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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. Company X is a ballistics company that uses the unity of command, scalar chain, and division of work principles. These are part of which management philosophy?
(A) Administrative principles approach
(B) Bureaucratic approach
(C) Scientific management approach
(D) Behavioral sciences approach

2. Which of the following is NOT a method that an organization can use to adapt to changes in the environment for coping with high environmental uncertainty?
(A) Boundary-spanning roles
(B) Advertising/public relations
(C) Mergers/joint ventures
(D) Inter-organizational partnerships

3. The level of corporate culture which cannot be seen but can be discerned from how people explain and justify what they do is
(A) Invisible artifacts
(B) Expressed values and beliefs
(C) Slogans and ceremonies
(D) Dress and office layout

4. Which of these is based on a set of international standards for quality?
(A) Six sigma
(B) Balanced scorecard
(C) ISO certification
(D) Total quality management

5. Charismatic leaders are often ____ than transactional leaders.
(A) less emotional
(B) more directive
(C) less predictable
(D) more considerate

6. Exporting, licensing, and direct investing are called _____ strategies because they represent alternative ways to sell products and services in foreign markets.
(A) Globalization
(B) Expansion
(C) Diversification
(D) Market entry

7. Which of the following is defined as a culture in which communication is used to enhance personal relationships?
(A) High-content culture
(B) High-context culture
(C) Low-content culture
(D) Low-context culture

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8. The CEO of Company X is under pressure to resign because he took a million-dollar pay increase just months before he laid off a hundred of employees. This CEO's decision lies in the domain of:
(A) Codified law.
(B) Managerial decision.
(C) Business ethics.
(D) Corporate social responsibility.

9. Which of the following refers to the planning and decision making that lead to the establishment of the organization's goals and of a specific strategic plan?
(A) Strategy formulation
(B) Strategy implementation
(C) PEST analysis
(D) SWOT analysis

10. Nordstrom Department Store's "No questions asked - Return's Policy" is an example of a(n)
(A) programmed decision.
(B) nonprogrammed decision.
(C) structured decision.
(D) unstructured decision.

11. For a manufacturer of children's clothes, which of the following departments can be considered as a line department?
(A) Marketing department
(B) Human Resources department
(C) Research and development department
(D) Manufacturing department

12. Of the companies on *Fortune* magazine's first list of America's 500 largest corporations published in 1955, approximately how many survived the next half century?
(A) About 20
(B) About 70
(C) About 250
(D) About 400

13. Which of the following is the intervention stage of organization development in which individuals experiment with new workplace behavior?
(A) Unfreezing
(B) Changing
(C) Refreezing
(D) All of these

14. Which of the following concepts argues that organizations can find innovative ways to create wealth at the same time they are preserving natural resources?
(A) Conservation
(B) Environmentalism
(C) Protectionism
(D) Sustainability

15. Which of the following is true regarding the impact of the Internet on Porter's Five Forces affecting industry competition?
(A) It increases barriers to entry
(B) It decreases bargaining power of suppliers
(C) It shifts power away from end customers
(D) It blurs differences among competitors

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16. From the employer's viewpoint, which of these is part of new social contract?
(A) Standard training programs
(B) Probation period
(C) Incentive compensation
(D) Job security

17. Company A sends a post-purchase questionnaire to all consumers who buy its products. Company A is particularly interested in gathering data on product quality, customer service orientation, and customer satisfaction. This is an example of
(A) concurrent control.
(B) feedback control.
(C) feedforward control.
(D) all of these

18. You view yourself as a tough but fair supervisor. You give directions to subordinates about how tasks should be accomplished, but are not always available when they come to you with questions. Your employees sometimes feel that you are too gruff and impersonal. Which category on the situational leadership grid does your leadership style fit into?
(A) Selling
(B) Telling
(C) Participating
(D) Delegating

19. You recently look at your company's organization chart in an attempt to discover who reports to whom. You are studying the organization's
(A) degree of formalization.
(B) division of labor.
(C) degree of centralization.
(D) chain of command.

20. _____ is an individual's belief about his or her abilities to successfully accomplish a specific task or outcome.
(A) Self-control
(B) Self-efficacy
(C) Self-reinforcement
(D) Self-esteem

21. Empowering employees means giving employees
(A) information.
(B) power.
(C) rewards.
(D) all of these.

22. Non-verbal communication has the biggest impact when using ____.
(A) video conference
(B) telephone
(C) formal letter
(D) face-to-face communication

23. Strategy defines ____ to do (it) while organizing defines ____ to do (it).
(A) how; what
(B) who; why
(C) what; how
(D) why; who

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24. Some companies prefer using internal recruiting whenever possible, because this practice usually
(A) is more efficient than external recruiting.
(B) increases customer satisfaction.
(C) increases employee commitment.
(D) demonstrates corporate social responsibility.

25. Downward communication is usually used to communicate information about all of the following except
(A) implementation of goals.
(B) working procedures.
(C) suggestions for improvement.
(D) performance feedback.

26. Which of the following does NOT apply to entrepreneurship within an organization?
(A) Entrepreneurship involves identifying new opportunities and exploiting them.
(B) Entrepreneurial activity is mostly limited to new, small firms that operate in highly competitive environments.
(C) Businesses cannot survive without being entrepreneurial.
(D) Managers must develop an entrepreneurial mindset, which allows them to develop actions to take advantage of uncertainty.

