一、 選擇題 (單選，每題 1.5 分，不倒扣)

1. An organization is
   a. the physical location where people work.
   b. a collection of individuals working for the same company.
   c. a deliberate arrangement of people to accomplish some specific purpose.
   d. a group of individuals focused on profit-making for their shareholders.
   e. different from a "company" because of legal definition

2. Which of the following is not a characteristic of contemporary organization?
   a. clearly identifiable work units.
   b. flexible work arrangements
   c. employee work teams
   d. open communication
   e. supplier alliances

3. Writing an organizational strategic plan is an example of which of the
   management function?
   a. leading
   b. coordinating
   c. planning
   d. organizing
   e. controlling

4. In large firms, the management role of _____ is most important
   a. resource allocator
   b. entrepreneur
   c. monitor
   d. disturbance handler
   e. liaison

5. Which of the following types of theories dominated early leadership research in
   the 1920s and 1930s?
   a. situational
   b. behavioral
   c. transformational
   d. trait
   e. contingency

6. Which of the following is true regarding McGregor’s motivational theory?
   a. Theory Y managers are more successful
   b. Theory X managers are more successful
   c. McGregor favored the Theory X approach
   d. Neither Theory X or Y has been supported
   e. Theory Y assumes lower order needs dominate
7. In general, research findings for the hierarchy of needs theory indicate
   a. strong support  
   b. moderate support  
   c. contradictory conclusions  
   d. weak support  
   e. no support

8. A manager who believes that employees need constant control would be
described as a _____ according to McGregor
   a. Theory X manager  
   b. Theory Y manager  
   c. Theory Z manager  
   d. a human relation manager  
   e. needs hierarchy

9. What is the original source of an organization's culture?
   a. the organization's industry  
   b. the organization's size  
   c. the organization's age  
   d. the organization's location  
   e. the organization's founder

10. The dominant view in management theory and society in general is the _____
    view of management
       a. symbolic  
       b. omnipotent  
       c. generalist  
       d. autocratic  
       e. dynamic

11. Which of the following statements best represents the symbolic view of
    management?
       a. Outside forces have most of the influences on organizational outcome
       b. Effective managers are viewed as role models that employees emulate
       c. Upper management's proper role is that of organizational figurehead
       d. Managers are one of the three significant forces that determine
          organizational outcomes.
       e. Managers are directly responsible for the success or failure of the
          organization

12. Which of the following does not have a part in defining organizational culture?
    a. values  
    b. rituals  
    c. myths  
    d. practices  
    e. laws
13. ______ present(s) the greatest risk to an organization going international
   a. Joint ventures
   b. Strategic alliances
   c. Licensing
   d. Foreign subsidiaries
   e. Franchising

14. Concerning the interaction between national culture and organizational culture, which of the following is true?
   a. They tend to cancel out each other
   b. National culture is easier to change
   c. In business, national culture and organizational culture do not interact
   d. National culture has a greater impact than organizational culture on employee
   e. National culture is a social issue, and organizational culture is a business issue

15. Successful global management requires
   a. rigid application of home country practices
   b. enhanced sensitivity to differences in national customs and practices
   c. learning to speak affluent English
   d. teaching Chinese to foreign employees
   e. a “hands off” attitude

16. ______ is a cultural measure of the extent to which a society accepts the unequal distribution of power in institutions and organizations.
   a. Power distance
   b. Uncertainty avoidance
   c. Quantity of life
   d. Quality of life
   e. Culture shock

17. Decision making is typically described as which of the following?
   a. deciding what is correct
   b. putting preference
   c. choosing among alternatives
   d. processing information
   e. the end result of data collection

18. If a manager was purchasing a computer system, issues such price and model are examples of which part of the decision-making process?
   a. problem identification
   b. criteria weight allocation
   c. identifying decision criteria
   d. evaluating decision effectiveness
   e. implementing the alternatives
19. Which of the following is not an “organizing” decision?
   a. What are the organization’s long-term objectives?
   b. How should jobs be designed?
   c. How many subordinates should I have report directly to me?
   d. How much centralization should there be in the organization?
   e. When should the organization implement a different structure?

