本試題是否可以使用計算機：　□可使用　，　☑不可使用　（請命題老師勾選）

一、單選題 60%　（共 30 題，每題 2 分，不倒扣）

1. Organizational structure is defined as _____.
   a. a set of managerial decisions and actions
   b. a formal framework by which job tasks are divided, grouped, and coordinated
   c. a process that is done best if it is done quickly
   d. all of the above

2. In linking strategy and structure, most strategic frameworks tend to focus on___.
   a. the pursuit of meaningful and unique innovation
   b. the pursuit of tightly controlled costs
   c. minimizing risk and maximizing profit opportunities by coping market leaders
   d. all of the above

3. For communication to be successful, meaning must be imparted and _____.
   a. received by the other person
   b. an action taken by the receiver
   c. feedback established
   d. understood

4. Although the economic benefits of information technology are obvious, managers must not forget to address the _____.
   a. managers and employees
   b. customers and vendors
   c. stockholders
   d. none of the above

5. An assessment that defines the jobs and behaviors necessary to perform the job is known as a _____.
   a. job description
   b. job specification
   c. goal-oriented job definition
   d. job analysis

6. As selection devices, _____ are the best predictors for complex non-managerial and routine operatives.
   a. work sampling
   b. application forms
   c. reference checks
   d. assessment centers

7. Changing human resource activities to attract and retain health care specialists due to increased needs for those workers is an example of what kind of environmental change factor?
   a. marketplace
   b. technology
   c. labor markets
   d. economics

〔背面仍有題目,請繼續作答〕

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8. If Kraft Foods hired a consultant to decrease group friction and enhance cooperative work relationships, this would be an example of managing what change category?
   a. technology
   b. people
   c. competitors
   d. structure

9. In the statement, "The highway is very busy at 5 p.m., and is scary to drive on, so I'll wait until 7 p.m. to go home," the word *scary* represents which component of an attitude?
   a. cognitive
   b. behavioral
   c. emotive
   d. affective

10. In the Myers-Briggs assessment, if you are a good planner, you would probably score high on which scale?
    a. extrovert
    b. intuitive
    c. thinking
    d. judgmental

11. The success or failure of a group is affected by groups attributes such as abilities of the group's members, the size of the group, _____.
    a. the level of conflict, and the internal pressures on the members to conform to the group's norms
    b. the ability of the group's members to conform, and the clarity of the goal
    c. the value of the goal to the group, and the level of conflict within the group
    d. the level of conflict within the group, and the value of the goal to the group

12. An individual who would enjoy taking on the challenge of personally redesigning the workflow of a manufacturing line to improve productivity would probably be rated high on which of the following?
    a. need for achievement
    b. need for power
    c. need for fulfillment
    d. need for achievement

13. Research by Fiedler uncovered three contingency dimensions that define the key_____.
    a. situational factors for determining leader effectiveness
    b. follower factors for determining leader effectiveness
    c. leader behavioral style factors for determining leader effectiveness
    d. situational factors for determining leader effectiveness

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14. Which of the following models of organizational effectiveness says that several different effectiveness measures should be used, reflecting the different criteria of the organization's constituencies?
    a. systems resource
    b. process
    c. multiple constituencies
    d. single-criteria

15. For the value chain to achieve its goal of exceeding customer needs, _____ must be developed.
    a. collaborative relationships
    b. new products and services
    c. technology
    d. none of the above

16. Effectiveness is synonymous with _____.
    a. cost minimization
    b. resource control
    c. goal attainment
    d. efficiency

17. The five management functions of planning, organizing, commanding, coordinating, and controlling was proposed by _____.
    a. Frederick W. Taylor
    b. Henry Ford
    c. Chester Barnard
    d. Henri Fayol

18. Organizing includes _____.
    a. defining organizational goals
    b. hiring organizational members
    c. motivating organizational members
    d. determining who does what tasks

19. Mintzberg's 10 management roles can be grouped into _____.
    a. interpersonal relationships, information transfer, and decision making
    b. interpersonal relationships, leadership, and decision making
    c. leadership, decision making, and planning
    d. information transfer, decision making, and resource allocation

20. 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 1950s

（背面仍有題目，請繼續作答）

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21. Which four theorists are associated with the early organizational behavior approach? _____.
    a. Bernard, Follett, Munsterberg, and Owen
    b. Munsterberg, Taylor, Fayol, and Follett
    c. Taylor, Fayol, Weber, and Bernard
    d. Follett, Bernard, Musterberg, and Weber

22. One outcome of the Hawthorne studies could be described by which of the following statement?
    a. Social norms or group standards are the key determinants of individual work behavior.
    b. Money is more important than the group on individual productivity.
    c. Behavior and employee sentiments are inversely related.
    d. Security is relatively unimportant.

23. The _____ view of management is consistent with the stereotypical picture of the take-charge business executive who can overcome any obstacle in carrying out the organization's objectives.
    a. omnipotent
    b. symbolic
    c. functional
    d. systems

24. External environment refers to _____.
    a. institutions outside the organization that affect the organization's performance
    b. forces and institutions outside the organization that potentially can affect the organization's performance
    c. forces and institutions inside the organization that affect the organization's performance
    d. forces inside the organization that affect the organization's performance

25. In a society with a large _____, titles, ranks, and status carry a lot of weight.
    a. collectivism
    b. power distance
    c. compassionate conservatism
    d. uncertainty avoidance

26. The integrative social contracts theory of ethics is based on which of the following?
    a. the process used to determine the distribution of resources
    b. decisions based on their outcomes or consequences
    c. the imposition and enforcement of fair and impartial rules
    d. the existing ethical norms in industries and corporations

27. If a manager was purchasing a computer system, issues such as price and model are examples of which part of the decision-making process?
    a. problem identification
    b. criteria weight allocation
    c. identifying decision criteria
    d. evaluating decision effectiveness

28. In "bounded rationality," managers construct _____ models that extract the essential features from problems.
    a. multiple
    b. binding
    c. interactive
    d. simplified

29. Collaborative Forecasting and Replenishment (CFAR) offers a standardized way for retailers and manufacturers to use the Internet to exchange data _____.
    a. and to develop a mutual collaborative forecast when necessary
    b. to develop forecast and establish delivery dates
    c. and determine the best products to offer the ultimate consumer
    d. to develop a pricing model and a demand model

30. If a retail sales manager wants to know how many denim jackets must be sold in order to reach a specified profit objective, he or she is employing what type of planning tool?
    a. breakeven analysis
    b. PERT
    c. Gant chart
    d. cost accounting

二、 申論題40%（共2題，每題20分）

1. Please list and describe the four most common types of team likely to be found in today's organizations. Under what organizational context and/or structure will they be most effectiveness?

2. What's happening in a SWOT analysis? What information do managers gather when they are doing a SWOT analysis? What's the real value of such a SWOT analysis?