I. 選擇題（單選）(40%)

1. Which of the following four theorists are associated with the early human resources approach?
   (A) Owen, Munsterberg, Taylor, and Fayol
   (B) Mayo, Barnard, Gilbreth, and Follett
   (C) Follett, Owen, Mayo, and Weber
   (D) Barnard, Munsterberg, Owen, and Follett.
   (E) None of above

2. The pressure to conform in groups is known by which of the following terms:
   (A) Management by objectives
   (B) Shirking
   (C) Groupthink
   (D) Group freeloading effect
   (E) None of above

3. The greater the environmental uncertainty, the more plans need to be _____ and emphasis placed on the _____ .
   (A) strategic, long-term
   (B) single-use, short-term
   (C) operational, long-term
   (D) directional, short-term.
   (E) None of above

4. Which of the following is not one of the four common elements of Management of Objectives (MBO)?
   (A) goal specificity
   (B) participative decision
   (C) a systems loop
   (D) performance feedback
   (E) None of above

5. The failure of U.S. automakers in the 1970s to recognize and respond to consumer demand for smaller cars is considered a failure in what type of analysis?
   (A) Forecasting
   (B) Benchmarking
   (C) Environmental scanning
   (D) Accounting recovery.
   (E) None of above

6. Understanding the validity of employee selection methods would be considered a _____ skill for a human resource manger.
   (A) human
   (B) technical
   (C) conceptual
   (D) functional
   (E) None of above

（背面仍有題目,請繼續作答）

7. If a computer operator refuses to follow the order from his supervisor that he should not wear earrings to work, the computer operator works under what view of authority?
   (A) Acceptance theory
   (B) Military
   (C) Organic
   (D) Classical
   (E) Contemporary

8. Which of following is the least valid predictor for jobs demanding routine operations?
   (A) Applicant's personal judgement
   (B) Physical operation test
   (C) Check if application information is correct
   (D) Reference check
   (E) Real work sample attached

9. What kind of tactics is mostly used for alleviating employees' resistance to changes and to make employees receive the full facts and clarifications?
   (A) Participation
   (B) Education and communication
   (C) Manipulation
   (D) Facilitation and support
   (E) Negotiation

10. How should a management group work on a reengineering process?
    (A) Change only those sure parts
    (B) Change the factors affecting long-term inefficiencies.
    (C) Recruit a group of new employees to work with the old system.
    (D) Pre-set a plan and totally patch the system
    (E) Totally change the management group to cope with the current system.

11. Increasing all types of training and stressing team-work idea all over the company are suggestions to implement TQM in which type of organization?
    (A) Medium performance
    (B) High performance
    (C) Any types of organizations
    (D) Not for any organizations
    (E) Lower Performance

12. Which of following statements best describing relationship between reengineering and TQM?
    (A) They are no difference
    (B) TQM starts with reengineering
    (C) They are highly different
    (D) Both require decentralized participative decision making
    (E) Reengineering begins with TQM

13. The management group in the ASIC company decides to give employees more authority and say in decisions. This is an example of ?
    (A) Empowerment
    (B) Confidence
    (C) Authority
    (D) Control
    (E) Power

14. Determining follower readiness is determined by which of the following?
    (A) follower ability / willingness to take responsibility
    (B) follower ability × willingness to take responsibility
    (C) follower ability + willingness to take responsibility
    (D) follower ability - willingness to take responsibility
    (E) follower ability

15. Which of the following is true about delegation?
    (A) Important decisions tend to be delegated.
    (B) Upper management should not delegate technically difficult tasks.
    (C) The organizational culture impacts the amount of delegation.
    (D) Management should delegate to low-skilled employees to indicate confidence.
    (E) Delegation is an effective means of motivating an employee.

16. If a previously successful company goes bankrupt, and the employees see their C.E.O. as ineffective and unintelligent, regardless of the real impact he/she had on organizational performance, this would be consistent with which leadership theory?
    (A) path-goal
    (B) situational
    (C) attribution
    (D) contingency
    (E) trait

17. Situational leadership theory focuses strongly on _____.
    (A) Leaders
    (B) situations
    (C) followers
    (D) contexts
    (E) environments

18. Performance-based compensation is probably most compatible with which motivational theory?
    (A) equity theory
    (B) goal setting theory
    (C) job characteristics model
    (D) expectancy theory
    (E) reinforcement theory

19. Which of the following is not a way to overcome communication barriers?
(A) Feedback
(B) simplify language
(C) listen actively
(D) prioritize communication
(E) constrain emotions

20. A retiree who goes back to college to get her degree because she always wanted to know if she was capable, is satisfying what need?
(A) physiological
(B) safety
(C) social
(D) esteem
(E) self actualization

