

單選題50題，每題2分。

※ 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) _____ developed a categorization scheme for defining what managers do, consisting of ten different but highly interrelated roles.
 - A) Henri Fayol
 - B) Abraham Maslow
 - C) Henry Mintzberg
 - D) Peter Drucker
- 2) When managers make decisions that are rational but limited by their ability to process the information, they are following the concept of _____.
 - A) cognitive decision making
 - B) bounded rationality
 - C) escalation of commitment
 - D) intuitive decision making
- 3) _____ is a situation in which a decision maker cannot make reasonable probability estimates.
 - A) Necessity
 - B) Risk
 - C) Uncertainty
 - D) Certainty
- 4) Sophie is in charge of recruitment at her company. During a particular interview, the first thing Sophie noticed about the applicant was that he was improperly attired. Though the candidate possessed the necessary qualifications and effectively answered all her questions, Sophie rejected him. This is an example of the _____.
 - A) availability bias
 - B) self-serving bias
 - C) anchoring effect
 - D) confirmation bias
- 5) The process of applying social and environmental criteria to an investment decision is known as _____.
 - A) green screening
 - B) value-based selection
 - C) violation of profit maximization
 - D) social screening
- 6) Stress symptoms are grouped under the categories of _____.
 - A) physical, economic, and legal
 - B) physical, psychological, and behavioral
 - C) physical, psychological, and cultural
 - D) physical, political, and social

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- 7) Which of the following is an advantage of being a first mover?
- A) certainty over the direction of technology and market
 - B) low development costs
 - C) no financial or strategic risks
 - D) opportunity to begin building customer relationships
- 8) What are the four contingency variables that an organization's structure depends on?
- A) strategy, size, technology, and equity
 - B) management, technology, equity, and degree of environmental uncertainty
 - C) management, funding, technology, and degree of environmental uncertainty
 - D) strategy, size, technology, and environmental uncertainty
- 9) A matrix structure violates which important element of organizational design?
- A) unity of command
 - B) span of control
 - C) chain of command
 - D) decentralization
- 10) ABC Corp. decides to enter the cell phone market. Before launching its new handset, it creates a digital platform which allows the general public to post their ideas and opinions about the features they want in the new phone. In this scenario, the company is _____.
- A) forming a joint venture
 - B) creating a boundaryless organization
 - C) promoting open innovation
 - D) forming a strategic partnership
- 11) The top management of the company asks Steve to make use of a rating scale that will rate the employees' actual job behaviors. The managers are asking Steve to use a _____.
- A) 360-degree feedback
 - B) management by objective method
 - C) behaviorally anchored rating scale
 - D) graphic rating scale
- 12) _____ is the deliberate manipulation of information to make it appear more favorable to the receiver.
- A) Framing
 - B) Encoding
 - C) Screening
 - D) Filtering
- 13) Many production employees began to talk among themselves about whether they wanted to transfer to a new production facility in a neighboring town. What type of communication is this?
- A) diagonal
 - B) formal
 - C) lateral
 - D) downward

- 14) The study of group behavior includes the study of _____.
- A) norms, roles, and leadership
 - B) perception, motivation, and learning
 - C) attitudes and personality
 - D) organization structure and culture
- 15) Which of the following is true of nonverbal communication?
- A) It is synonymous with body language.
 - B) It carries greater impact than verbal communication.
 - C) It is absent in spoken communication.
 - D) It is involuntary; it cannot be used deliberately.
- 16) By using _____, we form a general impression about a person based on only a single characteristic, such as intelligence or appearance.
- A) stereotyping
 - B) selectivity
 - C) the halo effect
 - D) assumed similarity
- 17) According to the JCM, which job characteristic leads to an employee experiencing responsibility for outcomes of his or her work?
- A) task significance
 - B) autonomy
 - C) feedback
 - D) skill variety
- 18) _____ is a motivational approach in which an organization's financial statements are shared with all employees.
- A) Pay-for-performance
 - B) Self-determination approach
 - C) Open-book management
 - D) I-Change model
- 19) To measure a leader's style, Fiedler developed the _____.
- A) contingency grid
 - B) situational leadership theory
 - C) managerial grid
 - D) least-preferred co-worker questionnaire

