

單選題40題，每題2.5分，請選出最合適的答案。

※ 請用2B鉛筆作答於答案卡，並先詳閱答案卡上之作答說明。

1.下列何者不是內部招募的優點？

- (A)成本較外部招募為低
- (B)可以激勵士氣
- (C)申請者較適應未來的工作
- (D)以上皆為內部招募的優點

2.有關績效給薪的描述，何者正確？

- (A)可分為個人以及公司整體兩個層次
- (B)對銷售人員來說，使用公司整體獎勵計畫最佳
- (C)是一種強調獎酬的大小應與績效互相連結的概念
- (D)如果希望促進團隊成員彼此合作，應採用個人獎勵計畫

3.以下何者是用來描述工作的職責與任務內容，並說明每一項工作活動的具體內容與步驟？

- (A)工作說明書
- (B)工作規範
- (C)實際工作預覽 (realistic job preview)
- (D)評鑑中心 (assessment center)

4.下列有關文化控制，何者為非？

- (A)組織可以透過文化控制使得其員工付出超過聘僱合約上寫的工作要求
- (B)是一種內在激勵的措施
- (C)又稱為派系控制 (clan control)
- (D)傳統日本企業文化被稱為是典型的文化控制

5.將從事相同工作的設備聚集於同一處，各產品依照需要前往不同的設備位置，是屬於哪一種設備布置？

- (A)固定點布置
- (B)產品布置
- (C)程序布置
- (D)單元布置

6.下列有關強勢文化與弱勢文化的描述，何者為非？

- (A)在弱勢文化中，組織成員沒有一致的價值與信念
- (B)弱勢文化只重視口號，不重視實踐
- (C)在強勢文化中，公司透過各種人造物與價值信念，傳達組織文化給員工
- (D)強勢文化對組織績效的提升有必然的幫助

7.有關二因子理論 (two-factor theory)，何者錯誤？

- (A)由賀茲伯格 (F. Herzberg) 所提出
- (B)當激勵需求沒有被滿足時，員工將處在「無不滿足」的狀態
- (C)保健需求沒有被滿足時，員工將會感到不滿足
- (D)產生保健需求的條件包括公司政策與實體環境

見背面

8. 有關期望理論 (expectancy theory) 的描述，何者錯誤？
- (A) 此理論強調員工對未來的預期決定了他的激勵過程
 - (B) 對未來的預期區分為「努力-績效連結」(effort-performance linkage) 與「績效-獎酬關連性」(performance-reward linkage)
 - (C) 員工對其工作表現是否能帶來他所希望獲得的結果之信心程度，是指績效與獎酬關連性的信心程度
 - (D) 組織的獎酬制度決定了每位員工的效價 (valence)
9. 有關目標設定理論 (goal-setting theory) 的描述，何者正確？
- (A) 不明確的目標比起具體的目標具有較高的激勵效果
 - (B) 極為艱難的目標比起中等難度的目標具有較高的激勵效果
 - (C) 有設定目標比起沒有設定任何目標，會帶來較高的努力
 - (D) 上司指派的目標，即使員工不願接受，也具有高的激勵效果
10. 團體成員需要在討論前針對問題寫下自己意見，並面對面進行討論，輪流報告自己的想法。在全部意見都寫下後，在進行整體討論與評估，以投票方式做出最終的決策建議，這樣的決策技術稱為什麼？
- (A) 腦力激盪
 - (B) 名義群體技術
 - (C) 德爾菲技術 (delphi technique)
 - (D) 實際群體技術
11. 針對團體凝聚力的影響效果，下列何者正確？
- (A) 凝聚力愈高，成員在團體中的參與程度就會愈低
 - (B) 凝聚力愈高，成員將會盡量不會順從團體規範
 - (C) 凝聚力愈高，愈不可能產生團體迷思現象
 - (D) 當團體凝聚力高時，會將團體目標放在前面，有時候反而會與組織內的其他團體無法協調合作
12. 領導者給予追隨者個別的關懷與智力啟迪，並給予啟發性的激勵。這樣的領導類型稱之為什麼？
- (A) 魅力型領導
 - (B) 轉換型領導
 - (C) 交易型領導
 - (D) 誠正領導
13. 基於本身受到其他人的喜愛或敬重，而具有的權力稱為什麼？
- (A) 強制權
 - (B) 合法權
 - (C) 專家權
 - (D) 參照權
14. 有關路徑目標理論 (path-goal theory)，何者有誤？
- (A) 主要區分為指示型、支持型、成就導向型、參與型等四種領導行為
 - (B) 若部屬的工作任務是含糊不明的，透過指示型領導行為可以幫助他澄清工作上的困難，進而提升其績效
 - (C) 如果激勵措施沒有達到效果，為了要了解部屬的想法，可以使用支持型領導
 - (D) 主管領導行為若能與情境配合，將可以提高領導效能
15. 以自己文化為中心，並以自己的經驗來解讀外在的環境以及來自其他文化成員的行為表現，稱為什麼？
- (A) 種族中心主義
 - (B) 文化歧視主義

