

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

1. A participative leadership style is more appropriate for people who have an external locus of control.
2. According to Herzberg, characteristics of the workplace (termed hygiene factors) will not motivate workers.
3. A basic characteristic of decentralized organizations is the delegating of authority to people at lower hierarchical levels to make decisions and take action.
4. The concept of motivation is concerned with the direction of the worker's behavior, the amount of effort of the worker, and the level of persistence of the worker.
5. In Herzberg's theory, needs that are related to the physical and psychological context in which the work is performed are known as motivator needs.
6. Management of a small company in an industry that is not very competitive should engage in strategic planning because it will significantly increase performance.
7. Habib, a manager, has to make a decision about a new procedure to be used by workers in the department. There is no great urgency in the situation. Habib should make the decision by himself.
8. In general, the more complex an organization's operations, the more sophisticated its coordinating mechanisms must be.
9. Performance appraisal is a systematic process of evaluating each employee's job-related achievements, strengths, and weaknesses as well as determining ways to improve performance.
10. Studies show that the greater the differences between the sender's and receiver's cultures, the greater the chance for miscommunication.

二、單選題 40% (共 20 題，每題 2 分，不倒扣)

1. At the copy shop where your roommate works, the evening manager has quite a lot of power over the workers. She has the responsibility of scheduling workers and assigning projects during each shift. Employees that have performed poorly on her shifts tend to get scheduled for the unpopular weekend shifts and the worst shift duties. This manager seems to use a high degree of
 - (A). legitimate power.
 - (B). coercive power.
 - (C). reward power.
 - (D). referent power.
 - (E). expert power.
2. Your roommate applied for a summer job as a bookkeeper for the county. As part of his employment screening, he was asked to take an exam that had general mathematical aptitude questions on it. This type of selection test is referred to as a
 - (A). performance test.
 - (B). cognitive ability test.
 - (C). validity test.
 - (D). personality test.
 - (E). certification test.

(背面仍有題目,請繼續作答)

3. Administrative management, according to Henri Fayol, views management as consisting of diverse activities, or a:
 - (A). situational approach.
 - (B). consistency method.
 - (C). functional approach.
 - (D). qualitative approach.
 - (E). operational approach.
4. Establishing production quotas, creating a protocol to monitor customer service, and recommending a supplier are which types of decisions?
 - (A). Strategic
 - (B). Tactical
 - (C). Operational
 - (D). Minute
 - (E). Ordinary
5. In which process are people kept away from each other?
 - (A). Brainstorming
 - (B). Storyboarding
 - (C). Nominal group technique
 - (D). Delphi technique
 - (E). Separation decision modeling
6. According to Alderfer's ERG theory, if an individual becomes frustrated at a certain level of need, the person will then:
 - (A). skip a level.
 - (B). continue to pursue the need, despite frustration.
 - (C). focus more on satisfying a lower level.
 - (D). quit trying to satisfying any need.
 - (E). become self-actualizing.
7. Two airlines agree to work together to bargain with aircraft manufacturers. In doing so, these two organizations have:
 - (A). formed a union.
 - (B). formed a strategic alliance.
 - (C). analyzed their internal environment.
 - (D). influenced the mass media.
 - (E). empowered their employees.
8. When using punishment, a manager should:
 - (A). ignore undesirable behaviors.
 - (B). save reprimands until the end of the workday.
 - (C). combine punishment with positive reinforcement.
 - (D). make sure that other employees see you punishing the offender.
 - (E). none of the above.
9. ABC tries to ensure a continual flow of new products to market by hiring exceptionally talented new college graduates, even when it does not have positions for them at that time. This is an example of its:
 - (A). operational goals.
 - (B). tactical goals.
 - (C). strategic goals.

- (D). compensation plan.
(E). environmental scanning.
10. When analyzing the "T" in SWOT analysis, a manager might be assessing:
(A). competitors' actions.
(B). employee absenteeism.
(C). strong corporate culture.
(D). high service levels.
(E). the firm's assets.
11. Linda, the manager of a group of people, some of whom know a good deal about the issues relevant to a particular decision. Linda should:
(A). let the group make the decision on its own.
(B). count the opinions of all group members equally.
(C). make the decision herself without group input.
(D). weight the opinions of knowledgeable people more heavily.
(E). increase the size of the group.
12. Grouping sporting equipment in one area, men's clothing in another area, and cosmetics in a third area, is an example of what kind of departmentalization?
(A). Customer
(B). Process
(C). Geographic
(D). Product
(E). Outcome
13. Which of the following focuses on the qualifications a person must possess to perform a given job successfully?
(A). Job specification
(B). Job description
(C). Job rotation
(D). Job planning
(E). Job analysis
14. A middle manager who is expected by his/her boss to keep performance evaluations low to save on merit increase costs, but feels compelled to reward his/her high performing subordinates fairly, is experiencing which of the following?
(A). Status separation
(B). Norm decisiveness
(C). Cohesiveness conflict
(D). Conformity pressure
(E). Role conflict
15. A leader, such as Bill Gates of Microsoft, who can inspire followers above their own self-interests and can have a profound effect on their performance, are known as
(A). transactional leaders.
(B). directive leaders.
(C). informational leaders.
(D). emotional leaders.
(E). transformational leaders.

(背面仍有題目,請繼續作答)

16. According to path-goal theory, a leader's behavior is acceptable to group members to the degree that they view it as an immediate
- (A). source of satisfaction or as a means of future satisfaction.
 - (B). concern for people on the long term.
 - (C). reward in return for their hard work.
 - (D). feedback about their work.
 - (E). response and an idea of where the leader is directing their focus.
17. Benchmarking is the search for the best practices among competitors or noncompetitors that lead
- (A). to their superior performance.
 - (B). to their achieving such a large market share.
 - (C). to their ability to so accurately predict the environment.
 - (D). to their ability to identify new market niches.
 - (E). to their ability to retain their employees for such extended time periods.

Scenario and Questions (18 ~ 20)

Linda had been asked to attend training in operations management. Her background and training had previously been in accounting, but with the reorganization looming, it was either learn a new skill or be recruited. She was actually looking forward to the training. She felt her background with numbers should prove valuable in operations management, but she admitted that she knew little about the field. Until now, she had been in a support staff function and had little feel for how their product went from raw materials to finished product. Linda's first class would be tonight at Central University, and she was excited about the opportunity.

18. On the first night of class Linda learned that the central focus of operations management was
- (A). people.
 - (B). capital.
 - (C). equipment.
 - (D). the transformation process.
 - (E). goods.
19. Linda also had to keep straight what factors were considered inputs versus those considered outputs. Inputs included all but which of the following?
- (A). Materials
 - (B). Information
 - (C). People
 - (D). Technology
 - (E). Goods
20. Linda realized that outputs included all of the following EXCEPT:
- (A). motivated employees.
 - (B). high rates of return on capital.
 - (C). accounting reports.
 - (D). sales.
 - (E). technology.

三. Compare and contrast the following terms: (30%)

1. System approach vs. Contingency approach
2. Scientific management vs. Management science
3. Administrative decision model vs. Political decision model
4. Empowerment vs. Delegation
5. Transactional leadership vs. Transformational leadership

四. What is strategic thinking? What is value creation in strategic management?

How would a strategic manager utilize strategic thinking in value creation?

(20%)