- 20) Which of the following leadership styles describes a leader who provides little direction or support?
- A) telling
 - B) selling
 - C) participating
 - D) delegating
- 21) According to the path-goal theory, directive leadership will lead to higher employee satisfaction when there is _____ within a work group.
- A) substantial conflict
 - B) cohesiveness
 - C) high structure
 - D) internal locus of control
- 22) Which of the following is an accurate statement about transformational leaders?
- A) They are poor motivators.
 - B) They clarify task requirements.
 - C) They exhibit more than just charisma.
 - D) They focus on tasks and pay little attention to followers.
- 23) _____ is the power that arises because of a person's desirable resources or personal traits.
- A) Expert power
 - B) Referent power
 - C) Reward power
 - D) Legitimate power
- 24) Charles wants to prevent problems before their occurrence. Which of the following is the most desirable type of control to achieve this goal?
- A) proactive control
 - B) preventive control
 - C) feedforward control
 - D) feedback control
- 25) Corporate governance _____.
- A) refers to executive governance practices in companies
 - B) is a system used to govern a corporation so that the interests of corporate owners are protected
 - C) is a term that refers to legal agreements made between two or more partner firms
 - D) refers to the compliance of the company to applicable laws and regulations

26) Today's Walmart organizations often face opposition when they go into a community to open a new Walmart store. One reason for this is that Walmart has been accused of unethical acts such as discriminating against women and minorities. Walmart's poor treatment of women and minority employees might be considered a failure with respect to what area of management?

- A) Strategic positioning
- B) Organizational design and structure
- C) Individual leadership
- D) Shareholder value

27) A pharmaceutical firm's R&D studies show that a new pain medication, while highly effective at relieving pain, places individuals at high risk for a heart attack. Because of the effectiveness of the medication in pain relief, the firm is likely to sell a lot of medication, increasing profits and shareholder value. Despite this, the CEO decides not to market the product due to the health risk to patients. His decision is based on which of the following arguments for CSR?

- A) Moral responsibility
- B) Sustainability
- C) License to operate
- D) Reputation

28) An IT company decides to create a MP3 player to compete with Apple's iPod. Before doing so, they ensure that they have the technical talent needed for the research and development efforts. In doing so, they are determining the quality of what aspect of their firm strategy?

- A) External fit
- B) Internal fit
- C) Differentiation
- D) Implementable

29) Microsoft has been somewhat protected from the threat of new entrants with its Windows product because of customer preference to buy software that is compatible with the existing universe of software. Which of the following describes the reason why threat of new entrants is reduced?

- A) Supply-side benefits of scale
- B) Demand-side benefits of scale
- C) Customer switching costs
- D) Capital requirements

30) A large US corporation manufactures and sells office furniture. It develops a good name in this business and has strong capital resources. The corporation decides to purchase a failing food product distributor in order to try and turn that company around. Which of the following types of diversification is the firm pursuing?

- A) Related diversification
- B) Unrelated diversification
- C) Corporate diversification
- D) Strategic diversification

- 31) Sony was a leading manufacturer of personal portable CD players. However, despite the potential impact on this product, SONY decided to manufacture and distribute MP3 players to compete with the iPod. What kind of competitive action did SONY take?
- A) Preemptive action
 - B) Entrepreneurial action
 - C) Deterrent action
 - D) Cooperative action
- 32) Most US employees are willing to disagree with their boss, whereas many employees in Asian countries are not comfortable doing so. This difference in the behavior of US and Asian workers is due to what cultural difference?
- A) Individualism versus collectivism
 - B) Uncertainty avoidance
 - C) Power distance
 - D) Masculinity versus femininity
- 33) A US manufacturer of dessert products wishes to expand to Asia. However, the firm realizes that Asians do not like desserts that are as sweet as Americans. Thus, they feel it is important to adapt to local norms to succeed. Which of the following strategies would you advise this firm to use?
- A) Multinational strategy
 - B) Global strategy
 - C) International strategy
 - D) Transnational strategy
- 34) The senior management in a major US IT firm decided to offshore many of the computer programming aspects of the business to India to save revenue on labor costs. Which of the following aspects of organizational design has the management made a decision about?
- A) Division of labor
 - B) Organizational boundaries
 - C) Political structure
 - D) Decision rights
- 35) Which of the following terms refers to a structure where both divisional and functional managers have equal authority in the organization?
- A) Functional structure
 - B) Divisional structure
 - C) Matrix structure
 - D) Network structure

36) An employee has recently been hired to work for a small IT firm. Before he is even hired, the employee is told that all of the workers have played team sports in the past and that the organization prefers to hire people with this background to foster a team-based environment. This describes the process of:

- A) Developing organizational commitment
- B) Cultural socialization
- C) Understanding the reward structure
- D) All of the above

37) The balanced scorecard helps to link the following processes:

- A) Mission, vision, and objectives
- B) Helps measure employee performance
- C) Financial, customer awareness
- D) Long-term goals, short-term actions

38) A firm executes top-down change, initiated by the corporate strategy department, in response to an external opportunity. What two words best describe this change?

