

壹 選擇題 (40%)，每題兩分。

1. Deming's criticisms of specific goals, such as those set by processes like MBO, include all of the following except?
 - a. specific goals encourage team focus, not individual achievement.
 - b. employees view objectives as ceilings, rather than as floors.
 - c. specific goals limit an employee's potential.
 - d. specific goals direct employee efforts toward quantity of output and away from quality.

2. Christy's Cookie Company has decided to use mathematical techniques in order to help managers make decisions. Christy's fixed costs are \$1,000 per month, and the variable costs are \$.05 per cookie. Christy's sells each cookie for \$.25. Christy's currently has only one person selling cookies, although sometimes the line gets really long.

What is the break-even point for Christy's Cookies?

- a. 2,500 cookies per month
 - b. 4,000 cookies per month
 - c. 5,000 cookies per month
 - d. 10,000 cookies per month
3. Jim Johnson is the CEO of a major manufacturer of farming equipment. His company has been in business for the last 100 years and has been very profitable. The company is very formal and tall with formalized communication channels and rigid hierarchical relationships. All major decisions are made by Mr. Johnson. This has worked very well until lately. It has begun to have some major global competition. Companies overseas are bringing new products into the United States at a lower price. Furthermore, just yesterday, the new vice-president had mentioned that he felt that there was a major market overseas for the company's products. As its strategy was beginning to change, Mr. Johnson also realized its structure too would need to change. But to what? The company was large and, prior to these changes, the technology utilized, while extensive, had been very routine. What was he to do?
Which of the following contingency variables had the biggest impact on the need for changes in Mr. Johnson's organization?
 - a. size
 - b. technology
 - c. environment
 - d. management

4. A statement of the minimum acceptable qualifications that an applicant must possess to perform a given job successfully is a:
- job description.
 - human resource inventory report.
 - job analysis.
 - job specification.
5. Joe is always Joe. No matter where he is, he is the same loud, obnoxious, outgoing person. Joe has:
- high self-monitoring.
 - low self-monitoring.
 - low self-esteem.
 - high Machiavellianism.
6. In the job characteristics model (JCM), the links between the job dimensions and the outcomes are moderated or adjusted by the strength of the _____ need.
- security
 - power
 - growth
 - affiliation
7. In expectancy theory, _____ is the probability perceived by the individual that exerting a given amount of effort will lead to performance.
- motivating potential score
 - attractiveness
 - performance-reward linkage
 - effort-performance linkage
8. John is a salesperson for XYZ Corporation's Houston office. If the salespersons meet their sales goals for the month, they are given an all-expense-paid trip to a Denver Bronco football game. Football is not one of Houston's favorite sports, and the Denver Broncos are definitely not John's favorite team. John's performance might be influenced by the _____ part of Vroom's expectancy theory.
- effort-performance linkage
 - performance-reward linkage
 - effort-reward linkage
 - attractiveness

9. According to path-goal theory, a leader's behavior is motivational to the degree that it makes employee need satisfaction contingent on effective performance and provides the coaching, guidance, support, and _____ that are necessary for effective performance.
- rewards
 - sanctions
 - behaviors
 - environmental factors
10. Which of the following statements is not true?
- Very large organizations will typically have highly formalized and impersonal feedforward and feedback controls.
 - The higher one moves in the organization's hierarchy, the greater the need for a multiple set of criteria.
 - The type and extent of controls should be consistent with the organization's culture.
 - If control is costly, and the repercussions from the error are small, the control system must be elaborate.
11. Who determine the market value of the firm:
- Shareholders
 - Directors or the Board of Directors
 - CEO
 - None of the above
12. Decision making in a functional structure tends to be:
- decentralized
 - centralized
 - horizontal
 - characterized by a high degree of employee empowerment
13. Changes in our understanding of _____ is (are) primarily responsible for the downsizing of middle management
- the informal structure
 - the information structure
 - the economics of outsourcing
 - the Adaptive organization

14. The World Trade Organization (WTO) is the organization that
- regulates the production quotas in commodity arrangements
 - has sponsored the major rounds of trade negotiations leading to trade liberalization during the post World War II period.
 - has the major authority to oversee trade disputes among countries.
 - aims to help LDCs overcome trade barriers that industrialized countries set up to protect their markets.
15. The highest level of involvement in international business is
- Importing
 - Exporting and importing
 - direct investment
 - strategic alliance
16. Jane has worked for the same company for 22 years. All of the men that she started with are at least two levels higher than she is in the organization. Her performance appraisals are always strong; however, her name never appears on the replacement charts. What is Jane probably experiencing?
- A declined career path
 - Lack of organizational fit
 - Lack of skills needed for advancement
 - A glass ceiling
17. The approach to enhancing organizational innovation that will bring about a change in organizational attitudes and methods is the
- use of rewards for innovation
 - use of a strong and appropriately focused culture.
 - elimination of individual entrepreneurship
 - addition of research and development to the firm
18. Getting on the career "fast track" is often a function of
- the informal structure
 - the informational structure
 - being part of a matrix structure
 - a line position in a functional structure

19. Why is an understanding of Job Design important for managers
- It makes workers happy which is what a manager should do
 - It can increase the profits of the firm
 - Managers should know and follow all current management fads
 - It is not important for managers to understand job design
20. In Europe, the European Union requires that the quality of a firm's manufacturing processes and products be certified under a quality standard known as _____ before the firm is allowed access to the European marketplace.
- total quality management
 - ISO 9000
 - reengineering
 - Just-in-Time

貳 解釋名詞（10%），每題五分。

- 群體控制（clan of control）
- Power distance

參 問答題（50%），每題二十五分。

- 在當今的組織中，團隊在組織管理與決策中所扮演的角色日漸重要。請問
 - 何謂自我管理的工作團隊(self-managed work team)?
 - 相較於個人決策，團隊決策的優缺點為何？適用在什麼樣的場合？
 - 國家文化對決策型態的影響為何？
- 什麼是企業國際化？企業國際化的途徑有哪些？國際化為企業帶來什麼機會與挑戰？