II. 問答題：(60%)

1. （1）請舉例說明「完全理性」(perfect rationality) 與「有限理性」(bounded rationality) 二者之意義與差別。(10%)

（2）請說明並比較 Taylor 和 Fayol 二人對管理實務與理論發展之貢獻。(10%)

2. CIA 公司經過多年的發展後，公司成長迅速，其組織如下圖：(20%)
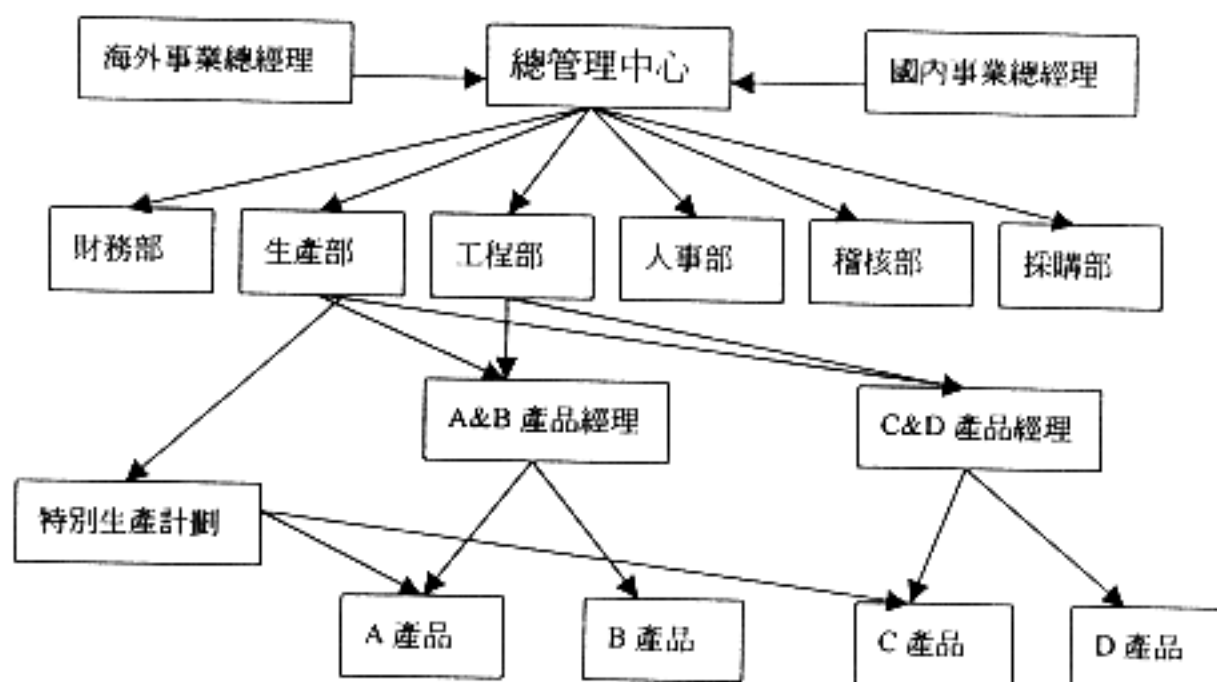
近年來，各部門之間常發生衝突。海外事業總經理與國內事業總經理常為生產的優先次序而時有爭吵。而生產部與工程部也為生產排程而有衝突。再者產品經理與特別生產計劃間的配合上經常不能協調。在這種情況下，請你（妳）為 CIA 公司重新調整組織和權力分配，以使公司能步上軌道。同時，在組織變化的過程中，常會有員工抗拒的情事發生。你（妳）要採用什麼方式來降低這樣的情況。（請利用理論來配合說明組織調整和解決員工抗拒的理由）

3. 假設你（妳）的父親經營一家傳統製造業已逾二十年，其中 30% 的產品外銷。最近考慮到你（妳）即將大學畢業，打算安插你（妳）到公司上班，並期望借助你（妳）的企管專長和英文能力來積極開拓海外市場。由於公司內的高階主管都是你（妳）所熟識的長輩，他們雖認為公司應該配合國際化趨勢而轉型，但不知從何著手，請思考以下問題並向他們報告你（妳）的看法與建議：(20%)

(1) 經營國際企業之管理工作和單一國家內之企業管理有何異同之處？

(2) 假設你（妳）是新成立的國外部經理，你（妳）將如何規劃工作內容？如何和其它部門溝通與尋求配合支援？

(3) 自我評估之後，你（妳）打算採取那種領導統御方式？你（妳）本身還需要做些什麼準備與調適？