

壹、選擇題 (每題二分, 共二十八分)

1. Writing an organizational strategic plan is an example of which of the management functions?
(a) leading (b) coordinating (c) planning (d) organizing (e) controlling
2. The idea of open systems was first proposed by
(a) Frederick Taylor (b) Chester Barnard (c) Henri Fayol (d) Abraham Maslow (e) Peter Drucker
3. In expectancy theory, the probability perceived by the individual that exerting a given amount of effort will lead to a certain level of performance is:
(a) valence (b) expectancy (c) consistency (d) flexibility (e) instrumentality
4. According to Fielder Model, if a group situation was rated as highly unfavorable and was led by a relationship leader, the group's performance could be improved by:
(a) restructuring tasks (b) changing the leader's style (c) retraining followers (d) empowering employees (e) reducing the leader's authority
5. One could say that Fayol was interested in studying _____ management issues, whereas Taylor was interested in studying _____ management issues.
(a) micro, macro (b) macro, micro (c) both were micro (d) both were macro (e) neither was micro
6. Which of the following factors contrasts the difference between a policy and a rule?
(a) a policy establishes parameters (b) a rule establishes parameters
(c) a policy is more explicit (d) a rule is more ambiguous
(e) a policy leaves little to interpretation
7. Organizational efficiency is facilitated by what type of decision-making?
(a) nonprogrammed (b) unique (c) unrepertitive (d) nonroutine (e) programmed
8. The _____ of the planning process contributes more to high performance than does the _____ of planning.
(a) quality; implementation (b) implementation; quality (c) quality; extent
(d) extent; implementation (e) implementation; extent
9. A _____ structure creates strategic business units.
(a) matrix (b) functional (c) divisional (d) geographic (e) team-based
10. Which of the following is not one of the four common elements of Management By Objectives?
(a) goal specificity (b) participative decision-making (c) an explicit time period
(d) a systems loop (e) performance feedback
11. Different from the corporate planner, whose strategic emphasis is driven by "availability of resources," the entrepreneur is driven by which of the following?
(a) examination of outside threats (b) accurate measures of evaluation
(c) quick implementation of strategies (d) perception of opportunity
(e) identification of strengths and weaknesses.

12. Which of the following would likely be found in mechanistic organizations?
 (a) wide span of control (b) empowered employees (c) decentralized responsibility
 (d) few rules and/or regulations (e) standardized job specialties
13. When a young child emulates a professional sports star's behavior, the star has what kind of power over the child?
 (a) legitimate (b) expert (c) coercive (d) referent (e) reward
14. Financial statements are an example of what type of control?
 (a) concurrent control (b) definitional control (c) feedback control (d) projected control
 (e) feedforward control

貳、是非題（每題二分，共十二分）

1. Risk is a situation in which a decision maker has neither certainty nor reasonable probability estimates.
2. The more the current plans affect future commitments, the longer the time frame for which managers should plan.
3. Mintzberg's resource allocation role is similar to Fayol's planning function.
4. A good interviewer will minimize any prior knowledge about the applicants' background, experience, interests, test scores, or other characteristics.
5. The key to reinforcement theory is that it ignores factors such as goals, expectations, and needs, and focuses solely on what happens to a person when he takes some action.
6. The critical path in a PERT chart is the shortest sequence of activities in a PERT network.

參、申論題（每題二十分，共計六十分）

- 一、(1) 何謂「學習型組織 (learning organization)」？其和傳統組織結構之主要不同為何？ (10%)
 (2) 上述兩類組織結構，何者較適合我國的電信產業？為什麼？ (10%)
- 二、假定有人請你就目前是否應該投資我國行動電話產業提供建議，請分別以「BCG Matrix」和「Michael Porter's Five Competitive Forces」的架構來分析該產業，並以此分析結果來說明你的建議。 (20%)
- 三、(1) 何謂「team leadership」？team leader 和傳統的領導者所扮演的角色有何異同？ (10%)
 (2) 何謂「empowerment」？為何此觀念與作法愈來愈受重視？其與「delegation」有何異同？ (10%)