

※ 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. Even after the Arab oil embargo in the early 1970s, U.S. automakers continued to produce large cars with poor fuel efficiency. At the same time, foreign manufacturers were meeting public demand with small fuel-efficient cars. Which of the following best describes the U.S. automaker's actions?
 - A. Inefficient
 - B. Ineffective
 - C. Both inefficient and ineffective
 - D. Effective but not efficient
2. When the Dean of the College of Business downsized the college from five departments to four departments, the dean was primarily performing the _____ function of management.
 - A. Controlling
 - B. Organizing
 - C. Leading
 - D. Planning
3. In which of the following areas are small businesses typically poorer performers than large business?
 - A. Agriculture
 - B. Service businesses
 - C. Retail business
 - D. Manufacturing
4. All but which of the following are true regarding the organization life cycle?
 - A. Life cycle tends to be related to size.
 - B. The final stage for an organization may be one of decline or stability.
 - C. Life cycle is a situational element that has been found to affect the appropriate organization design.
 - D. All of these statements are true.
5. In 1987, Allegis Corporation consisted of United Air Lines, Hertz Rent-a-Car, and Westin Hotels. United had purchased and combined these firms into one corporation, thinking that they could accomplish more joined together than they could operating as separate units. Which advantage of related diversification does this best represent?
 - A. Reducing business dependence
 - B. Distinctive competence
 - C. Synergy
 - D. Innovation

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6. In which of the following decision-making conditions is the decision maker aware of all the alternatives and able to assign probabilities to the costs and payoffs of each alternative?
- Certainty.
 - Uncertainty.
 - Risk.
 - Rationality.
7. When a manager evaluates alternatives until she comes to one that meets some minimum standard of sufficiency, selects it, and then goes on to other problems without considering the remaining rational alternatives, she has engaged in
- Bounded rationality.
 - Classical decision making.
 - Irrational decision making.
 - Satisficing.
8. When People's Express was founded, the company embraced a very informal management style. The company was small, and that style was appropriate at the time. As the company grew, management refused to change management style, even though all the signals indicated the need for a change. As a result, the company suffered a serious decline. Management's resistance to change represents which of the behavioral factors influencing decision making?
- Intuition
 - Escalation of commitment
 - Bounded rationality
 - Irrationality
9. Which one of the following is an entrepreneur?
- Richard Ames, an investor in Red Raider, which is run by his two partners
 - James Hill, who owns Midtown TV but works as a Motorola engineer.
 - Sideny Pell, who runs Midtown TV for its owner, James Hill.
 - Chad Olsen, who hired a consulting firm to research his business idea and help him set up Help-Doc, of which he is now General Manager.
10. The job design in which workers are given more activities to perform and more discretion about how to perform them is called
- Specialization.
 - Job rotation.
 - Job enlargement.
 - Job enrichment.
11. In organization X, three people are assigned to each supervisor. In organization Y, six people are assigned to each supervisor. Assuming that the number of people in organizations is the same, which of the following relationships exists?
- X is flatter than Y.
 - X will be more successful than Y.
 - X is more decentralized than Y.
 - More delegation will take place in X is narrower than in Y.

12. Because Singer Sewing Machine operates in a stable environment and has few domestic competitors, which design may be best for Singer?
- A. Mechanistic
 - B. Organic
 - C. Matrix
 - D. None of these.
13. Which of the following occurs during the unfreezing process?
- A. People resist change because of self-interests.
 - B. Managers select a change technique.
 - C. Individuals are led to recognize why change is needed.
 - D. Those who adapt well to the change are rewarded.
14. Reengineering is needed when an organization
- A. experiences entropy.
 - B. is dominant in its market.
 - C. changes its technology rapidly.
 - D. wants to gradually change aspects of its structure.
15. An employee with high self-esteem is likely to do all the following expect
- A. seek higher status job.
 - B. focus more on extrinsic rewards.
 - C. be confident in his ability to perform.
 - D. believe he is a worthwhile person.
16. Your friend is overweight and smokes even though she knows these are bad for her health. Your friend is exhibiting
- A. Cognitive dissonance.
 - B. Low self-esteem.
 - C. An external locus of control
 - D. A high risk propensity
17. The relation between stress and performance is
- A. Positive.
 - B. Negative.
 - C. Similar to a learning curve.
 - D. None of these.
18. What is the most important idea for managers to remember from equity theory
- A. Overrewarded employees perform best.
 - B. Underrewarded employees perform best.
 - C. For rewards to motivate employees, employees must perceive them as being fair.
 - D. Employees must consider their outcomes equal to the outcomes of their "comparison other".

