

單選題，每題 2.5 分。

1. Which one of the following refers to independent formal groups whose members, in addition to their regular jobs, take on traditional managerial responsibilities, such as hiring, planning and scheduling, and evaluating performance?  
(A) command groups  
(B) task groups  
(C) self-managed teams  
(D) cross-functional teams
2. The greater the environmental uncertainty, the more an organization needs to become \_\_\_\_\_.  
(A) organic  
(B) mechanistic  
(C) specialized  
(D) departmentalized
3. Which one of the following are the three needs identified in the three-needs theory of motivation?  
(A) need for achievement, need for admiration, need for power  
(B) need for achievement, need for power, need for affiliation  
(C) need for power, need for achievement, need for affection  
(D) need for power, need for affirmation, need for affiliation
4. \_\_\_\_\_ refers to how standardized an organization's jobs are and the extent to which employee behavior is guided by rules and procedures.  
(A) Specialization  
(B) Centralization  
(C) Decentralization  
(D) Formalization
5. The CEO and his top managers have asked themselves two important questions: a. do customers value what the company is providing; and b. can the company make money doing that? This group is developing a \_\_\_\_\_.  
(A) strategy  
(B) competitive advantage  
(C) business model  
(D) BCG matrix
6. The \_\_\_\_\_ occurs when decision makers select and highlight certain aspects of a situation while excluding others.  
(A) framing bias  
(B) availability bias  
(C) representation bias  
(D) confirmation bias
7. A good mentor will \_\_\_\_\_.  
(A) introduce the protégé to influential managers within the firm  
(B) promote the protégé for assignments outside the protégé's regular duties  
(C) groom the protégé for higher-level positions with the firm

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- (D) provide constructive criticism to the protégé
8. Groups made up of employees connected by some common dimension of diversity are known as employee \_\_\_\_\_.
- (A) work councils
  - (B) resource groups
  - (C) assistance teams
  - (D) care programs
9. 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
10. \_\_\_\_\_ involves bringing individuals directly affected by the proposed change into the decision-making process.
- (A) Participation
  - (B) Facilitation and support
  - (C) Delegation
  - (D) Manipulation and co-optation
11. \_\_\_\_\_ is the ability to recognize major external changes, to quickly commit resources, and to recognize when a strategic decision is not working.
- (A) Strategic apprenticeship
  - (B) Strategic flexibility
  - (C) Strategic leadership
  - (D) Strategic management
12. A \_\_\_\_\_ system rewards employees for the job competencies they demonstrate.
- (A) piece-rate pay
  - (B) skill-based pay
  - (C) variable pay
  - (D) performance-based pay
13. Which of the following most accurately reflects the symbolic view of management?
- (A) Managers are directly responsible for an organization's success or failure.
  - (B) Managers have to ensure that every obstacle is overcome on the way to achieving the organization's goals.
  - (C) External forces are responsible for an organization's success or failure.
  - (D) Employees are directly responsible for an organization's success or failure.
14. The term \_\_\_\_\_ refers to repetitive sequences of activities that express and reinforce the important values and goals of the organization.
- (A) organizational culture
  - (B) corporate rituals
  - (C) corporate rites
  - (D) employee mentoring
15. The regular use of \_\_\_\_\_ can alert managers to potential problems and employees' intentions early

- enough to do something about them.
- (A) employee engagement
  - (B) performance incentives
  - (C) employee benefit plans
  - (D) attitude surveys
16. Fiedler would expect that the best leadership style was a function of \_\_\_\_\_.
- (A) leader-member relations, task structure, and position power
  - (B) formal authority, production orientation, and consideration
  - (C) chain of command, relationships, and power
  - (D) situation, personality of leader, and readiness of employees
17. Which one of the following is the type of power a person has because of his or her position in the formal organizational hierarchy?
- (A) legitimate power
  - (B) coercive power
  - (C) reward power
  - (D) expert power
18. Which leadership theory asserts that a leader's job is to assist followers in attaining their goals and to ensure that their goals are compatible with the goals of the group or organization?
- (A) Fiedler's Theory
  - (B) Leader-Member Exchange
  - (C) Leader Participation Model
  - (D) Path-Goal Theory
19. When a company combines with firms in different and dissimilar industries, it indulges in \_\_\_\_\_.
- (A) unrelated diversification
  - (B) horizontal integration
  - (C) vertical integration
  - (D) focused diversification
20. Which of the following structural variables is supportive of organizational innovation?
- (A) minimal time pressure
  - (B) less creative people
  - (C) high interunit communication
  - (D) abundant resources
21. \_\_\_\_\_ are positive trends in the external environment.
- (A) Strengths
  - (B) Threats
  - (C) Weaknesses
  - (D) Opportunities
22. Management is needed in all types and sizes of organizations, at all organizational levels and in all organizational work areas, and in all organizations, no matter where they are located. This principle is known as the \_\_\_\_\_.
- (A) impartiality of management
  - (B) neutrality of management
  - (C) universality of management