- (C)種族文化主義
- (D)種族相對主義

16.有關組織溝通的障礙，何者正確？

- (A)資訊的過濾與扭曲往往是因為報憂不報喜的心態
- (B)管理幅度的大小與溝通效能無關
- (C)權力距離愈高，位階造成的溝通障礙愈明顯
- (D)相較於小型組織，大型科層組織的資訊傳遞比較快速

17.請將衝突過程模型 (the model of the conflict process) 之衝突的五個階段予以排序：

- a.衝突知覺期
 - b.衝突後續期
 - c.衝突外顯期
 - d.衝突感受期
 - e.衝突潛在期
- (A)a、e、c、d、b；
 - (B)a、e、d、c、b；
 - (C)e、a、c、d、b；
 - (D)e、a、d、c、b。

18.下列何者是導致承諾遞升 (escalation of commitment) 的因素之一？

- (A)認為額外的資源投入可以彌補先前的損失
- (B)採用正面的框架，因而傾向風險追逐
- (C)願意承認自己作了錯誤決策
- (D)由於框架效應的影響，獲利的不安感大於損失的樂趣

19.下列有關決策偏差，何者正確？

- (A)錨定 (anchoring) 是指決策者以最初資訊給予過低權重，因而決策受到影響
- (B)可取性偏差 (availability bias) 是決策者以某個現象在某群體出現的機率值作出判斷，但此判斷可能有偏差
- (C)決策者傾向尋求支持決策的資訊，而忽視與決策相抵觸的資訊，稱為確認偏差 (confirmation bias)
- (D)後見偏差 (hindsight bias) 是指決策者在事後懊悔當初曾經錯誤預測某事件發生的機率

20.在剛認識的客戶面前提到自己與某位知名企業家有姻親關係，此為印象管理中的什麼？

- (A) 示好
- (B) 聯想
- (C) 誇讚
- (D) 協助

21. Which of the following was designed to help managers analyze the competitive environment and adapt to or even influence the nature of competition?

- A) Dell's Idea Storm
- B) Michael Porter's model
- C) B2B selling
- D) Peter Drucker's theory
- E) organizational smoothing

見背面

22. Supply chain management refers to the

- A) search for information that is unavailable to most people and the process of interpreting what is important and what is not.
- B) identification of the best-in-class performance by a company in a given area and the comparison of your processes to the company's processes.
- C) procedure of sharing power with employees, thereby enhancing their confidence and their belief that they are influential contributors to the organization.
- D) creation of new products, advanced production techniques, and better ways of managing and communicating.
- E) managing of the network of facilities and people that obtain raw materials, transform them into products, and distribute them to customers.

23. Marcela's Mini Pizzas tries to offer higher-quality food products, more product variety, and wider distribution than its competitors do. What business strategy is Marcela's Mini Pizzas pursuing?

- A) conglomerate diversification
- B) differentiation strategy
- C) vertical integration
- D) concentration strategy
- E) lateral diversification

24. Juanita, a manager of a glassware company, is in the process of deciding what items to add to next year's line of merchandise. For research purposes, she analyzed the past and present conditions of the market and also forecasted future trends. Which of the following steps of the formal planning process has Juanita performed?

- A) goal and plan evaluation
- B) situational analysis
- C) monitor and control
- D) implementation
- E) alternative goals and plans

25. Rabia is developing contingency plans for her catering business. In other words, she is developing

- A) the long-term direction and strategic intent of her company.
- B) a set of broad goals and plans that can be turned into specific goals and plans.
- C) a set of specific processes required at lower levels of an organization.
- D) her organization's basic scope and purpose of operations.
- E) a set of actions to be taken if events require a sudden change.