20. Well-structured problems align well with which type of decision-making?
   a. programmed
   b. satisfying
   c. intuition
   d. “gut feeling”
   e. “garbage can” approach

21. Plans that apply to the entire organization, establish the organization’s overall objectives, and seek to position the organization in terms of its environment are called _______ plans.
   a. operational
   b. long-term
   c. strategic
   d. specific
   e. directional

22. Compared to directional plans, what type of plan has clearly defined objectives?
   a. strategic
   b. single-use
   c. short-term
   d. specific
   e. standing

23. Which of the following is the foundation of planning?
   a. employees
   b. objectives
   c. outcomes
   d. computers
   e. the planning department

24. Which of the following is not one of four common elements of Management By Objectives (MBO)?
   a. goal specific
   b. participative decision-making
   c. an explicit time period
   d. a system loop
   e. performance feedback
25. An organization that is diversifying its product line is exhibiting what type of grand strategy?
   a. stability  
   b. retrenchment  
   c. growth  
   d. maintenance  
   e. division

26. Which of the four business groups in the corporate portfolio matrix has high growth and high market share?
   a. cash cow  
   b. stars  
   c. question marks?  
   d. dogs  
   e. elephants

27. Dogs, one of the four business groups in the corporate portfolio mix, are characterized by which of the following features?
   a. low growth, high market share  
   b. high growth, low market share  
   c. low growth, low market share  
   d. high growth, high market share  
   e. moderate growth, moderate market share

28. The Boston Consulting Group contends that doubling manufacturing volume typically leads to a _____ percent decrease in the per-unit cost of manufacturing the product.
   a. 5-10  
   b. 10-20  
   c. 20-30  
   d. 30-40  
   e. 40-50

29. According to Porter’s competitive strategies framework, which of the following strategies seeks to be unique in its product offering and in its industry in ways that are widely valued by customers?
   a. cost leadership  
   b. differentiation  
   c. focus  
   d. “stuck in the middle”  
   e. TQM

30. _____ focuses on quality and continuous improvement.
   a. Reengineering  
   b. Strategic management  
   c. The portfolio concept  
   d. Grand strategy  
   e. TQM
31. What are three tools that managers can use to analyze their organization's environment?
   a. strategic planning, environmental scanning, and TQM
   b. forecasting, budgeting, and time management
   c. environmental scanning, forecasting, and benchmarking
   d. benchmarking, planning, and evaluating
   e. budgeting, scanning, and environmental planning

32. Technological forecasting attempts to predict changes in technology and
   a. the time frame in which new technologies are likely to be economically feasible
   b. the rate of that change
   c. obsolescence time
   d. the costs of those changes
   e. how best to integrate those changes into the company

33. Forecasting techniques are most accurate when which of the following occurs?
   a. a dynamic environment
   b. a slowly changing environment
   c. computer simulation is utilized
   d. substitution effect
   e. economic indicators

34. A(n) _______ is a numerical plan for allocating resources to specific activities
   a. economic benchmark
   b. economic forecast
   c. budget
   d. personnel headcount
   e. financial simulation

35. What type of scheduling method is useful for large, highly complex project scheduling?
   a. PERT Network Analysis
   b. Gantt Chart
   c. Load Chart
   d. critical paths
   e. event chart

36. Grouping activities on the basis of customer flow is
   a. functional departmentalization
   b. product departmentalization
   c. geographical departmentalization
   d. process departmentalization
   e. technological departmentalization
37. **Span of control** refers to which of the following concepts?
   a. how much power a manager has in the organization
   b. the geographic dispersion of a manager’s subunits of responsibility
   c. how many subordinates a manager can effectively and efficiently supervise
   d. the number of subordinates affected by a single managerial order
   e. the amount of time it takes to pass information down through a manager’s line of command

