

※ 注意：請用 2B 鉛筆作答於答案卡，並先詳閱答案卡上之「畫記說明」。

1. Which of the following is *not* an example of unethical managerial behavior?
 - A. Information asymmetry
 - B. Information manipulation
 - C. Self dealing
 - D. Environmental degradation

2. Agency theory would *not* be useful in understanding the relationship between
 - A. a CEO and his or her top management team.
 - B. top-level executives and middle managers.
 - C. managers at the same organization level.
 - D. stockholders and the CEO.

3. When are the interests of stockholders and senior managers likely to be most closely aligned?
 - A. When the board of directors is dominated by insiders.
 - B. When corporate raiders are unable to mount a takeover bid.
 - C. When stockholders are weak.
 - D. When managers receive most of their compensation in the form of stock options.

4. You have been watching some of the workers on your shift sort and put inventory in storage bins. It appears that much time and effort are being wasted. Therefore, you decide to analyze the workers' overall task and then select and train workers for specific parts of the job so as to increase worker' productivity. You are applying the principles of
 - A. scientific management.
 - B. organization behavior.
 - C. management science.
 - D. contingency theory.

5. Which of the following approaches to management uses knowledge from such disciplines as psychology, economics, and medicine?
 - A. Scientific management
 - B. Organizational behavior
 - C. Administrative management
 - D. Management science

6. Company A has just signed an agreement to furnish its technology to a foreign company that will manufacture Company A's product, sell it in the foreign country, and pay Company A specified percentage of its sales. This kind of arrangement is known as
 - A. joint venture
 - B. licensing.
 - C. foreign direct investment.
 - D. exporting

7. A life insurance company has a television ad in which the company tells you that if you are over fifty and your name is not on the brochure describing a particular insurance

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- policy, it should be. What competitive strategy does this represent?
- A. Differentiation
 - B. Over cost leadership
 - C. Focus
 - D. None of the above.
8. Which of the following is characteristic of a business classified as a star?
- A. Has a large share of a low-growth market.
 - B. Usually competes in a mature industry.
 - C. Requires little money for growth and expansion.
 - D. Requires large amounts of short-run cash support.
9. An oil company is trying to decide where to drill for oil. It has identified a limited set of alternatives and developed probability estimates for various sites. This is known as
- A. decision making under uncertainty.
 - B. decision making under risk.
 - C. decision making under absolute certainty.
 - D. decision making under unrealistic conditions.
10. You need a psychology course for graduation. There are five different courses you could take. You look at the schedule of courses and choose the first course you come to that will fit your personal class schedule. What would Herbert Simon call what you have just done?
- A. Means-end inversion
 - B. Irrational decision making
 - C. Optimization
 - D. Satisficing
11. In which of the following retail ventures would a small business operator be most likely to succeed?
- A. Supermarket
 - B. Discount department store
 - C. Clothing store catering to working women
 - D. Used car dealership
12. Which of the following is an example of identifying a new niche in an established market?
- A. Reducing the size of a computer so that it is portable
 - B. Modifying a computer so that it is usable by untrained persons
 - C. Reducing the price of a printer so that it is more affordable
 - D. Designing a computer that can control traffic flow on a freeway
13. You and your friend have had a partnership for many years, but you have decided you need to incorporate. Which of the following would be a disadvantage of this move from a partnership to a corporation?

- A. Unlimited liability
B. Problems obtaining financing
C. Business ends when one partner wants out
D. Double taxation
14. In organization A, four people are assigned to each supervisor. In organization B, eight people are assigned to each supervisor. Assuming that the number of people in both organizations is the same, which of the following relationships exists?
A. The span of management in A is narrower than in B.
B. A will be more successful than B.
C. A is more decentralized than B.
D. More delegation will take place in A than in B.
15. You need to have some data analyzed so you can use the information in tomorrow's class meeting. Your classmate has agreed to stay after work and do the analysis for you, but before he can enter the data into the computer, you have to put it in a certain format for him. Once this is done, he can generate the information that you need. What level of interdependence is this?
A. Pooled
B. Complex
C. Sequential
D. Reciprocal
16. Company X has three different businesses, all of which are related to various aspects of the hardware business. The managers are allowed a fairly high degree of autonomy in their operations, yet they coordinate their activities as needed. Purchasing is highly centralized, but many other functions are quite decentralized. What form of organization design does Company X employ?
A. Holding company (H-form) structure
B. Multidivisional (M-form) structure
C. Functional (U-form) structure
D. Matrix structure
17. Which of these is the degree to which people believe that what happens is a direct consequence of their behavior?
A. Locus of control
B. Dogmatism
C. Self-esteem
D. Authoritarianism
18. After working in a French restaurant for four years to pay for your college tuition, you vowed never to work in a restaurant again. But after graduation the only job offer you receive is a managerial job in a local restaurant. Your acceptance of this job is referred to as
A. low self-esteem

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- B. cognitive dissonance
C. internal attribution
D. external locus of control
19. Which of the following perspectives on motivation concerns “what” motivates people rather than “how” they are motivated?
A. Reinforcement Theory
B. Path-Goal Theory
C. Hierarchy of Need Theory
D. Expectancy Theory
20. According to recent research findings, which of the following needs is apparently very important to success as a manager?
A. Self-actualization
B. Safety
C. Affiliation
D. Power
21. You felt neutral toward your Management class after the first week. However, after you made an A grade on the mid-term exam, you said the class was great. This is an example of which of the following?
A. Satisfaction leads to performance.
B. Performance leads to satisfaction.
C. Expectancy leads to high performance.
D. Satisfaction leads to intrinsic rewards.
22. Lee Iacocca was able to get employees at Chrysler to identify with the ideal of a “new Chrysler Corporation” to the extent that unions were willing to take pay cuts and people worked with a sense of mission for the first time in years. Which of the following best describes Iacocca in this role?
A. Charismatic leaders
B. Directive leader
C. Transformational leader
D. Task-oriented leader
23. Which of the following actions should increase the cohesiveness of a sales force?
A. A sales contest between the sales force and the sales force in another division of the company.
B. An increase in the size of the sales force to at least twenty-five to thirty members.
C. Hiring a “super salesperson” who will dominate the group and tell them what they should do to improve sales.
D. Allowing the group to fail so they will see they have to work together in the future.
24. If a manager has a directive leadership style and works in an organization where performance expectations are minimal, which control strategy is most appropriate?

