

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）

考試日期：0302·節次：3

本考試題必須全部以英文回答，否則不予計分。

All questions should be answered in English; otherwise, they will not be scored.

I. Multiple Choices (2% for each question)

(Please select one of the most suitable answers for each of the following questions)

1. According to the concept of managerial ethics, which of the following is NOT considered an economic agent?
 - a. Competitors
 - b. Suppliers
 - c. Unions
 - d. Regulatory agencies
 - e. Owners/stockholders
2. The definition of ethics includes all of the following terms EXCEPT:
 - a. morals
 - b. legal and illegal
 - c. right and wrong
 - d. standards
 - e. good and bad
3. _____ is the set of values that helps its members understand what the organization considers important.
 - a. Environmental uncertainty
 - b. Organization structure
 - c. Organization design
 - d. Organization culture
 - e. Environmental responsiveness
4. Which of the following statements most correctly reflects the relationship between goal setting and planning?
 - a. Goal setting enhances planning.
 - b. Planning facilitates goal setting.
 - c. The two processes are independent.
 - d. Each process enhances the other.
 - e. The two processes are the same thing.
5. In environmental SWOT analysis, the internal organizational position is analyzed according to its:
 - a. opportunities and threats
 - b. opportunities and weaknesses
 - c. strengths and threats
 - d. strengths and weaknesses
 - e. return on investment
6. A manager has liquid funds to invest for his organization. The organization's bank has several options available for investment, each of which has a guaranteed rate of return. This is an

(背面仍有題目,請繼續作答)

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）

考試日期：0302，節次：3

example of:

- a. decision making under risk
 - b. satisficing
 - c. bounded rationality
 - d. decision making under certainty
 - e. decision making under uncertainty
7. If an entrepreneur is considering a new business, which of the following would be a DESIRABLE characteristic of the industry being considered?
- a. Several companies are engaged in highly competitive advertising, which indicates that the product is desirable.
 - b. The new company will sell a newly patented invention that is not yet well known but is expected to dominate the market.
 - c. Start-up costs are high, so only a few companies are in business.
 - d. The new company will be able to sell to only selected buyers.
 - e. Customers have substitute products from which to choose if the new company cannot produce the products as rapidly as needed.
8. "Experienced meaningfulness of work" in the job characteristics approach to job design is affected by all of the following EXCEPT:
- a. autonomy and feedback
 - b. skill variety and task identity
 - c. task identity and task significance
 - d. task significance and autonomy
 - e. autonomy and task identity
9. Which of the following BEST describes the situational view of organization design?
- a. The appropriate organization design should be based on the behaviorist perspective.
 - b. The appropriate organization design uses the bureaucratic model.
 - c. The appropriate organization design depends on the circumstances.
 - d. The appropriate organization design is similar to System 4.
 - e. The appropriate organization design uses the hybrid approach.
10. Which of the following actions exemplifies the first step in the comprehensive organization change model described in the text?
- a. setting standards for a new absenteeism control procedure
 - b. noticing that the pension fund has more cash in it than is needed to provide the guaranteed employee benefits
 - c. determining the probable causes of a recently detected drop in the level of employee job satisfaction
 - d. determining different techniques for enhancing employee job satisfaction
 - e. planning a set of meetings to help employees understand the procedures in the company's new MBO program
11. Which of the following is not associated with the study of individuals?

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）

考試日期：0302，節次：3

- a. attitudes
 - b. motivation
 - c. roles
 - d. perception
12. The success or failure of a group is affected by group 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 leader
13. An individual who would enjoy taking on the challenge of personally redesigning the workflow of a manufacturing line to improve employee productivity would probably be rated high on which of the following?
- a. need for affiliation
 - b. need for impact
 - c. need for achievement
 - d. need for power
14. Many managers are tempted to do things themselves and avoid _____.
- a. controlling
 - b. empowering
 - c. leading
 - d. planning
15. The better the _____ the various chain participants, the better the _____.
- a. cooperation among; productivity
 - b. collaboration among; customer solutions
 - c. attitudes of; customer relations
 - d. commitment of; employee relations
16. Which of the following is true concerning groups?
- a. Groups take more time to make a decision.
 - b. Groups tend to have equal participation rates.
 - c. There is little pressure to conform.
 - d. There is definite ownership of responsibility.
17. The quality of the planning process and the appropriate implementation of the plans probably _____.
- a. don't contribute to high performance nearly as much as the extent of planning
 - b. contribute more to high performance than does the extent of planning
 - c. contribute less to high performance than does the extent of planning
 - d. should be studied more to factually determine which contributes the most
18. Relative to the organization's culture, a manager must be aware that _____.