38. All of the following factors indicate that a decentralized organization would be most effective except when
   a. the environment is complex
   b. decisions are relatively minor
   c. the organization is facing a crisis
   d. the company is geographically dispersed
   e. managers having involvement and flexibility to make decision

39. Which of the following is an accurate statement?
   a. Strategy follows structure
   b. Strategy and structure are not linked
   c. strategy and structure are equal in temporal importance
   d. structure follows strategy

40. Job analysis is concerned with which of the following human resource planning aspects?
   a. deciding how well someone is performing his/her job
   b. what behaviors are necessary to perform a job
   c. hiring someone to do a job
   d. estimating pay on job level in an organization
   e. counting the number of jobs in an organization

41. The interview, as a selection device, is most likely useful for which of the following types of occupation?
   a. janitor
   b. accountants but not attorneys
   c. bank manager
   d. crane operator
   e. entry-level engineer
42. Providing training on developing cooperation, teamwork, and trust are examples of what form of skill training?
   a. problem-solving
   b. interpersonal
   c. behavioral
   d. cognitive
   e. technical

43. According to Kurt Lewin, increasing the driving forces, which direct behavior away from the status quo, is a means of doing which of the following?
   a. unfreezing
   b. changing
   c. retraining forces
   d. refrreezing
   e. melting

44. Which of the reasons for resistance to change may be beneficial to the organization?
   a. uncertainty
   b. freezing
   c. concern over personal loss
   d. interpretive thinking

45. _____ is the process of taking a creative idea and turning it into a useful product, service, or method of operation.
   a. Innovation
   b. imagination
   c. Creativity
   d. interpretive thinking
   e. CQI

46. Which of the following is an example of a variable that can foster innovation?
   a. mechanistic structure
   b. organic structure
   c. low organizational resources
   d. low ambiguity acceptance
   e. low job security

47. People will do better when they get _____ because it helps identify discrepancies between what they have done and what they want to do.
   a. input
   b. goals
   c. equity
   d. power
   e. feedback
48. Reinforcement theorists believe that behavior results from which of the following?
   a. external consequences  
   b. internal personality traits 
   c. setting high goals 
   d. intrinsic satisfiers 
   e. hygiene factors

49. _____ is vertical expansion of a job by adding planning and evaluating responsibilities.
   a. Job scope 
   b. Job enlargement 
   c. Job enrichment 
   d. Job design 
   e. Job criteria

50. The research evidence on the use of job enrichment programs could be classified as
    a. encouraging. 
    b. strongly supportive. 
    c. moderately supportive. 
    d. inconclusive. 
    e. unsupportive.

二、 論述題 （25%）

隨著科技發展的快速變動，企業經營的環境因素也跟着劇烈變動，有學者指出，雖然一個公司有好的管理是可以增強該公司短期的競爭力，但長期而言，一個公司的命運仍然是繫於管理者所無從著力的外在的因素。1999年3月4期的哈佛管理評論（HBR）有此一段話：“Managers can not predict which business strategies or product platforms will survive. At best, they can try to innovate or scramble to adopt. All companies will die, just at different times. In other words, it’s the system, not management, that dominates.”這種看法的鼻祖應可推到經濟學家約瑟夫（Joseph Schumpeter）的所謂『建設性破壞性之論點』（Creative destruction），如果延續這個看法，可以推論說在公司追求生存與發展的努力過程中，經理人的角色已經漸漸趨於功能已經漸漸不彰。

1. 請問在傳統管理學中所揭示的經理人（manager）的角色（3%）與功能（5%）是什麼？
2. 請問你同意不同意“...在公司追求生與發展的努力過程中，經理人的角色已經漸漸趨於功能已經漸漸不彰...”的看法（5%）？你的理由是什麼（5%）？
3. 面對知識經濟時代的來臨，你認為傳統管理學的經理人所最需要強化的能力是什麼？請說明，（7%）