

壹、選擇題 (40%)，每題兩分。

1. The management charter initiative (MCI) is based on an analysis of management activities and focuses on:
  - a. what effective managers know, rather than what they should be able to do.
  - b. what skills efficient managers should have.
  - c. what education is needed by effective managers.
  - d. what effective managers should be able to do, rather than on what they know.
2. An organization going global typically proceeds through three stages. In Stage I:
  - a. the organization hires host country nationals.
  - b. managers export products to foreign countries.
  - c. the organization sells products in foreign countries or makes them in foreign factories.
  - d. the organization signs a licensing or franchise agreement.
3. According to Hofstede, which of the following has a major impact on employees' work-related values and attitudes?
  - a. international culture
  - b. company culture
  - c. national culture
  - d. regional culture
4. Which of the following are key components for managers who cross national borders?
  - a. efficiency and flexibility
  - b. adaptability and effectiveness
  - c. effectiveness and an ethnocentric viewpoint
  - d. flexibility and adaptability
5. One of the greatest effects of e-commerce is that:
  - a. costs will be reduced.
  - b. customers will be empowered.
  - c. employees become more powerful.
  - d. computers will be less important.
6. Successful plans may provide
  - a. a false sense of security.
  - b. only success.
  - c. increased awareness of the environment.
  - d. increased awareness of change.

(背面仍有題目,請繼續作答)

7. Pat's Pets has developed a reputation for the best in quality pet care. It is known for its humane and loving treatment of animals. Its motto is "We love them like they are our own." This reputation could be classified as which of the following?
- opportunity
  - strategic competence
  - core competency
  - strengths
8. The fact that in the United States employees are generally not in fear or awe of their managers is an example of which of the following dimensions of national culture?
- power distance
  - uncertainty avoidance
  - space acceptance
  - individualism versus collectivism
9. An organization pursuing a differentiation strategy would be best matched with the \_\_\_\_\_ organizational structure.
- mechanistic
  - matrix
  - bureaucratic
  - organic
10. Benchmarking is a very specific form of:
- six sigma.
  - TQM.
  - environmental scanning.
  - ISO certification.
11. Which of the following is concerned with the degree to which an employee identifies with his or her job, actively participates in it, and considers his or her performance important to his or her self-worth?
- Job satisfaction
  - Job involvement
  - Organizational development
  - Organizational commitment

12. Marjorie has always believed that the most effective way to manage people is to be caring and compassionate. She felt the workplace should be a pleasant environment where people could enjoy coming to work. That worked fine for 15 years until the recent hiring of a new vice-president. Not only does he want the work environment changed so that "people spend more time working and less time on social issues," but he has informed Marjorie she must lay off ten employees in her department in order to cut costs.

Which of the following will not affect the amount of dissonance Marjorie experiences in this situation?

- a. The degree of fluency she has over the element involved
- b. The rewards that may be involved
- c. The importance of the elements involved
- d. The ability of the individual

13. Which of the following is the one substantial barrier to using work teams?

- a. Lack of creativity
- b. Lack of diversity
- c. Individual resistance
- d. Open communication

14. People with this need will avoid what they perceive to be very easy or very difficult tasks.

- a. Need for achievement
- b. Need for power
- c. Need for recognition
- d. Need for affiliation

15. All of the following are needed in order for a person to view his job as meaningful work except?

- a. Skill variety
- b. Task identity
- c. Task significance
- d. Autonomy

16. The theory that effective group performance depends on the proper match between the leader's style of interacting with employees and the degree to which the situation gives control and influence to the leader is:
- Fiedler's contingency model
  - path-goal theory
  - Hersey and Blanchard's model
  - he Ohio State Studies
17. \_\_\_\_\_ refers to the fact that individuals see and hear depending upon their needs, motivation, experience, background, and other personal characteristics.
- Filtering
  - Feedback
  - Emotions
  - Selective perception
18. \_\_\_\_\_ is the best conflict management strategy when conflicting parties are about equal in power and time pressures demand an expedient solution.
- Avoidance
  - Accommodation
  - Compromise
  - Collaboration
19. Software that automates the movement of documents, eliminates the need for human involvement in determining who should get the information, collapses travel time, and prevents misrouting is known as:
- Workflow automation
  - Internal communication
  - Expert systems
  - Neural network
20. Continuous process improvement programs are designed to constantly reduce:
- Standardization
  - Production time
  - Inventory
  - Variability

貳、申論題 (60%)

1. 近日以來，台灣北部地區久旱不雨，使得企業與民眾擔心缺水問題所造成之各種可能災害，請分別以：
  - (a) 政府相關部門決策者，
  - (b) 新竹科學園區業者之角色，提出對策 (a 子題佔 20 分，b 子題佔 10 分)。
2. 試說明組織策略、組織規模、科技、及企業外在環境對於組織結構的影響。(本題佔 15 分)
3. 何謂組織發展？一般企業在進行此一工作時，常使用的方法為何？(本題佔 15 分)