

招生學年度	九十八	招生類別	碩士班
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科目	管理學		
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I. Multiple-choice Questions (1.5 points per question, 51%)

Please choose the best answer.

- Effectiveness is synonymous with _____.
 - cost minimization
 - resource control
 - goal attainment
 - efficiency
- Bureaucracy is defined as a form of organization characterized by _____.
 - division of labor
 - clearly defined hierarchy
 - detailed rules and regulations
 - all of the above
- One outcome of the Hawthorne Studies could be described by which of the following statements?
 - Social norms or group standards are the key determinants of individual work behavior.
 - Money is more important than the group on individual productivity.
 - Behavior and employee sentiments are inversely related.
 - Security is relatively unimportant.
- An organization is _____.
 - the physical location where people work
 - a collection of individuals working for the same company
 - a deliberate arrangement of people to accomplish some specific purpose
 - a group of individuals focused on profit making for their shareholders
- Which of the following is not an example of an interpersonal role according to Mintzberg?
 - figurehead
 - leader
 - liaison
 - spokesperson
- Of the approaches to pursuing international markets, developing a _____ involves the greatest commitment and risk.
 - franchise
 - joint venture
 - strategic alliance
 - foreign subsidiary
- Parochialism is _____.
 - acceptance of diverse points of view
 - a desire to leave one's own culture for a foreign culture
 - a tendency to view the world through a single perspective
 - recognition of diverse religious beliefs

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8. Which of the following is a basic definition of ethics?
 - 1) moral guidelines for behavior
 - 2) rules for acknowledging the spirit of the law
 - 3) rules or principles that define right and wrong conduct
 - 4) principles for legal and moral development

9. In the MBO system, _____.
 - 1) objectives are determined by management
 - 2) goals are only reviewed at the time of completion
 - 3) goals are used as controls
 - 4) progress toward objectives is periodically reviewed

10. As organizational environments become more uncertain, _____.
 - 1) organizations are having to make longer term plans
 - 2) organizations have to resist the uncertainties to keep the plans moving toward the objectives
 - 3) organizations have to request that the government pass more legislation restricting the amount of uncertainty
 - 4) organizations may be hindered by well-defined and precisely charted plans.

11. Benchmarking is the search for the best practices among competitors or noncompetitors that lead to their _____.
 - 1) ability to achieve such a large market share
 - 2) ability to so accurately predict the environment
 - 3) superior performance
 - 4) ability to identify new market niches

12. Expert systems enable employee and lower level managers to make high quality decisions that previously could have been made only by _____.
 - 1) management experts
 - 2) technical experts
 - 3) consultants
 - 4) senior managers

13. If organizational culture is open and supportive, the most appropriate controls would be which of the following?
 - 1) formal and externally imposed
 - 2) elaborate and comprehensive
 - 3) informal and self-controlled
 - 4) clearly defined

14. The line of authority that extends from the upper levels of management to the lowest levels of the organization is _____.
 - 1) authorized line of responsibility
 - 2) unity of command
 - 3) responsibility factor
 - 4) chain of command

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15. Which of the following would likely be found in mechanistic organizations?
- 1) wide span of control
 - 2) empowered employees
 - 3) decentralized responsibility
 - 4) standardized job specialties
16. Which of the following most accurately reflects the difference between strong cultures and weak cultures?
- 1) Strong cultures tend to encourage employee innovation, while weak cultures do not.
 - 2) Weak cultures are found in most organizations, whereas strong cultures are relatively rare.
 - 3) Strong cultures have less of an influence on employee behavior than do weak cultures.
 - 4) Company values are more deeply held and widely shared in strong cultures than in weak cultures.
17. Job analysis is concerned with which of the following employment planning aspects?
- 1) deciding how well someone is performing his or her job
 - 2) what behaviors are necessary to perform a job
 - 3) hiring someone to do a job
 - 4) estimating pay on job level in an organization
18. Which of the following is an example of selection device reliability?
- 1) An applicant's score on an intelligence test predicted his or her job performance.
 - 2) A superior job performer was given a low interview score by all five independent interviewers.
 - 3) The intelligence test significantly predicted the job performance of 250 job applicants.
 - 4) A protected group individual was given a low selection score and was a poor job performer.
19. Which of the following statements is true of current situations in human resource management?
- 1) To improve workforce diversity, managers need to narrow their approach to recruiting.
 - 2) Once a diverse pool of applicants is defined, a manager does not need to address discrimination as a problem.
 - 3) Recent research has shown that diversity makes moving into a workforce harder for women and minorities.
 - 4) Some organizations conduct workshops to raise diversity consciousness among current employees.
20. The unfreezing step of the change process can be thought of as _____.
- 1) thawing the organization loose from the current status to the new status
 - 2) making the move to the new organizational condition
 - 3) loosening the organization from the old condition and moving it to the new condition
 - 4) preparing for the needed change