26. Rashida is a traveling sales representative. Most of her colleagues fill out inaccurate expense records to be eligible for extra reimbursement. Rashida can either do the same thing or record real, accurate expenses. Rashida's situation is an example of

- A) a moral rights debate.
- B) an ethical issue.
- C) a conflict resolution
- D) an avoidance situation.
- E) greenwashing.

27. The top executives of Granite Financial have established processes to review the company's financial dealings and communications with customers to make sure everything is legal and honest yet remain focused on profits. These processes are part of the company's

- A) corporate social responsibility.
- B) ethical climate.
- C) ecocentric management.
- D) legal responsibility.
- E) moral obligation.

28. Crest Craft is a speedboat manufacturing company based in California. The company operates a subsidiary in Australia, marketing products that are customized to appeal to Australian tastes. In this case, Crest Craft is following the _____ model.

- A) domestic
- B) international
- C) multinational
- D) contingency
- E) global

29. Companies that adopt the global model tend to base their global competitive strategy on

- A) local tastes.
- B) decentralized structures.
- C) local politics.
- D) traditional practices.
- E) cost considerations.

30. LEAP Communications Technology has subsidiaries in each country in which it does business. As the parent company, LEAP runs its research and development department from its home country. As a result, each foreign subsidiary remains dependent on it for new products, processes, and ideas. This illustrates the _____ model for global strategy.

- A) international
- B) multinational
- C) global
- D) transnational
- E) intranational

31. Nora works for a corporation and is using the company's resources to build a new line of business for her employers. Nora is a(n)

- A) entrepreneur.
- B) intrapreneur.
- C) extrapreneur.
- D) interpreneur.
- E) pseudopreneur.

32. Helga believes there is an opportunity to start up a business that produces sports equipment using greener technologies, thereby keying into two consumer trends. Into which category does this opportunity best fit?

- A) technological discoveries
- B) demographic changes
- C) lifestyle and taste changes
- D) economic dislocations
- E) government initiatives

33. Even though the production department and advertising departments have completely different tasks, they must work together and coordinate their efforts to make sure the marketing campaign is ready for each new product launch. The degree to which they do this is known as

- A) differentiation.
- B) concentration.
- C) span of control.
- D) unity of command.
- E) integration.

34. To understand such issues as reporting relationships, authority, responsibility, and related ideas, we need to begin with the _____ of an organization's structure.

- A) vertical dimension
- B) vertical integration
- C) horizontal dimension
- D) horizontal integration
- E) vertical hierarchy

35. Several top executives at Cogswell Integrated Systems are part of the corporation's board and are called _____ directors.

- A) operational
- B) surrogate
- C) cooperating
- D) authoritative
- E) inside

36. Oxy Systems Corp. was the first company to utilize a new device developed by Symbol Developers Inc. that enabled Oxy to locate previously undetected underground hot springs that could be tapped as geothermal heating sources. Oxy Systems tested the device and provided a testimonial to other organizations about the product. However, the other organizations were hesitant and decided to wait until the product was proven reliable. In this case, Oxy Systems can be classified as

- A) an innovator.
- B) a late adopter.
- C) part of the early majority.
- D) part of the late majority.
- E) a laggard.

37. Foxtrot Processing Corp. uses a new technology that allows it to produce standard goods in an economical way. In contrast, its competitors strive for uniqueness and use technologies that offer unique products for which customers are willing to pay a premium price. In this case, Foxtrot Processing has an advantage over its competitors because it has adopted a _____ strategy.

- A) vertical integration
- B) differentiation
- C) low-cost
- D) premium pricing
- E) predatory pricing

38. The leaders of Plastishield Inc., a company that creates lightweight, durable plastic films to protect surfaces, want to build a reputation that makes them superior to other manufacturers of similar plastic film products. What action will help Plastishield effectively build their reputation to a higher level than everyone else?

- A) leaving their successful, lightweight plastic films unchanged
- B) establishing low switching costs for repeat customers
- C) creating generic versions of plastics products their competitors already sell
- D) obtaining patents for their new plastics products and procedures
- E) saving money by dedicating less of the budget to research and development

39. Tri-State Waste Management put a new program in place to attract employees who have skills that better match the company's needs. This is an example of a _____ organization development intervention.

- A) human resources management
- B) human process
- C) techno-structural
- D) supply chain
- E) strategic

40. Helping organizations conduct mergers and acquisitions, change their strategies, and develop alliances are all aspects of _____ organization development interventions.

- A) strategic
- B) techno-structural
- C) human resource management
- D) human process
- E) operational