- A) Reactive, Organic
- B) Reactive, Planned
- C) Proactive, Organic
- D) Proactive, Planned

39) Assume the Dean of your College of Business is a very successful leader. Would he/she be equally successful as a leader of a chain of grocery stores? This request reflects which of the following debates in the field of leadership?

- A) Are leaders born or made?
- B) Is leadership universal or contingent?
- C) Are leaders responsible for satisfaction or performance?
- D) Are smarter or more motivated people better leaders?

40) Which of the following terms refers to an individual's ability to sense others' feelings, have empathy, and understand group dynamics?

- A) Self-awareness
- B) Social-awareness
- C) Self-management
- D) Relationship management

41) A small coffee shop has found that many of its current customers prefer Starbucks coffee. In order to accommodate these customers the coffee shop needs to pay full price for Starbucks coffee for home distribution. This is very expensive, but Starbucks is unwilling to offer a discount to coffee shops since it has its own shops selling coffee everywhere. Which of the following terms refers to the relationship between the coffee shop and Starbucks?

- A) Joint dependence
- B) Dependence asymmetry
- C) Resource scarcity
- D) Expert power

42) You buy a stock assuming that it will go up. However, shortly thereafter the stock drops and you lose a lot of money. Your financial planner thinks the stock will drop further and advises you to sell. However, you have lost so much money already you feel you cannot sell. Instead you hang onto the stock in hopes to regain your loss. Instead you lose more. This phenomena is referred to as:

- A) Intuitive decision making
- B) Escalation of commitment
- C) Bounded rationality
- D) Optimism bias

43) You are working abroad in the Middle East. You enter your negotiation and lay your cards on the table. However, you feel completely confused by the negotiation process. Each time you think you have a deal, it turns out you have misunderstood something and no deal has been made. You wonder why they won't just say what they mean in the Middle East. What kind of cultural difference might explain these issues in the negotiation?

- A) Individualism/collectivism
- B) Masculinity/femininity
- C) Egalitarianism/hierarchy
- D) Low context/high context

44) You serve on a committee in your organization to oversee employee benefits. All the employees on this committee are middle managers but they are from various departments including finance, accounting, human resources, and marketing. Your committee reports to the VP for Human Resources. What kind of team would you call this committee?

- A) Vertical team
- B) Horizontal team
- C) Self-managing team
- D) Self-directed team

- 45) Which of the following is an important consideration when choosing the communication medium with which to convey a message?
- A) Desire of the sender
 - B) Ease of use
 - C) Type of task
 - D) None of the above
- 46) You have worked with your boss Carlos for 7 years now. You worked side by side with Carlos before he became your boss. Carlos has become a key confidant for you and you are for him as well. Now that he has moved into management and knows many of the higher-ups he is introducing you to them and giving you opportunities to work with them. By doing so he is helping you build _____.
- A) Your human capital
 - B) Your personal capital
 - C) Your management capital
 - D) Your social capital
- 47) A scientist works for a major pharmaceutical company. After getting in a fight with management, the scientist quits and goes to work for a competitor. The competitor is pleased because the scientist took the data from the research he was conducting with him and is able to share this with the competitor. If the scientist shares this data, what is he doing?
- A) Engaging in a conflict of interest
 - B) Revealing a trade secret
 - C) Competing fairly on the open market
 - D) Violating employee privacy
- 48) Patagonia is an organization which manufactures products for outdoor enthusiasts. Patagonia is involved in environmental causes and contributes 1% of its earnings to the planet. Which of the following do you think characterizes Patagonia's perspective on the purpose of business?
- A) Business exists to create products to sell to customers
 - B) Business exists to make a profit and benefit shareholders
 - C) Business exists to provide jobs for employees
 - D) Business exists in order to serve the needs of multiple stakeholders
- 49) John signed a two year contract with AT&T to get a reduced price on his new iPhone. He has had AT&T service for only 6 months and has been dissatisfied with AT&T service so he would like to switch to Verizon. However, cancelling his AT&T contract will cost him \$250. Which of the following characteristics of a powerful supplier group does AT&T have with respect to their contract with John?
- A) The supplier industry is more concentrated than the industry it sells to
 - B) Industry participants face switching costs in changing suppliers
 - C) Suppliers offer differentiated products
 - D) No substitutes exist for what the supplier group provides

50) An IT firm learns that skilled programmers are available in India for wages far below what is typically paid in the US. The firm decides it is a good idea to outsource its programming to India. Which of the following describes the reason this IT firm pursued international diversification?

- A) To enter new markets
- B) To take advantage of economies of scale
- C) To take advantage of local factors
- D) None of the above

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