19. If you want to increase the probability that a behavior will recur, which of the following types of reinforcement should you use?
- A. Avoidance and positive reinforcement.
 - B. Extinction and Positive reinforcement.
 - C. Avoidance and extinction.
 - D. Punishment and positive reinforcement.
20. Henry was promoted as manager based on his display of great self-confidence and his intelligence. This is an example of
- A. Leadership traits.
 - B. Leadership behaviors.
 - C. Leadership styles.
 - D. None of these.
21. All of the following are situational theories of leadership except
- A. PLC model.
 - B. Ohio State Studies.
 - C. Path-goal model.
 - D. Participation model of Vroom-Yetton-Jago.
22. Which of the following forms of organizational communication is most likely to be distorted?
- A. Upward.
 - B. Downward.
 - C. Horizontal.
 - D. Vertical.
23. High group performance results from
- A. low cohesion, high performance norms.
 - B. high cohesion, low performance norms.
 - C. high cohesion, high performance norms.
 - D. high performance norms regardless of cohesion.
24. You are a banker reviewing a loan application form a local business. Which of the following ratios would you look at to get a quick measure of how good a credit risk the business is?
- A. Liquidity ratio.
 - B. Debt ratio.
 - C. Return on assets.
 - D. Current ratio.
25. Which of the following is NOT characteristic of the bureaucratic approach to organizational control?
- A. Reliance on group norms.
 - B. Reliance on rules and standard procedures.
 - C. Tall organizational structure.
 - D. Limited employee participation.

26. Which of the following is a major source from which an organization's culture develops?
- A. The founder of the organization.
 - B. The industry environment.
 - C. The organization's strategy.
 - D. The organizational design.
27. Which of the following is an extrinsic reward?
- A. Responsibility.
 - B. Salary.
 - C. Personal growth.
 - D. Learning.
28. Joining a new project team, you found that the group has lots of communication difficulties originated from widely different opinions held by group members. After a while, nevertheless, you find that team members begin to come to agreement about how to proceed with the group task. Which stage of group development are you in?
- A. Performing.
 - B. Storming.
 - C. Forming.
 - D. Norming.
29. Which of the following modes of foreign market entry is the most risky and expensive?
- A. Exporting.
 - B. Wholly owned subsidiary.
 - C. Franchising.
 - D. Joint venture.
30. When a firm diversifies internationally and tailors its products and services to different regional markets, what kind of strategy is it engaging in?
- A. An exclusion strategy.
 - B. An expatriate strategy.
 - C. A multidomestic strategy.
 - D. A global strategy.
31. In attribution theory, the behavior of an individual who shows high distinctiveness and low consistency is likely to be attributed as _____.
- A. introvert.
 - B. externally caused.
 - C. internally caused.
 - D. extrovert.

