

一、是非題 10% (對的打 O，錯的打 X，不倒扣，每題 1 分，共 10 分)

1. Learning organizations emphasizes the importance of getting people communicating face-to-face, with the emphasis on listening.
2. A good way to revitalize the recruiting process is for the company to examine employee demographics, the composition of the labor pool in the area, and the composition of the customer base.
3. Operational plans and goals are those that focus on the outcomes that major divisions and departments must achieve in order for the organization to reach its overall goals.
4. Orientation is the process of determining the skills, abilities, and other attributes a person needs to perform a particular job.
5. According to Fiedler's contingency theory, combining the three leadership situation characteristics yields a list of eight leadership situations, the first being the most favorable to the leader because leader-member relations are good.
6. The equity theory was developed by J. Stacey Adams. The theory proposes that people are motivated to seek social equity in the rewards they expect for performance.
7. A group of employees from different departments formed to deal with a specific activity and existing only until the task is completed is called a taskforce or a crossfunctional team.
8. Management power comes from personal sources, whereas leadership power comes from organizational structure.
9. In Maslow's hierarchy of needs theory, food, water, and freedom from violence are examples of physiological needs.
10. The principle of unity of command suggests that managers within an organization should reach agreement on the goals and objectives of the organization.

二、單選題 40% (每題 2 分，共 40 分)

1. The Hawthorne studies were conducted at the
  - A. electric lighting plant.
  - B. steel mill.
  - C. book publishing plant.
  - D. Ford Motor Plant.
  - E. Western Electric Company.
2. An example of a corporate culture can be seen in
  - A. an object, act, or event that conveys meaning to others.
  - B. an association of people gathered together to discuss areas of disagreement.
  - C. an association made of organizations with similar interests for the purpose of influencing the environment.
  - D. roles assumed by people and or departments that link and coordinate the organization with key elements of the external environment.
  - E. manners, dress, stories, physical symbols, organizational ceremonies, and office layout.
3. Which of these is true about the ethical decisions made by individuals working in organizations?
  - A. They are based only on the individual's integrity.
  - B. They are influenced by a combination of personal values and company culture.
  - C. They utilize only that individual's personal needs and family influences.
  - D. They are made by evaluating the organization's best interest.
  - E. They are dictated by law.

4. Jarred, a production manager at Sullivan Corporation, recently chose to schedule his workers to work overtime. His alternative was to hire more workers. He is now monitoring the consequences of his choice. This is an example of
- planning.
  - decision-making.
  - organizing.
  - controlling.
  - leading.
5. Which of the following is not part of Porter's five forces?
- Potential new entrants
  - Bargaining power of buyers
  - Life cycle of your product
  - Threat of substitute products
  - Rivalry among competitors
6. Victor, a product manager, wants to increase the market share of his product. He is unsure about how to go about it, not knowing for sure how costs, price, the competition, and the quality of his product will interact to influence market share. Victor is operating under a condition of
- risk.
  - ambiguity.
  - certainty.
  - uncertainty.
  - brainstorming.
7. Rhonda is collecting data on how well the organization has done since their new strategy was implemented. She is in what stage of the managerial decision making process?
- The generation of alternatives
  - Implementation of the chosen alternative
  - Recognition of the decision requirement
  - Evaluation and feedback
  - Selection of desired alternative
8. Jacob recently called together his work group. He wanted them to help him solve a problem with the new machines. He asked for their ideas, then said no critical comments were to be allowed until everyone had run out of ideas. Jacob was using a technique known as
- brainstorming.
  - the Delphi technique.
  - the Vroom-Jago technique.
  - creative management.
  - conflict management.
9. Karim's subordinates are highly trained and all perform similar tasks. Monica's subordinates are spread over two locations and she has little available in the way of support systems. Which of the following statements is most correct?
- Karim's span of management can be larger than Monica's.
  - Monica will have problems with unity of command.
  - Monica's span of management can be larger than Karim's.
  - Karim has more problems with work specialization.
  - None of the above.
10. Organizational development specialists identify three distinct steps for achieving behavioral and attitudinal changes. These are
- freezing, changing, and intervention.
  - unfreezing, change agent, and freezing.
  - unfreezing, intervention, and refreezing.
  - intervention, refreezing, and change agent.
  - None of the above.

11. Which of the following structures is an incorrect fit in an unstable organizational environment?
  - A. A vertical structure
  - B. A horizontal structure
  - C. A loose organizational structure
  - D. An organic structure
  - E. All of the above.
  
12. The glass ceiling
  - A. is a visible barrier that separates the parking deck from the front lobby at Corning Glass.
  - B. is an invisible barrier that separates women and minorities from top management positions.
  - C. does not really ever exist.
  - D. exists only in the glass industries.
  - E. is the same as glass walls.
  
13. Don Juan, who works in the human resource department, is interested in gathering data on the projected number of resignations and retirements over the next ten years. He is most likely performing which of the following activities?
  - A. Choosing a recruiting source
  - B. Selecting an employment candidate
  - C. Human resource planning
  - D. Welcoming new employees
  - E. Downsizing
  
14. Two leadership styles used by Fiedler in his contingency theory were
  - A. employee-centered and job-centered.
  - B. consideration and initiating structure.
  - C. concern for people and concern for production.
  - D. relationship-oriented and task-oriented.
  - E. employee-oriented and relations-oriented.
  
15. According to research conducted at the Ohio State University, which of the following combinations produced the highest levels of performance and satisfaction?
  - A. High consideration and low initiating structure
  - B. High consideration and high commitment
  - C. Low consideration and low initiating structure
  - D. High initiating structure and high commitment
  - E. High initiating structure and high consideration
  
16. In the path-goal theory, leaders increase their motivation by either
  - A. clarifying the subordinates' path to the rewards or increasing the rewards that subordinates value or desire.
  - B. decreasing the subordinates' path to rewards or decreasing rewards that subordinates value or desire.
  - C. telling subordinates exactly what they are supposed to do or consulting with his/her subordinates about what to do.
  - D. stressing higher quality performance or stressing improvement over current performance.
  - E. clarifying the subordinate's path to rewards or consulting with his/her subordinates about what to do.
  
17. Marc is a manager at Rock World Corporation. Recently, he was assigned a work team. He is in charge of the team and it consists of the subordinates under his authority. This is an example of
  - A. a horizontal team.
  - B. a vertical team.
  - C. a self-managed team.
  - D. a special-purpose team.
  - E. a social team.

18. Sumir publicly praises his employees when they have achieved their goals. Sumir hopes this will increase the likelihood of goal achievement in the future. This is an example of
- extinction.
  - negative reinforcement.
  - positive reinforcement.
  - avoidance learning.
  - None of the above.
19. Rubin belongs to an informal group at work that meets twice a month to discuss common issues and problems in the workplace. Recently, this group has been focusing on ways to improve safety in the workplace. This group is an example of
- a safety group.
  - a problem team.
  - an ad-hoc committee.
  - a quality circle.
  - None of these.
20. Which of the following is attributed to organizational barriers?
- Selection of the wrong channel or medium for sending a communication
  - Problems of emotions or perceptions
  - Semantics or language
  - Sending inconsistent cues
  - Absence of formal channels

Essay Questions: (50%)

三. What is organizational culture? (5%)

What dimensions would you use to assess an organization's strong/weak culture? (10%)

四. What is a horizontal structure? How does it differ from a matrix structure? (10%)

What do you think a manager's job would be like in a horizontally organized company? (10%)

五. Give an example to describe a scenario of decision making under risk. (5%)

Briefly discuss how a utility function can be assessed to capture a decision maker's attitude toward risk in a particular decision environment. (10%)