

所別：工業管理研究所碩士班 甲組 科目：管理學

請注意！回答時請清楚標明題號，並以大寫 A, B, C, D 回答，否則以零分計算！

共四十題選擇題，每題 2.5 分

- All of the following statements are true concerning types of organizational cultures **except**:
  - in a culturally homogeneous organization, no single type of culture will predominant.
  - there are four pure types of organizational culture.
  - a market culture has a stable control orientation.
  - all of the above
- A(n) \_\_\_\_\_ team usually consists of employees from different areas of a department who consider how something can be done better.
  - cross-functional
  - eclectic
  - employee participation
  - problem-solving
- A team brought together as a task force to look at a specific problem \_\_\_\_\_.
  - disbands when its assignment is complete
  - endures as long as the organization maintains its basic structure
  - includes a manager and subordinates
  - is essential for accomplishing the core work of the organization
- All of the following are typical effectiveness criteria for teams **except** \_\_\_\_\_.
  - speed
  - creativity
  - discipline
  - accuracy
- Procter & Gamble has a policy that most messages are to be limited to a page or less. They feel that loose logic may be camouflaged in a ten-page or longer proposal while key assumptions get lost. This policy is consistent with \_\_\_\_\_ as a means to overcoming barriers to communication.
  - regulating the flow of information
  - encouraging feedback
  - simplifying the language used in the message
  - restraining negative emotions
- A \_\_\_\_\_ leader is a person who has the ability to influence others because of his or her inspirational qualities.
  - transformational
  - charismatic
  - divine
  - inspirational
- Which approach to motivating employees concentrates on key characteristics of the tasks of the position?
  - managerial approach
  - individual design
  - job characteristics
  - organizational design
- What company was required to pay nearly \$140 million to current and former employee for racial discrimination?
  - Exxon
  - Chevron
  - Texaco
  - Denny's Restaurant
- All of the following correctly describe the common framework for radical organizational change **except** \_\_\_\_\_.
  - the framework was developed by social scientist Kurt Lewin
  - the model divides the change process into four stages
  - stage 1 is referred to as "unfreezing"
  - the change is solidified in the "refreezing" stage
- There are two fundamental concepts around which all organizations are organized: \_\_\_\_\_.
  - labor and technology
  - authority and delegation
  - differentiation and integration
  - hierarchy and span of control
- Waste Management tracked data on customer complaints and truck driver accidents as input for \_\_\_\_\_.
  - corrective controls
  - preventive controls
  - individual controls
  - cost-benefit controls
- Which of the following is not one of the uses for the seven planning and decision aids suggested in the text?
  - These aids are useful at various levels in the organization.
  - These aids are useful in virtually all functional areas.
  - These aids can assist in the analysis essential to planning and decision making associated with many types of organizational issues and problems.
  - These aids are considered general planning and decision aids.
- The conditions under which decision are made can be broadly classified as \_\_\_\_\_.
  - certainty and risk
  - certainty, risk, and uncertainty

注意：背面有試題

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- C. uncertainty and risk  
D. certainty and uncertainty
14. Which of the following questions is not often answered in a mission statement?  
A. What business are we in?  
B. Who are we?  
C. What are we about?  
D. How will we achieve our goals?
15. A set of values and rules that define right and wrong conduct is known as \_\_\_\_\_.  
A. social mobility  
B. ethics  
C. natural duty  
D. traditional responsibility
16. A(n) \_\_\_\_\_ is someone who manages resources in order to create something new—a new business, a new product or service, or even a new market.  
A. stakeholder  
B. financial speculator  
C. venture capitalist  
D. entrepreneur
17. Domestic instability and corruption are components of \_\_\_\_\_.  
A. economic risk  
B. political risk  
C. foreign conflict  
D. political climate
18. Which of the following is least important to new workers entering the job market?  
A. flexibility in terms of employment  
B. making a meaningful contribution to society  
C. ability to earn a good living  
D. being appreciated and supported by management
19. The person most closely associated with bureaucratic management is \_\_\_\_\_.  
A. Adam Smith  
B. Frederick Taylor  
C. Max Weber  
D. Henry Gilbreth
20. Which of the following is not considered a key managerial competency?  
A. communication  
B. teamwork and strategic action  
C. entrepreneurship  
D. global awareness and self-management
21. A \_\_\_\_\_ is a person who plans, organizes, directs, and controls the allocation of human, material, financial, and information resources in pursuit of the organization's goals.  
A. organization  
B. manager  
C. CEO  
D. functional officer
22. In what specific sequence do managers perform their managerial functions in order to achieve company goals?  
A. planning, organizing, leading, controlling  
B. organizing, leading, controlling, planning  
C. leading, controlling, planning, organizing  
D. None of the above because the functions are often performed simultaneously,
23. All of the following are reasons managers plan except:  
A. establishing an overall direction for the organization's future.  
B. identifying and committing the organization's resources to achieving its goals.  
C. coordinating human, material, and information resources.  
D. deciding which tasks must be done to reach those goals.
24. Which of the following is essential in order to work with people from other backgrounds?  
A. appropriate language  
B. negotiation skills  
C. social etiquette  
D. openness and sensitivity
25. Billy Durant has been assigned to a potentially large volume seasonal rental customer who brings a crew from Mexico every year. The reason previous salesmen have failed to get the order is most likely related to \_\_\_\_\_.  
A. integrity and ethical conduct  
B. understanding the industry  
C. lack of strategic planning  
D. cultural knowledge & understanding
26. \_\_\_\_\_ has created a new group of rapid-growth countries in Central and Eastern Europe.  
A. The establishment of the European Union  
B. The establishment of a common European currency, the Euro,  
C. The North American Free Trade Agreement (NAFTA)  
D. The collapse of Communism in 1989
27. The European Union has increased market opportunities and fostered competition for companies outside of Europe. For example, \_\_\_\_\_, which had no previous global experience, began operating in Europe.  
A. Ford  
B. NBC  
C. IBM  
D. UPS