32. Organization development (OD) helps employees _____.
- A. avoid unpleasant change.
 - B. avoid all types of change.
 - C. deal with unplanned change.
 - D. deal with planned change.
33. Upon conducting a SWOT analysis, you note that many of the key human resources of the firm under analysis will retire in the next 2 years. Which part of the SWOT analysis is this information pertinent to?
- A. Strengths.
 - B. Weaknesses.
 - C. Opportunities.
 - D. Threats.
34. Which of the following is the definition of backward vertical integration?
- A. When a firm owns or controls the customer or distribution channels for its product.
 - B. When a firm's costs of coordinating between business units is very high.
 - C. When a firm's costs of obtaining a product from a supplier are stable.
 - D. When a firm owns or controls the inputs it uses.
35. "To organize the world's information and make it universally accessible and useful" is Google's _____.
- A. Vision.
 - B. Mission.
 - C. Strategic Plan.
 - D. Core Competencies.
36. Acting as a firm's office manager, Sam decides to purchase the recycled paper for use in the copy machine, even though there is a less expensive brand that is not recycled. Sam's decision is based on which of the following arguments for CSR?
- A. Moral responsibility.
 - B. Sustainability.
 - C. License to operate.
 - D. Reputation.
37. What is the difference between management and leadership?
- A. Managers motivate and inspire; leaders control and problem solve.
 - B. Managers maintain the status quo; Leaders change the status quo.
 - C. Managers oversee facilities; Leaders oversee people.
 - D. They are different terms used to refer to the same phenomenon

38. The ABC company owns more than one business. These businesses use a similar set of tangible and intangible resources. The ABC company's strategy can be referred to as
- A single product strategy.
 - Low cost diversification.
 - Unrelated diversification.
 - Horizontal diversification.
39. John has not been provided adequate resources to perform his job. Therefore, he feels that no matter how hard he tries, he cannot perform as he is expected to. Which of the following aspects of expectancy theory explains this perception?
- Low expectancy.
 - Low instrumentality.
 - Low valence.
 - Poor job characteristics.
40. Which of the following is a more realistic statement concerning conflict management at the team level?
- Effective teams have very little conflict.
 - There is no relationship between conflict and team effectiveness.
 - Effective teams avoid conflict to make quick decisions.
 - Effective teams balance cohesion with constructive conflict.
41. The goal-setting theory states that setting high goals results in:
- Higher profits.
 - More rapid work pace.
 - Higher motivation.
 - Higher bonuses.
42. The notion of "comparison" is the focus of which of the following theories?
- Expectancy theory.
 - Equity theory.
 - ERG theory.
 - Goal setting theory.
43. Which of the following is more likely to occur when conflict is suppressed within an organization?
- Groupthink.
 - Enhanced performance.
 - More creativity.
 - All of the above.
44. Which of the following work arrangements involves employees working off-site/at home?
- Variable work schedules.
 - Telecommuting.
 - Flexible work schedules.
 - Job sharing.

45. How do most managers make decisions in their daily life?
- A. They follow the steps in the rational decision making process.
 - B. They evaluate all possible options and then choose the best one.
 - C. They choose an option at random.
 - D. They choose the first option that comes to mind that is "good enough".
46. What is the BATNA in a negotiation?
- A. It is what you will do if you negotiation ends without a deal.
 - B. It is the lowest offer you are willing to except.
 - C. It is the range where both parties may be able to come to agreement.
 - D. The lowest value your negotiation partner might be willing to accept.
47. Judy is a leader who convinces followers to sacrifice their personal interests for the sake of the collective goal. Judy can be best described as:
- A. Brilliant.
 - B. Morally corrupt.
 - C. Charismatic.
 - D. Political.
48. Which of the following aspects of the Balanced Scorecard is measured with the metric "market share"?
- A. Financial metrics.
 - B. Business processes.
 - C. Learning and growth.
 - D. Customer.
49. The XYZ company often studies what other firms are doing. This relates to:
- A. Forecasting.
 - B. Auditing.
 - C. Workout.
 - D. Benchmarking.
50. Which of the following is true about locus of control?
- A. Managers with an external locus of control tend to have participative management styles.
 - B. Those with an external locus of control are more motivated.
 - C. Employees with external locus of control prefer directive supervision.
 - D. All of the above.