(背面仍有題目,請繼續作答)

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）

考試日期：0302，節次：3

- a. strong and weak cultures have the same effects on strategy
- b. the content of a culture has a major effect on the strategies that can be pursued
- c. unimportant factors can support escalation of commitment to strategies
- d. strong cultures are the most desired cultures

19. Leadership _____.

- a. has a requirement of at least five members to be led
- b. is based on management direction
- c. research has shown that it cannot be developed
- d. has only been studied since the early twentieth century

20. _____ assumes that employees have little ambition, dislike work, and avoid responsibility.

- a. Theory Y
- b. Theory X
- c. Self-actualization Need Theory
- d. Belongingness Need Theory

II. Essay Questions (20% for each case)**Case 1**

Her husband failed in November 1996 to win the presidency. Ironically, she may end up in the White House yet — but in the Oval Office rather than as First Lady. The person we're talking about is Elizabeth Hanford Dole. She holds one of the most impressive resumes in Washington.

Elizabeth Hanford grew up in a prosperous and prominent family that schooled her in southern charm. She attended college at Duke, where she was president of her class. Then she took two degrees at Harvard, including law. In law school, she was one of only 23 women in a class of 539. After Harvard, she went to Washington. A registered Democrat, she went to work for Lyndon Johnson as a consumer advocate. When she married Bob Dole, she changed parties and became a Republican. Then she rose through the ranks of several Republican administrations. She became head of the Federal Trade Commission; assistant to the president for public liaison; secretary of transportation in the Reagan administration; then secretary of labor under George Bush. Most recently, she has been the president of the American Red Cross.

People constantly compare Elizabeth Dole to Hillary Rodham Clinton. The comparisons are striking. Both are highly intelligent and articulate. Both were class presidents in college. Both went to Ivy League law schools, and both have a history of independence in their political, professional, and personal life. But for some reasons, the same critics who have come down hard on Hillary Rodham Clinton have generally gone easy on Mrs. Dole. Why? The answer isn't clear. Elizabeth Dole is as ambitious or more so than Mrs. Clinton. But she's been more successful at camouflaging her career ambitions. Whereas Mrs. Clinton is often seen as too strong, too intelligent, too driven, Mrs. Dole seems less threatening. She comes across as the more traditional kind of wife. Yet she has never believed that she should sacrifice her career for that of her husband. Quite the contrary. Although Mrs. Clinton gave up her lucrative law practice when her husband became president, Mrs. Dole made it clear from the onset that, were her husband to be elected president, she planned to carry on full-time as head of the Red Cross. It was Elizabeth Dole, not Hillary Clinton, who chose

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）

考試日期：0302，節次：3

to pass on being a mother.

Essay Questions #1:

- 1.1 What theories could help to explain Elizabeth's and Hillary's motivation practices?
- 1.2 Compare and contrast the motivations of Elizabeth and Hillary, from the views of social expectations.
- 1.3 Try to have your comments on people who camouflage their careers too strong, too intelligent, and too driven.

Case 2

During Wong's years at Ford (1964-1995), he developed a strong leadership philosophy, primarily through experience. For example, he recalled one incident that had an early impact on his leadership style:

"I went with my boss to present a report to his boss. This man wadded up the report and threw it back at us, saying 'This is the worst blankety-blank piece of work I've seen.' That had a real impact on me and I vowed never to be a manager like that."

He also learned from his mentor. Having a mentor allowed Wong to ask questions and explore ideas in a safe environment. As he gained more experience at the company, reflections on experiences like these produced a clear view of how he felt a leader should behave. He came to understand that respecting others, being authentic, building relationships, taking calculated risks to stretch the organization and living a balanced life are essential to effective leadership.

◎Respecting others

A leader must protect the dignity of others. As Wong says, "Although I have to be tough, I must respect the people I lead. I must look in the mirror and ask myself, 'Would I be proud of what I did today?' And I can't let people mistreat others."

◎Being authentic

Over the years, Wong has found that some leaders try to adopt a leadership façade and take on a persona that fits their image of an effective leader. This might be the tough guy, the authority of the inscrutable leader. But Wong believes that a leader must be authentic — he must be who he is. He must know his strengths and how to use them. As he notes, "A leader must show who he is and what he cares about. You must be who you are and let other people know you. You can't fake it because it will backfire. Being authentic is the only way to develop genuine relationships with other people."

