firms in other industries is referred to as
(A) benchmarking. (B) comparison. (C) measuring. (D) matching. (E) correlating.

15. According to Peter Drucker, the way to measure a firm's productivity is through
- (A) the earnings, operating income, or net income after taxes.
 - (B) the nonhuman assets the firm owns.
 - (C) the efficient use of resources.
 - (D) the ranking of a firm's market share among competitors.
 - (E) the workers record for achieving objectives over time.
16. The BCG Model assumes that SBU financing comes mainly from
- (A) sale of stock. (B) sale of bonds. (C) borrowed capital. (D) internal means. (E) outside investors of all kinds.
17. Which of the following is untrue of the chain of command?
- (A) It is the communication link among all positions in the organization.
 - (B) It specifies a clear reporting relationship for each person in the organization.
 - (C) Generally, no individual should report to more than one supervisor.
 - (D) Is completely negated by the matrix form of organization.
 - (E) It is the formal channel that defines the lines of authority from top to bottom of the organization.
18. _____ is a top priority of human resource management.
- (A) Finding qualified people to perform the various functions of the organization
 - (B) Satisficing the personnel requirements
 - (C) Organizing a work force
 - (D) Putting together the best benefits package
 - (E) Matching people and activities to improve quality and competitiveness
19. Which of the following is not an objective of formal evaluations?
- (A) To make decisions easier involving promotion, transfer, pay raises, and termination.
 - (B) To help establish training and development programs and evaluate their success.
 - (C) To provide feedback to employees that point to strengths and weaknesses.
 - (D) To predict whether recruitment and selection activities lead to attracting, screening, and hiring the best qualified human resources.
 - (E) To help determine the actual numbers of personnel that might be required in a particular position.
20. When your boss tells you to increase productivity and your workers are striving for a more relaxed work atmosphere, you are facing
- (A) friend-role conflict. (B) interrole conflict. (C) intrarole conflict. (D) intersender conflict. (E) person-role conflict.

(背面仍有題目,請繼續作答)

- 二、 Your company is advertising for a new employee to work in your area of responsibility. The person in this position will be important because the work directly impacts production performance. One of your friends from college needs a job and you think he is qualified for the position. But you feel you could find better qualified and more experienced candidates if you keep looking. What would you do? Why? What factors would influence your decision? Could organizations develop any rules, or policies to deal with situations like this? (15%)
- 三、 Why would a company choose to follow rather than lead technological innovations? Is the potential advantage of technological leadership greater when innovations are occurring rapidly, or is it better in this case to follow? (15%)
- 四、 Compare and contrast Porter's "competitive model" and Miles and Snow's "adaptive model" for their respective insights to a manager engaged in strategic planning for an organization. (15%)
- 五、 Define three key terms of the Expectancy Theory. How do they explain the level of motivation that a person may display at work? (15%)