

單選題50題，每題2分。

※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. Miss Lin is currently seeking a job that includes telecommuting, shared jobs, flextime, and organization-sponsored sabbaticals. Based on this information, Miss Lin most likely belongs to which demographic group?
 - A. Baby Boomer
 - B. Generation X
 - C. Generation Y
 - D. Tweener

2. Which of the following uses the latest information technology to keep in close touch with customers and to collect and manage large amounts of customer data?
 - A. Supply chain management
 - B. Learning organizations
 - C. Scientific management
 - D. Customer relationship management

3. Ms. Wang, manager of the finance division, distributes relevant information everyday to all her employees enabling them to make quality decisions. Wang is performing which of the following roles?
 - A. Monitor role
 - B. Disseminator role
 - C. Spokesperson role
 - D. Disturbance handler role

4. Who is considered the "first lady of management?"
 - A. Mary Parker Follett
 - B. Lillian Gilbreth
 - C. Carly Fiorona
 - D. Anne Adams

5. All of these are a part of an organization's task environment EXCEPT
 - A. Customers
 - B. Labor markets
 - C. Competitors
 - D. Employers

6. Which of the following roles are assumed by people and/or departments that link and coordinate the organization with key elements in the external environment?
 - A. Figurehead
 - B. Liaison
 - C. Boundary-spanning
 - D. Disturbance handler

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7. Many organizations are adapting to the environment by developing more of a(n) ____ relationship rather than a(n) ____ relationship with competitors.
- A. adversarial, partnership
 - B. partnership, adversarial
 - C. strategic, competitive
 - D. competitive, strategic
8. The adaptability culture emerges in an environment that requires ____ response and ____ decision making.
- A. fast; high-risk
 - B. fast; low-risk
 - C. slow; high-risk
 - D. slow; low-risk
9. Your company has recently decided to design and manufacture a laptop that retails for under \$50, in an effort to make information technology available to people in places like rural Africa and rural India. This is known as what type of strategy?
- A. Bottom of the pyramid strategy
 - B. Skimming the barrel strategy
 - C. Cream of the crop strategy
 - D. Base price strategy
10. Mr. Chen has a high tolerance for the unstructured, the unclear, and the unpredictable. He can best be described as having:
- A. High uncertainty avoidance
 - B. Low uncertainty avoidance
 - C. High degree of individualism
 - D. Low level of power distance
11. A cultural attitude marked by the tendency to regard one's own culture as superior to others is called
- A. Ethnocentrism.
 - B. Polycentrism.
 - C. Geocentrism.
 - D. None of these.
12. The golden rule "do unto others as they would do unto you" is
- A. an example of the utilitarian approach to ethical behavior.
 - B. representative of the moral-justice approach to moral decision making.
 - C. an example of the values that guide the individualism approach to ethical behavior.
 - D. an example of the justice approach to ethical behavior.

13. The organization's reason for existence is known as
- A. the organization's value.
 - B. the organization's vision.
 - C. the organization's mission.
 - D. the organization's goal.
14. Which of these is lacking in the goal "profits should be increased in the coming year?"
- A. Specific and measurable
 - B. Challenging but realistic
 - C. Covers key result areas
 - D. Defined time period
15. ____ involves looking at trends and discontinuities and imagining possible alternative future to build a framework within which unexpected future events can be managed.
- A. Scenario planning
 - B. Crisis planning
 - C. Contingency planning
 - D. Trend management
16. The ____ is the individual who is assigned the role of challenging assumptions made by the group.
- A. group gadfly
 - B. Delphi leader
 - C. devil's advocate
 - D. brainstormer
17. Your company is a global telecommunications company that has operations on four continents. The CEO's direct supervisors include VPs for the American, European, African and Pan Asian divisions. Your company can best be described as using what organizational structure?
- A. Network
 - B. Matrix
 - C. Divisional
 - D. Geographic
18. You work for a company that has clearly defined lines of authority. Each employee knows that he or she has authority and responsibility for a distinct set of tasks. Employees are also aware of the company's reporting structure as well as successive management levels all the way to the top. Your company follows which principle?
- A. Specialization principle
 - B. Unity of command principle
 - C. Scalar chain principle
 - D. Authority-responsibility principle

