

單選題，共五十題；每題兩分。

1. One manager strongly believes in Douglas McGregor's assumptions about human nature and wants to maximize employee motivation. Which management practice may be adopted?
 - A. a stringent system of monitoring and controlling employees
 - B. making jobs narrower in scope and shallow in depth
 - C. participatory management
 - D. a top-down decision-making structure

2. Which type of strategic alliance is one that the partners form a separate, independent organization for some business purpose?
 - A. joint venture
 - B. global venture
 - C. equity strategic alliance
 - D. nonequity strategic alliance

3. Which of the following suggestions will help reduce the effect of social loafing in groups?
 - A. provide group rewards instead of individual rewards
 - B. clearly identify individual responsibilities
 - C. form homogeneous groups to increase group cohesiveness
 - D. increase the overall size of the group

4. In a matrix structure, a functional manager has authority over all of the following, EXCEPT _____.
 - A. making salary recommendations
 - B. conducting annual reviews
 - C. the performance of functional members on projects
 - D. promoting functional members

5. Regarding managerial skills, which of the following statements is true?
 - A. Lower-level managers use more conceptual skills.
 - B. All levels of management need human skills.
 - C. Middle-level managers use more technical skills.
 - D. As a manager climbs the organizational chart he will use more technical skills and fewer conceptual skills.

見背面

6. What is the major purpose of implementing the Six Sigma standard?
 - A. reducing defects to lower costs
 - B. improving the quality of work life
 - C. achieving consumer involvement in production
 - D. achieving product diversification

7. In order to implement the chosen alternative in the decision-making process effectively, which of the following is important?
 - A. being creative while implementing the alternative
 - B. ignoring criticism concerning your chosen alternative
 - C. allowing those impacted by the outcome to participate in the process
 - D. evaluating each alternative by using the established criteria

8. According to the path-goal theory, what kind of leader's job is to let followers know what's expected of them, schedules work to be done, and gives specific guidance as to how to accomplish tasks?
 - A. supportive leader
 - B. directive leader
 - C. participative leader
 - D. achievement oriented leader

9. Which of the following statements is true of dynamic and complex environments?
 - A. Such environments usually have few components.
 - B. Such environments have somewhat similar and continually changing components.
 - C. Such environments are characterized by a high degree of predictability of change.
 - D. Such environments exist a high need for sophisticated knowledge of components.

10. A low-to-moderate level of task conflict consistently has a positive effect on group performance. What is the reason for this?
 - A. It helps the organization identify employee skills gaps
 - B. It stimulates discussion of ideas that help groups be more innovative.
 - C. It helps group members identify their individual strengths and weaknesses.
 - D. It helps groups to alter the nature of the work according to the individual needs

of team members.

11. According to the reinforcement theory, which of the following actions accurately reflects the purpose of motivation?
 - A. A company's policy of cutting a day's pay if an employee reports to work later than 10.30 A.M.
 - B. A company initiating a process of job redesign to engage its employees better.
 - C. A company setting specific and difficult goals and ensuring that employees accept them.
 - D. A company's policy of giving its sales staff cash coupons for exceeding their daily targets.
12. About the MBO (Management by Objectives) program, which of the following reflects the way goals are set?
 - A. Goals tend to be broad and directional to encourage interpretation by individual managers.
 - B. Apart from being used to ensure that employees are doing what they are supposed to be doing, goals are used as a motivating tool for employees.
 - C. Goals are set by top level managers and lower level employees implement them based upon their interpretation of these goals.
 - D. Goals are not used to measure and control employee performance.
13. How does surface-level diversity differ from deep-level diversity?
 - A. Surface-level diversity can affect the way people view organizational rewards and their communication with other, while deep-level diversity do not necessarily reflect the ways people think or feel.
 - B. Surface-level diversity can affect the way people perceive others, especially in terms of assumptions or stereotyping, while deep-level diversity may affect general behavior of people at work.
 - C. Surface-level diversity becomes more important as people get to know each other, while deep-level diversity becomes less relevant with increasing familiarity between people.
 - D. Surface-level diversity is reflected by differences in personality and values, while deep-level diversity is influenced by age and ethnic differences.
14. Which of the following communication ways keeps managers aware of how employees feel about their jobs, their coworkers, and the organization in general?
 - A. Upward communication

見背面

- B. Downward communication
C. Lateral communication
D. Horizontal communication
15. Which of the following statements is true?
A. A strategic partnership promotes efficiencies because of its flexible and informal arrangements.
B. A strategic partnership does not allow either firm to retain its brand identity.
C. A strategic partnership leads to dysfunctional conflict, as opposed to synergy, among the parties involved.
D. A strategic partnership entails a lot of paperwork when creating and disbanding projects.
16. Which of the following strategies is used to deal with minor performance problems? It helps an organization stabilize operations, revitalize organizational resources and capabilities, and prepare to compete once again.
A. turnaround strategy
B. retrenchment strategy
C. stability strategy
D. growth strategy
17. If you are in charge of recruiting and your manager hopes to enhance the diversity of the workforce, which of the following recruiting sources should you avoid in order to achieve the stated aim of a more diverse workforce?
A. professional recruiting organizations
B. college recruiting
C. employee referrals
D. company Web site
18. According to Kurt Lewin, which of the following is a stage in the change process?
A. processing
B. unfreezing
C. driving
D. restraining
19. According to Holland's theory, what is a key point?
A. All jobs are relatively the same, it is personality types that differ.