- (D) reality of management
23. \_\_\_\_\_ is the degree to which people believe they control their own fate.
- (A) Ego strength
  - (B) Locus of control
  - (C) Social responsibility
  - (D) Intuition
24. Unstructured problems \_\_\_\_\_.
- (A) refer to the usual problems faced by organizations
  - (B) are accompanied by ambiguous or incomplete information
  - (C) are generally solved using procedures, rules, and policies
  - (D) do not require the decision maker to go through an involved decision process
25. The major value-creating capabilities of an organization are known as its \_\_\_\_\_.
- (A) Strengths
  - (B) competitive advantages
  - (C) core competencies
  - (D) resources
26. Follett 認為管理職能活動是
- (A) 上司對下屬的關係
  - (B) 命令導向
  - (C) 夥伴關係
  - (D) 領導組織的活動
27. Mayo 的霍桑研究的貢獻，下列何者為非？
- (A) 強調對人的重視
  - (B) 確認工廠照明度與生產效率成正相關
  - (C) 強調對非正式組織的重視
  - (D) 讓人們瞭解到工作的人性因素
28. 下列關於企業環境，何者為非？
- (A) 有新競爭者和公共壓力的企業環境仍有可能是穩定的環境
  - (B) 有些公司或組織沒有競爭者
  - (C) 若環境中的元素不多，管理者容易掌握，這種環境稱為簡單環境
  - (D) 公司表現有可能受到外部的因素影響
29. 請問資產總值、技術裝備、銷售管道等是屬於企業內部要素的
- (A) 資源要素
  - (B) 管理要素
  - (C) 能力要素
  - (D) 組織要素
30. 管理道德要在調節管理系統中人際衝突時發揮作用，必須滿足
- (A) 規範性
  - (B) 權威性
  - (C) 認識性
  - (D) 合理的功利
31. 關於規劃的定義與涵義，學者往往從不同角度給予不同觀點的闡釋，依您對規劃的了解，請問下列何者為正確的？

- (A) 針對目前的組織問題與困境，提出解決方案的過程，亦即規劃的過程
- (B) Steiner(1969)所提出整體規劃模式，認為規劃的基礎在於管理者與員工的互動
- (C) 規劃是透過一個邏輯思考與分析的過程產生的結果
- (D) 規劃強調因應環境變化之靜態回饋的過程
32. 目標管理(MBO)係由上司與員工共同參與設定具體的目標，其內涵何者為正確
- (A) Peter Drucker 設計 MBO 係為強化組織管理者對員工的行為控制
- (B) 在 MBO 下，人性被假定為 McGregor XY 理論下的 X 理論人性假定
- (C) MBO 的目標為方向性的，不具特定期間標準
- (D) MBO 強調將組織的目標轉化為各部門及各個員工的目標
33. 很多組織在做決策時，常將不同的問題及解決方案傾倒在一起，只有在某些條件組合下才會產生決策。也就是說，此種決策模式並未依循問題開始到結束的流程步驟，問題確認和問題的解決可能互不相連，可能在沒有確定問題之下就提出解決方案，也有可能問題存在但卻沒有解決的方案。此種決策為
- (A) 卡內基模型
- (B) 漸進決策模型
- (C) 垃圾桶決策模型
- (D) 管理科學決策模型。
34. 關於決策的涵義，何者是正確的
- (A) 決策屬於規劃的管理功能範圍內
- (B) 當環境是確定的，組織就不需要規劃決策
- (C) 在風險性環境下，決策者無法確認正確結果，卻能依循可能發生的機率進行決策
- (D) Herbert Simon 認為個人的決策受限於時間壓力、資訊處理能力等因素影響，無法做到有限理性決策。
35. 組織招募新進人員時，會依新人必須具備的技能與人格特質，使用測試或面談，來確定應徵者可以勝任未來的工作。此種控制是屬於：
- (A) 前饋控制(Feedforward Control)
- (B) 同步控制(Concurrent Control)
- (C) 即時控制(In-time Control)
- (D) 回饋控制(Feedback Control)。
36. 「用最經濟且充分滿足顧客要求為條件，進行市場研究、設計、製造及售後服務，有效的結合組織內各部門的品質研發、品質維持及品質提升之活動」。上述定義稱為：
- (A) 統計品質管制(SQC)
- (B) 全面品質管理(TQM)
- (C) 6 $\sigma$  品質管理
- (D) 全面品質管制(TQC)。
37. 地區回應程度意指\_\_\_\_\_。
- (A) 地主國子公司能充分回應地區環境差異
- (B) 滿足當地市場需求
- (C) 母公司授權子公司作決策
- (D) 上述皆是。
38. 在多國籍企業組織型態中，矩陣式組織型態的適用情況\_\_\_\_\_。
- (A) 組織規模較小
- (B) 全球策略

- (C) 多國策略
  - (D) 多元環境壓力。
39. 「即時化生產」(Just in Time) 的生產概念源自於
- (A) 福特
  - (B) 奇異
  - (C) 可口可樂
  - (D) 豐田公司，成為製造業的典範。
40. 熊彼得的「創造性破壞」(creative destruction) 中認為
- (A) 價格的變動決定供需
  - (B) 創業家透過吸引買方購買而擴大市場
  - (C) 原來的市場結構並未改變
  - (D) 財富掌握在現有的供應者身上。

試題隨卷繳回