- A. Clan control
B. Financial control
C. Bureaucratic control
D. Laissez faire
25. The unit production costs of your company go up dramatically during the past three years. One major reason is high interest rates on money borrowed to purchase and store the inputs. Which of the following should your company consider?
A. Management by objectives (MBO)
B. Balanced scorecard
C. Total quality management (TQM)
D. Just-in-time inventory systems (JIT)
26. Which communication sequence is typical?
A. sender -> channel -> medium -> decoding -> receiver
B. sender -> encoding -> channel -> decoding -> receiver
C. sender -> decoding -> channel -> encoding -> receiver
D. source -> sender -> encoding -> decoding -> receiver
27. Maslow argued that once a need is substantially satisfied, _____.
A. that need continues to be the primary motivation of an individual
B. individuals no longer require that need
C. it becomes a higher-order need
D. the next need becomes dominant
28. A company that is pursuing a cost leadership strategy would be most likely to have this kind of structure.
A. team
B. matrix-project
C. virtual
D. mechanistic
29. Functional departmentalization groups jobs by _____.
A. type of customer they serve
B. products or services they manufacture or produce
C. territories they serve
D. tasks they perform
30. According to Herzberg, favorable hygiene factors can cause an employee to feel _____.
A. satisfied
B. dissatisfied
C. indifferent
D. not dissatisfied

31. Emotional intelligence includes all of the following EXCEPT _____.
- A. self-management
 - B. self-awareness
 - C. cognitive skills
 - D. social skills
32. The primary reason for why social loafing occurs is that output contributions from _____ easily be measured.
- A. the entire group cannot
 - B. individuals can
 - C. individuals cannot
 - D. the leader group cannot
33. A person who is experiencing cognitive dissonance might have his discomfort from the dissonance reduced if he has _____ control over his actions.
- A. little or no
 - B. some
 - C. almost total
 - D. total
34. A person who believes that "the ends justify the means" would be likely to have a high level of which personality trait?
- A. intuition
 - B. sensing
 - C. Machiavellianism
 - D. self-awareness
35. When people judge someone on the basis of the perception of a group they are a part of, they are using the shortcut called _____.
- A. selectivity
 - B. the halo effect
 - C. stereotyping
 - D. assumed similarity
36. The first step in Lewin's three-step description of the change process involves _____.
- A. unfreezing the status quo
 - B. looking for a new style
 - C. changing to a new state
 - D. freezing the new state
37. A referent in equity theory refers to which of the following?
- A. a theoretical worker
 - B. other people, systems, or oneself
 - C. other people and systems only
 - D. oneself only

38. Which kind of resistance to change is more likely to be beneficial to a company?
- A. uncertainty
 - B. fear of losing status or possessions
 - C. conflict with company goals
 - D. habit
39. A light-hitting baseball player who is suddenly asked to play like a power hitter and hit homeruns would be likely to experience _____ stress.
- A. role ambiguity
 - B. role conflict
 - C. role overload
 - D. role demand
40. Effectiveness is synonymous with _____.
- A. efficiency
 - B. cost minimization
 - C. goal attainment
 - D. smart management
41. Parochialism is _____.
- A. a desire to leave one's own culture for a foreign culture
 - B. a tendency to view the world through a single perspective
 - C. recognition of diverse religious beliefs
 - D. acceptance of diverse points of view
42. Which of the following would NOT be an example of green management?
- A. a company using reusable rather than disposable containers
 - B. a company shipping in organic fruits for employees all year round
 - C. a company rewarding workers to carpool
 - D. a company using wind energy for electricity
43. A _____ is a formal document that states an organization's primary values and the ethical rules it expects its employees to follow.
- A. code of ethics
 - B. vision statement
 - C. mission statement
 - D. statement of purpose
44. What is a heuristic?
- A. A purely intuitive method of decision making
 - B. A totally unreliable method of decision making
 - C. A shortcut or rule of thumb that is used for decision making
 - D. A complicated and systematic method of decision making

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45. Programmed decisions draw heavily on which of the following?
- A. Mistakes made in the past
 - B. Innovative new solutions
 - C. Past solutions that were unsuccessful
 - D. Past solutions that were successful
46. Which of the following is NOT an appropriate element for the “W” component in a company’s SWOT analysis?
- A. Incomplete product line
 - B. Lack of fund
 - C. Fierce competition
 - D. Slow in innovation
47. A cost leadership competitive strategy focuses on which of the following?
- A. Efficiency
 - B. Elegant design
 - C. Luxury
 - D. Innovation
48. The chain of command answers this question.
- A. Who reports to whom?
 - B. How do I know when the task is complete?
 - C. Where do I go for help?
 - D. What are the rules?
49. The personal secretary of a top manager is more likely to have _____.
- A. power and authority
 - B. power but not authority
 - C. line authority but not staff authority
 - D. authority but not power
50. A baseball coach showing players how to catch the ball during practice is carrying out _____, a form of concurrent control.
- A. indirect supervision
 - B. feedback supervision
 - C. unstructured supervision
 - D. direct supervision

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