- B. Employee turnover is highest when personality and occupation are compatible.
- C. There are no intrinsic differences in personality among individuals.
- D. People in job environments compatible with their personality types should be more satisfied.
20. Which of the following statements is true?
- A. A rational decision maker is fully objective and logical.
- B. A rational decision maker is unaware of all the possible alternatives and consequences.
- C. A rational decision maker is limited by his or her ability to process information.
- D. A rational decision maker faces unclear and ambiguous problems.
21. Which of the following terms is defined as the ability to anticipate, envision, maintain flexibility, think strategically, and work with others in the organization to initiate changes that will create a viable and valuable future for the organization?
- A. Scientific management
- B. Strategic flexibility
- C. Strategic leadership
- D. Strategic competence
22. The managerial grid is a two-dimensional grid for appraising leadership styles, ranking the two dimensions on a scale from 1 (low) to 9 (high). What are the two dimensions?
- A. concern for environment and concern for people
- B. concern for production and concern for people
- C. concern for integrity and concern for people
- D. concern for profit and concern for people
23. According to Fayol's 14 principles of management, which one states that a person should report to only one manager?
- A. division of authority
- B. unity of command
- C. unity of direction
- D. division of work
24. About the characteristic of an organization with a strong culture, which of the following is true?

見背面

- A. The core set of organizational values is zealously guarded by the management
- B. Emphasis is laid on the future of the organization, rather than acquainting employees with company history or past heroes.
- C. Management strives to delink shared values from behaviors as much as possible.
- D. Culture conveys consistent messages about what is important to the organization.
25. Which of the following is the key factor of successful value chain management?
- A. maintaining status quo
- B. formal procedures
- C. mass customization
- D. strong leadership
26. The _____ view of management is symbolized by a business executive who can overcome any obstacle so as to carry out the organization's objectives.
- A. symbolic
- B. democratic
- C. laissez-faire
- D. omnipotent
27. The original source of an organization's culture usually reflects _____.
- A. the present conditions in which the organization functions
- B. the composition of its productive workforce
- C. the vision or mission of the organization's founder
- D. the degree of success that the organization has achieved
28. The _____ attitude implies that a manager views every foreign operation as different and hard to understand.
- A. geocentric
- B. ethnocentric
- C. regiocentric
- D. polycentric
29. A domestic firm and a foreign firm sharing the cost of developing new products or building production facilities in a foreign country constitute a _____.
- A. joint venture
- B. franchising agreement
- C. foreign subsidiary
- D. brokering agreement

30. In PERT, the time difference between the critical path and any other path is called

- _____.
- A. network time
 - B. slack time
 - C. critical time
 - D. lost time

31. _____ results in a “good enough” solution.

- A. Satisficing
- B. Escalating
- C. Linear thinking
- D. Intuition

32. The _____ happens when decisions makers tend to remember events that are the most recent and vivid in their memory.

- A. self-serving bias
- B. randomness bias
- C. representation bias
- D. availability bias

33. A _____ describes the rationale of how a company is going to make money.

- A. core competency
- B. functional strategy
- C. business model
- D. marketing research

34. A strategic analysis combining both external and internal considerations is a(an)

- _____.
- A. competition analysis
 - B. industrial analysis
 - C. SWOT analysis
 - D. positioning analysis

35. _____ is the process of dividing work activities into separate job tasks.

- A. Work specialization
- B. Span of control
- C. Chain of command

見背面

- D. Hierarchical design
36. _____ refers to the rights, which are inherent in a managerial position, to tell people what to do.
- A. Authority
 - B. Responsibility
 - C. Liability
 - D. Bureaucracy
37. The degree to which decision making takes place at upper levels of the organization is _____.
- A. functionalization
 - B. decentralization
 - C. formalization
 - D. centralization
38. The _____ describes the type of leadership in which a leader tends to centralize authority, dictate work methods, make unilateral decisions, and limit employee participation.
- A. cultural style
 - B. democratic style
 - C. autocratic style
 - D. laissez-faire style
39. According to equity theory, _____ is not an input.
- A. pay level
 - B. effort
 - C. experience
 - D. education
40. _____ is a design-to-order concept which provides consumers with a product when, where, and how they want it.
- A. Serial production
 - B. Rapid manufacturing
 - C. Push production
 - D. Mass customization
41. The job characteristics model provides guidance to managers concerning

- _____.
- A. employee selection
 - B. pay satisfaction
 - C. collective bargaining
 - D. job design
42. Which of the following is not a “P” in a typical marketing mix under the title of “4Ps”?
- A. People
 - B. Price
 - C. Promotion
 - D. Product
43. Mary believes that she controls her own destiny. Her personality would be described as having a(n) _____.
- A. internal locus of control
 - B. external locus of control
 - C. high Machiavellianism score
 - D. high self-esteem
44. A personality trait that measures an individual’s ability to adjust his or her behavior to external situational factors is _____.
- A. Machiavellianism
 - B. Self-esteem
 - C. Self-monitoring
 - D. Locus of control
45. When people judge someone on the basis of the perception of a group they are a part of, it is an example of _____.
- A. self-serving bias
 - B. stereotyping
 - C. assumed similarity
 - D. the halo effect
46. When a behavior is followed by something pleasant, it is an example of _____.
- A. punishment
 - B. shaping

見背面

- C. positive reinforcement
D. negative reinforcement
47. _____ is defined as a business firm's intention (beyond its legal and economic obligations) to do the right things and act in ways that are good for society.
- A. Values-based management
B. Social obligation
C. Social responsibility
D. Social screening
48. Wasting resources in manufacturing is an example of _____.
- A. inefficiency
B. inefficacy
C. ineffableness
D. ineffectiveness
49. The _____ ratios measure an organization's ability to meet its current debt obligations.
- A. activity
B. leverage
C. liquidity
D. profitability
50. _____ developed a categorization scheme for defining what managers do, consisting of 10 different but highly interrelated roles.
- A. Henry Mintzberg
B. Henri Fayol
C. Max Weber
D. Peter Drucker

試題隨卷繳回