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28. Sheila Dinkler has convinced the management of Joske Products to adjust their product line and their business practices to meet the needs of the countries that purchase their products. Sheila is asking her organization to adopt a(n) \_\_\_\_\_ strategy.
- A. multinational
  - B. multidomestic
  - C. exporting
  - D. international
29. The likelihood that a specific outcome will occur, based on hard facts and numbers, is known as \_\_\_\_\_ probability.
- A. rational
  - B. subjective
  - C. predicted
  - D. objective
30. Uncertainty suggests that the problem and the alternative solutions are both \_\_\_\_\_ and \_\_\_\_\_.
- A. ambiguous; highly unusual
  - B. risky; opportunities
  - C. problems; opportunities
  - D. strengths; weaknesses
31. The types of \_\_\_\_\_ available to managers in trying to solve problems range from the known and well defined to the untried and ambiguous.
- A. information
  - B. solutions
  - C. routines
  - D. human resources
32. Christina Culbert is a judge. Her decision on the Hanover case represents a sharp break with past decisions and she has been very careful to define the problem in the case and review prior court decisions. In this example, Culbert makes a(n) \_\_\_\_\_ decision.
- A. risky
  - B. innovative
  - C. judgmental
  - D. adaptive
33. When making \_\_\_\_\_ decisions under near certain conditions, individuals don't need to follow all of the phases in the rational decision making model.
- A. continuous
  - B. routine
  - C. core
  - D. adaptive
34. Phase I in the rational decision-making model includes the skill of \_\_\_\_\_, which involves identifying and monitoring numerous external and internal environmental factors and deciding which ones are contributing to the problem.
- A. interpreting
  - B. noticing
  - C. communication
  - D. teamwork
35. When a few incidents or cases are viewed as representative of a larger population, even when they aren't, the law of \_\_\_\_\_ bias exists.
- A. population concentration
  - B. large numbers
  - C. incidents
  - D. small numbers
36. A(n) \_\_\_\_\_ decision-making process is most likely to occur when decisions involve powerful stakeholders, disagreement over goals, and the lack of search for alternative solutions.
- A. rational
  - B. political
  - C. irrational
  - D. adaptive
37. Title VII of the Civil Rights Act of 1964 emphasizes the prohibition of discrimination in all aspects of employment except for \_\_\_\_\_.
- A. age and disability status
  - B. religion and race
  - C. color and ethnicity
  - D. sex and race
38. A basic lesson that has been learned from research on performance appraisal accuracy is that \_\_\_\_\_.
- A. workers are essentially lazy
  - B. performance evaluation is not as important as many people believe
  - C. performance is very difficult to assess
  - D. money is the only real motivator
39. When compensation is linked to the level of performance exhibited by employees, it is referred to as \_\_\_\_\_.
- A. monetary compensation
  - B. direct compensation
  - C. incentive pay
  - D. in-kind pay
40. Many companies offer benefits voluntarily, with no legal requirement specifying the types and amounts of benefits offered. All of the following are benefits some companies offer voluntarily to their employees **except** \_\_\_\_\_.
- A. health insurance
  - B. paid vacation
  - C. disability insurance
  - D. workers' compensation