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19. Which of the following means extending the search for and commercializing new ideas beyond the boundaries of the organization and even beyond the boundaries of the industry?
- A. An idea champion
 - B. Open innovation
 - C. A new-venture team
 - D. An idea incubator
20. There are many organizational development activities, which are effective in solving many different problems. ____ enhances the cohesiveness and success of organizational groups.
- A. Team building
 - B. Survey feedback
 - C. Intergroup activities
 - D. Process-Consultation activities
21. Mr. Chang is a new interviewer who just finished an interview with Mary. Mary's professional style and flawless grooming immediately struck him. Mr. Chang gave Mary a very good evaluation although her previous working experience and educational background were not that exceptional. What rating error did Mr. Chang succumb to?
- A. Halo effect
 - B. Central tendency
 - C. Stereo type
 - D. Homogeneity
22. All of the following are key steps of setting up feedback control systems EXCEPT
- A. comparing performance to standards.
 - B. establishing standards.
 - C. getting employee opinions.
 - D. measuring performance.
23. ____ is(are) most beneficial when employees have challenging jobs.
- A. Six Sigma
 - B. Total Quality Management
 - C. Kaizen
 - D. Quality circles
24. Your subordinates say that they love working for you because you inspire them to not only believe in the organization but to believe in their own potential as well. Based on this example, you can best be described as what type of leader?
- A. Charismatic
 - B. Autocratic
 - C. Democratic
 - D. Transformational

25. You are the vice president of a high tech company. You give a presentation to all divisional employees to outline the company's goals for the coming year. This is an example of what type of organizational communication?
- A. Lateral communication
 - B. Grapevine communication
 - C. Downward communication
 - D. Upward communication
26. Which of the following career paths is likely to be followed by a manager who has strong interpersonal skills, but only average technical and conceptual skills?
- A. not achieve any managerial success
 - B. progress to the highest level of management
 - C. progress slowly at first, then rise to the top
 - D. progress quickly at first, but reach a plateau
27. Which of the following individuals can be considered a whistle-blower?
- A. Mr. Chao, who discovers evidence of malpractice in the organization he works for and chooses to report it
 - B. Mr. Chien, who discovers evidence of malpractice in the organization he works for and chooses to ignore it
 - C. Ms. Sun, who discovers and ignores the fact that her company's main competitor is doing something unethical
 - D. Ms. Lee, who discovers and reports the fact that her company's main competitor is doing something unethical
28. XYZ Corporation is currently implementing an MBO (management by objectives) program. Managers and employees jointly set objectives and develop action plans, and goal achievement is evaluated on an annual basis. XYZ is missing which major activity that must occur in order for MBO to be successful?
- A. Developing a mission statement
 - B. Developing tactical goals
 - C. Reviewing progress periodically
 - D. Reviewing operational plans
29. What is the major difference between a single-use plan and a standing plan?
- A. The single-use plan is used by a single person, while the standing plan is for groups.
 - B. The single-use plan is for nonrecurring situations, while the standing plan is for recurring situations.
 - C. The single-use plan contains every single step in the process, while a standing plan is more generic and vague in nature.
 - D. There is no difference — the two terms mean the same thing.
30. Ms. Wu just conducted the annual performance appraisals of five of her employees. Her appraisal was heavily influenced by the performance of the individuals during the last month. Ms. Wu's bias is an example of
- A. escalation of commitment.
 - B. optimal decision making.
 - C. availability heuristic.
 - D. representative heuristic.