◎Building connections

In Wong's view, the ability to develop genuine relationships is the mark of a good leader. A leader cannot be detached. He or she must connect with others. But such connections must be made by considering both the person and the company. First, a leader must connect around business issues. Wong has lunch every Monday with his top management team and often has one-on-one lunches with individual members of that team. In addition, he interviews applicants for all of the top 300 positions at the club. He uses the interview to get to know the person, build a connection and sell his vision from the very start of the relationship.

(背面仍有題目,請繼續作答)

He also recognizes the importance of connecting informally with people around their personal interest. For example, Wong recalled talking about American football when he was working at Ford in Detroit: "The Monday-morning-quarterback syndrome is a great thing about American culture. On Monday, we would rehash Sunday's game. The game created a focus for the informal conversations that build relationships. Although we talk about different topics in Hong Kong, I do the same thing here."

◎Stretching the organization

Wong believes that taking calculated risks is a good way to build an organization's capabilities. He has used this technique several times at HKJC. For example, in 1998, while in the waiting lounge at Heathrow Airport, he read an article about the millennium celebrations planned for various cities. The piece described the fabulous celebrations planned for London, New York and Sydney, and a simple little party in Hong Kong.

◎Living a balanced life

Over the years, Wong has managed to live a balanced life. He has been married to Agnes for 41 years, and he appreciates the role she has played in his success. He also makes time for physical exercise. He works out at the gym six or seven days a week, which gets him out of the office and gives him time to renew and regenerate. As Wong sees it, his time in the gym is time is well-spent. He says that regular, vigorous exercise gives him the energy, stamina and mental stability needed to do his job well.

Essay Questions #2

- 2.1 How could you describe Wong?
- 2.2 How would you describe Wong's leadership style? Would you want to work for Wong?
- 2.3 What prepared Wong for his role?

Case 3

Albertsons is a huge grocery and drug company. It has more than 2,400 supermarket, and its Osco and Sav-on brands make it the fifth-largest drugstore company in the United States. In a typical year, shoppers will make 1.4 billion trips through its stores.

Albertsons competes in tough businesses. Wal-Mart, in particular, has been eating away at its market share. With revenues flat and profits falling, the company hired Larry Johnston to turn the business around.

Johnston came to Albertsons from General Electric. And it was while he was at GE that Johnston met a training specialist named Ed Foreman. Foreman endeared himself to Johnston when the latter hired Foreman to help him with a serious problem. At the time, Johnston had been sent to Paris to fix GE Medical Systems' European division. The division made CT scanners. Over the previous decade, four executives had been brought in to turn the division around and try to make it profitable. All had failed. Johnston responded to the challenge by initiating some important changes—he made a number of acquisitions, he closed down inefficient plant, and he moved factories to Eastern European countries to take advantage of lower labor costs. Then he brought in

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）

考試日期：0302，節次：3

Ed Foreman to charge up the troops. "After we got Ed in," says Johnston, "people began to live their lives differently. They came to work with a spring in their step." In 3 years, the division was bringing in annual profits of \$100 million. Johnston gives a large part of the credit for this turnaround to Foreman.

What is Foreman's secret? He provides motivation and attitude training. Here's an example of Foreman's primary program—called the Successful Life Course. It lasts 3 days and begins each morning at 6 A.M. The first day begins with a chapter from an inspirational handout, followed by 12 minutes of yoga-like stretching. Then participants march up a hill, chanting, "I know I can, I know I can." This is followed by breakfast and then a variety of lectures on attitude, diet, and exercise. But the primary focus of the program is on attitude. Says Foreman, "It's your attitude, not your aptitude, that determines your altitude. "Other parts of the program include group hugs, team activities, and mind-control relaxation exercises.

Johnston believes strongly in Foreman's program. "Positive attitude is the single biggest thing that can change a business," says Johnston. He sees Foreman's program as being a critical bridge linking employees with customer: "We're in the business of the maintenance and acquisition of customers." And with so many shoppers going through his stores, Johnston say this "provides a lot of opportunities for customer service. We've got to energize the associates." To prove he's willing to put his money where his mouth is, Johnston has committed \$10 million to this training. By year-end 2004, 10,000 managers had taken the course. They, in turn, are training all 190,000 Albertson's "associates," with the help of tapes and books.

Essay Questions #3

- 3.1 "Managers should do everything they can to enhance the attitude and job satisfaction of their employees." Do you agree or disagree with this statement? Cite relevant theories to support your position.
- 3.2 If positive attitude is the single biggest thing that can change a business, how managers can do to change employee's attitude?