

第一部分為選擇題，共廿題，請填入最適合之答案（單一選擇）。答對每題三分，答錯每題倒扣一分。

1. Getting the most output from the least amount of inputs is
 - a. productivity.
 - b. effective.
 - c. execution.
 - d. extension.
 - e. efficiency.

2. The major contribution of the Industrial Revolution was
 - a. substituting machine power for human power.
 - b. making it more economical to produce goods in factories than in the home.
 - c. the removal of the need to forecast demand.
 - d. All of the above are true.
 - e. Only a and b are true.

3. The quantitative approach evolved from the development of mathematical and statistical solutions to
 - a. waiting line problems at fast-food restaurants in the 1960s.
 - b. military problems in World War II.
 - c. clogged telephone circuits during the 1930s.
 - d. production management problems in the 1959s.
 - e. each of the problems above contributed by supplying some facet of the quantitative approach.

4. An organization's culture is
 - a. represented in organizational meetings by the top manager of the organization.
 - b. represented by a common perception held by interest groups that watch the organization.
 - c. represented by a common perception held by the organization's members.
 - d. changed when the organization is purchased by new owners.
 - e. a permanent system of shared meaning and beliefs held by the organizational members and owners.

(背面仍有題目,請繼續作答)

5. Stakeholders are any constituencies in the organization's environment that
- receive a share of the profits from the organization
 - are affected by the organization's decisions and actions.
 - purchase and utilize an organization's products.
 - provide the organization its materials and service used to produce the organization's products.
 - work for the organization and produce the organization's products.
6. A polycentric attitude believes that
- people in foreign countries do not have the skills needed to make the best decisions.
 - managers in a local region can make the best decisions for that region.
 - it is important that a world perspective be maintained both at home and all regional markets internationally.
 - foreign employees cannot be trusted good decisions.
 - sensitivity to differences between the home country and host countries must favor home-country values.
7. The third step in strategic management is identification of opportunities and threats and is related to analysis of
- the external environment.
 - the internal environment.
 - the alternatives the firm faces.
 - time pressures involved in serving the customer.
 - All of the above are true.
8. Differentiation as a strategy requires a firm to
- aggressively search out efficiencies to maintain the lowest cost structure.
 - be unique in its product offering.
 - aim at a cost advantage in a niche market.
 - aim to be similar to its competition in all operations.
 - attempt to be different from the competitors in a small market.

9. Skill-based pay systems rely on
- the employee's job title to define his/her pay category.
 - the employee's job skills to define his/her pay category.
 - the employees' skill set to define pay levels based on market value.
 - All of the above are true.
 - Only b and c are true.
10. People resist change for three reasons: uncertainty, concern over personal loss, and the belief that the change is
- not in the individual's best interest.
 - not in the organization's best interest.
 - not in society's best interest.
 - not in anyone's best interest.
 - in the organization's best interest.
11. If you believe that you control your own destiny, then your personality would be described as having a(n)
- external locus of control.
 - high Machiavellianism score.
 - high self-esteem.
 - internal locus of control.
 - low self-esteem.
12. In attribution theory, when we observe an individual's behavior, we attempt to determine if the behavior was caused
- internally.
 - by chance.
 - externally.
 - All of the above are true.
 - Either a or c are true.

(背面仍有題目,請繼續作答)

13. The use of work teams requires
- measurement of group output by managers.
 - sophisticated measurement of team cohesiveness.
 - supporting free-rider teams in their efforts.
 - time off the job to motivate the teams.
 - managers to also have a way to identify individual efforts.
14. The concept that behavior as a consequences is known as
- reinforcement theory.
 - leadership.
 - groups dynamics.
 - human resource management.
 - shop floor management.
15. Early leadership trait research sought
- to clarify the need for leadership trait.
 - and found the traits status of leaders.
 - identification of traits that leaders could use.
 - but didn't find any traits that could be associated to leaders.
 - characteristics that might differentiate leaders form nonleaders.
16. In the behavioral studies, group members' satisfaction levels were generally
- higher under an autocratic leader in the long run
 - improved when the leader was considerate of the outcomes
 - maintained when the leader was autocratic on the short run
 - higher under a democratic leader than under an autocratic one
17. Information for control systems gained from oral reports is important because the information
- is gained quickly.
 - is not filtered.
 - removes the tone of the conversations.
 - cannot be referenced at a later date.
 - can be referenced at a later date.

18. Which of the following is false relative to control?
- The higher one climbs in organizations, the greater the need for multiple sets of criteria.
 - The higher one moves in organizations, the more ambiguity there is measuring performance.
 - Lower-level jobs in organizations have less clarity in the expected performance and broader interpretation of job performance.
 - More decentralized organizations need more feedback to measure performance.
 - When organizational culture is based on trust, autonomy, and openness, managers can expect informal self-control systems.
19. Today, successful manufacturers recognize the crucial role that operations management plays as part of the overall organizational strategy
- to establish and maintain global leadership.
 - to increase efficiency.
 - to improve the product quality.
 - to supervise the human resource inputs.
 - to enhance the sophistication of the technology.
20. Some managers do not use a balanced score card because
- they are following strategies that center around specific facets of the environment.
 - focusing on one fact can be just as successful in low-technology industries.
 - continuous learning and adaptation allows managers to succeed using single-facet decision processes.
 - work teams allow managers to focus on performance areas that are primary problem areas.
 - None of the above are true.

第二部分為申論題，共二題，每題廿分。

1. What skills and competencies do successful managers need to possess? Explain (20%)
2. Please describe the "boiled frog phenomenon" which is a classic psychological perspective on recognizing performance declines? (5%)
Imagining you were the founder of a small and medium sized enterprise, how does this phenomenon bring you implications for deciding to exit the entrepreneurial venture? (15%)