31. A Gantt chart can help managers devise an action plan in all of the following ways EXCEPT
- A. showing the sequence in which the actions will be completed
 - B. showing any expected overlap in the timing of specific actions
 - C. showing when actions will start and how long they will require for completion
 - D. showing the course of action to be taken if plans need to be changed during the course of their implementation
32. According to Miles and Snow, which of the following strategies is normally unsuccessful?
- A. Prospector strategy
 - B. Defender strategy
 - C. Reactor strategy
 - D. Analyzer strategy
33. The Delphi technique is a process in which group members
- A. rank potential solutions to a problem until a clearly favored solution emerges
 - B. ignore the obvious ethical or moral consequences of their decisions
 - C. provide potential solutions to a problem via carefully designed questionnaires
 - D. meet face-to-face to debate the issue
34. Which of the following is an advantage of unrelated diversification?
- A. Stable financial performance over time
 - B. Specific, detailed knowledge about each individual SBU
 - C. Synergy
 - D. Reduced overhead costs
35. Mr. Yang wants to start a new business. With which of the following methods of starting a new business will he pay a share of the income from the business in return for the use of such things as trademarks and business formulas?
- A. Venture capitalism
 - B. Franchising
 - C. Industrial revenue sharing
 - D. Buying an existing business whose purchase price includes "goodwill"
36. Immediately upon being promoted to store manager in a chain bookstore, an associate receives details of her new compensation package: her salary is tied to store profit, and she must customize her benefit plan. This manager's pay structure is a form of _____, and her benefit plan is _____.
- A. broad-based compensation; cafeteria-style
 - B. at-risk compensation; cafeteria-style
 - C. at-risk compensation; traditional
 - D. variable compensation; traditional
37. Which of the following is NOT true?
- A. Informal power is given/granted by others.
 - B. Informal power does not follow formal channels.
 - C. Informal power is far less stable than formal authority.
 - D. Informal power is assigned by the organization to managers.

38. In McClelland's theory, high achievers are those who
- A. prefer others to set their goals.
 - B. shun responsibility for solving problems.
 - C. act uncontrollably.
 - D. solicit feedbacks.
39. According to Michigan Studies, manager using _____ pay close attention to subordinates' work, explain work procedures, and are keenly interested in performance.
- A. consideration behavior
 - B. employee-centered leader behavior
 - C. job-centered leader behavior
 - D. initiating-structure behavior
40. The leadership model that stresses that leaders have different kinds of relationships with different subordinates is known as
- A. leader member exchange approach.
 - B. Vroom's decision tree approach.
 - C. path-goal theory.
 - D. substitutes for leadership model.
41. During which stage of group development do the members cautiously exchange information and conflicts begin to emerge?
- A. Forming
 - B. Storming
 - C. Norming
 - D. Performing
42. Which of the following is LEAST important if empowerment is to take place?
- A. Managers must declare that those above them have more power.
 - B. Managers must delegate formal authority to make specified decisions.
 - C. Managers must provide training for the newly-empowered workers.
 - D. Managers must not rescind the shared power at the first sign of trouble.
43. Which of the following is true?
- A. The purpose of bureaucratic control is to increase employee self-control.
 - B. A reward system directed at group performance would happen in bureaucratic control.
 - C. Decentralized control is based on organic structural arrangements.
 - D. Decentralized control stresses adherence to rules and regulations.
44. Which of the following is the most common means of financial control within organizations?
- A. Financial audit
 - B. Financial statements
 - C. Budgets
 - D. Benchmarking

45. A sales manager announces that all weekly sales reports must be submitted via email, rather than hardcopy. However, some of the veteran staff members are still putting their reports in the manager's office mailbox. When the sales manager decides to hold a meeting to explain to veteran staff members how electronic submissions will save time, paper, and money, she is using _____ as a means of overcoming resistance to change.
- A. negotiation
 - B. participation
 - C. division of labor
 - D. education
46. Managers use the _____ model to determine the most economical quantity of products to order, so that total inventory costs are minimized.
- A. SQC
 - B. EOQ
 - C. TQM
 - D. PERT
47. What are the two documents produced by a job analysis?
- A. A job description and a job specification
 - B. A job opening and a job list
 - C. A job offer and a job acceptance
 - D. A job application and a job summary
48. _____ usually make programmed decisions; whereas, _____ usually make non-programmed decisions.
- A. Top managers; lower-level managers
 - B. Top managers; middle managers
 - C. Lower-level managers; top managers
 - D. Middle managers; top managers
49. Which of the following characteristics is associated with entrepreneurship?
- A. High need for affiliation
 - B. Internal locus of control
 - C. Intolerance for ambiguity
 - D. Low energy level
50. From the manager's point of view, the least desirable combination of group performance norms and cohesiveness is:
- A. Low cohesiveness/low norms
 - B. Low cohesiveness/high norms
 - C. High cohesiveness/low norms
 - D. High cohesiveness/high norms