27. According to Mintzberg's model, the spokesperson's role is largely a/an _____ role.
(A) decisional
(B) figurehead
(C) informational
(D) interpersonal

28. Who used time and motion studies to analyze workers' activities and remove unnecessary movements and causes of fatigue?
(A) Abraham Maslow.
(B) Henry Ford.
(C) Elton Mayo.
(D) Frederick Taylor.

29. Which of the following is NOT true about the Hawthorne studies?
(A) Workers pressure coworkers to keep production within quotas.
(B) The studies heightened management's awareness of the social needs.
(C) When employees are treated with dignity, productivity is increased.
(D) Social pressures by coworkers do not significantly affect individual behavior.

30. An executive who justifies paying a bribe because it allows his company to provide the greatest good for the greatest number of people adheres to the _____ approach to ethical decision making.
(A) justice
(B) moral
(C) universal
(D) utilitarian

31. What technique is used to keep employees aware of changes in the critical numbers used to measure a company's processes?
(A) scoreboarding
(B) benchmarks
(C) self-help seminar
(D) empowerment

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32. Which of the following are key components of a Total Quality Management system?
(A) Involves everyone, continual improvement, use of data and knowledge
(B) Individual responsibility, incremental improvement, use of raw data
(C) Collective responsibility, continual improvement, use of raw data
(D) Group responsibility, staged improvement, use of knowledge

33. The bounded rationality model asserts that the decision maker is a/an _____; the classical model asserts that the decision maker is a/an _____
(A) optimizer; satisficer
(B) satisficer; optimizer
(C) entrepreneur; manager
(D) manager; entrepreneur

34. Which of the following disadvantages of group decisions typically results from the group being very cohesive?
(A) Compromise
(B) Coalitions
(C) Dominance
(D) Groupthink

35. Which of the following is an example of identifying a new niche in an established market?
(A) Copying a competitor's popular computer design
(B) Introducing a new computer to another country
(C) Reducing the price of a printer so that it is more affordable
(D) Modifying a computer so that it is usable by untrained persons

36. A strategic-planning gap can be corrected by _____.
(A) changing the company's mission
(B) adjusting its core values
(C) choosing integrative growth strategies
(D) redefining organizational culture

37. In the garbage can model of decision making:
(A) solutions to problems are developed after problems arise.
(B) decision making follows a set sequence of steps.
(C) solutions can exist and remain unnoticed until the problem arises.
(D) people seek to avoid making decisions.

38. Which of the following is true about informal planning?
(A) Informal planning typically works better in large organizations.
(B) Informal planning rarely involves recording the plans in written form.
(C) Informal planning is always performed at the lowest organizational level.
(D) Informal planning is more specific than formal planning.

39. The authority that permits staff managers to make decisions about specific activities performed by employees within other departments is _____ .
(A) line authority
(B) staff authority
(C) functional authority
(D) personal authority

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40. Generally speaking, older business structures are more prone to _____.
(A) be more formalized
(B) be less standardized
(C) operate without rues and regulations
(D) become more organic over time

41. Subordinates and managers with very high capabilities are required for _____ organizations with _____ spans of control to be successful.
(A) flat; wide
(B) tall; wide
(C) flat; narrow
(D) tall; narrow

42. Enhancement of job satisfaction and productivity are key characteristics of which theoretical perspective of work design?
(A) Socio-technical systems
(B) Techno-structural change model
(C) Job characteristics model
(D) Process improvement

43. Roger is an assistant manager at a restaurant, which is part of a large, national chain. He was recently sent to a one-month educational course to help him get the skills he needs for promotion to Manager. Roger's employer was providing him with _____.
(A) feedback
(B) evaluation
(C) development
(D) training

44. A greater emphasis on providing monetary rewards to employees is generally found in firms _____.
(A) that prefer to reinforce commitment to the organization
(B) with a relatively stable workforce
(C) facing a volatile market with low job security
(D) that emphasize customer service rather than sales

45. Which of the following is true about Theory X and Theory Y?
(A) A manager with a Theory X view of human nature would trust his or her workers.
(B) A manager with a Theory Y view of human nature would try to challenge his or her workers.
(C) A worker with a Theory X point of view would be most likely to respond to freedom to modify his or her job.
(D) A worker with a Theory Y point of view would be likely to avoid work unless rewards were high.

46. A major advantage to using _____ to overcome resistance to change is that, once persuaded, people will often help with the implementation of the change.
(A) facilitation and support
(B) negotiation and agreement
(C) participation and involvement
(D) communication and education

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47. During which phase of the organizational innovation process do most organizations have access to an innovation and apply it in the same way?
(A) Application
(B) Maturity
(C) Launch
(D) Growth

48. Horizontal job loading can best be associated with or described by:
(A) more tasks, no additional skills
(B) more tasks, more skills
(C) same number of tasks, more skills
(D) less tasks, more skills

49. If you were giving advice to a manager who wanted to use a just-in-time inventory management method, what would you say?
(A) "Be sure to hold a lot of inventory in case you unexpectedly run out."
(B) "You will need to increase your warehouse and storage space."
(C) "Be prepared to find emergency supply sources."
(D) "Determine how much you need, then add a little extra just to be safe

50. How can managers decrease role ambiguity in groups?
(A) Enforce homogeneity in all work groups.
(B) Define clearly expected behaviors for group members.
(C) Discourage the development of group norms.
(D) All of the above.

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