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21. Which of the following is true concerning stress?
- 1) Stress is a static condition.
 - 2) Stress is a negative reaction to an outside force.
 - 3) Stress can be relieved by removing the uncertainty or importance of an outcome.
 - 4) Stress limits performance.
22. In the statement, "The highway is very busy at 5 P.M. and is scary to drive, so I'll wait until 7 P.M. to go home," the phrase, "so I'll wait until 7 P.M. to go home," represents which component of an attitude?
- 1) cognitive
 - 2) behavioral
 - 3) emotive
 - 4) affective
23. What does the research evidence suggest about the statement, "Happy workers are productive workers"?
- 1) It's false. Instead, productive workers are least happy.
 - 2) There is strong supportive evidence since the Hawthorne Studies.
 - 3) Job satisfaction is more easily increased by managers helping employees become more productive.
 - 4) Actually, there is no relationship between the two variables.
24. A person who believes that "the ends justify the means" would describe a person who has a high level of what personality trait?
- 1) self-confidence
 - 2) Machiavellianism
 - 3) locus of control
 - 4) self-monitoring
25. Which of the following statements about groups is true?
- 1) You need five or more people to be considered a work group.
 - 2) The definition of groups suggests that a group is two or more people together for any reason.
 - 3) Groups can be either formal or informal.
 - 4) Formal groups are aimed at specific social agendas.
26. Of the following, which is not an advantage of teams within an organization?
- 1) stability in response to a chaotic environment
 - 2) employee job satisfaction
 - 3) increased workforce diversity
 - 4) empowered employees
27. Which of the following is a substantial barrier to using work teams?
- 1) lack of creativity
 - 2) lack of diversity
 - 3) individual resistance
 - 4) open communication

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28. Growth, achieving one's potential, self-fulfillment, and the drive to become what one is capable of becoming are characteristics of which need according to Maslow's hierarchy?
- 1) physiological
 - 2) esteem
 - 3) social
 - 4) self-actualization
29. Which of the following identifies the chief difference among the three early theories of motivation?
- 1) Only Herzberg's theory has been substantiated by additional research.
 - 2) Maslow's hierarchy of needs and McGregor's Theory X and Theory Y make sense intuitively, while Herzberg's motivation-hygiene theory does not.
 - 3) Only Maslow's theory affects today's managerial practices.
 - 4) Maslow focused on the individual, McGregor focused on the manager's perception of the individual, and Herzberg focused on the organization's effect on the individual.
30. Which expectancy theory linkage explains the belief that having a high grade point average is critical in obtaining a good job?
- 1) Effort-performance
 - 2) expectancy
 - 3) performance-reward
 - 4) attractiveness
31. Which of the following describes the leadership style in which a leader tends to centralize authority, dictate work methods, make unilateral decisions, and limit employee participation?
- 1) cultural style
 - 2) autocratic style
 - 3) democratic style
 - 4) laissez-faire style
32. Which of the following is an accurate statement about the differences between gender and leadership style?
- 1) Males and females do not use different styles.
 - 2) Men are more democratic than women.
 - 3) Women encourage more participation.
 - 4) Men share power more than women.
33. What should today's managers do with an organization's knowledge resources?
- 1) learn from employees
 - 2) make it easy for employees to communicate and share their knowledge
 - 3) protect it from employees
 - 4) share their knowledge with employees
34. Which of the following is not a scheduling device used by managers?
- 1) benchmarking
 - 2) Gantt charts
 - 3) load charts
 - 4) PERT network analysis

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II. Essay Questions (49%)

Question 1: This is a short article from *The Economist*. Please make a brief translation in Chinese (14%) and comment on it (15%).

Brainstorming is said to have been popularised as a management technique in the early 1940s by Alex Osborn, an American advertising executive. He defined brainstorming as "a conference technique by which a group attempts to find a solution for a specific problem by amassing all the ideas spontaneously thought of by its members". He had four rules: no criticism of ideas; go for a large number of ideas; build on each other's ideas; encourage wild and exaggerated ideas.

At one time the technique was widely used within corporations to help come up with new product ideas or to devise radically new manufacturing processes. The results of brainstorming, however, have frequently been deemed inadequate. Totally unstructured sessions rarely work. But even when basic rules are followed, the results are often disappointing.

Research has suggested that individuals working on their own generally come up with more original and higher-quality ideas. But groups come up with more ideas as such, even though they may be of inferior quality. Groups also go on being productive for much longer; individuals on their own tire easily and dry up. Open-ended group discussions have been found to be particularly helpful in evaluating ideas rather than in generating them. Group feedback seems to be especially useful in this process.

Question 2: 請說明何謂「變革」？(5%) 為何人們會抗拒變革？(5%) 有哪些技術或方法可以降低人們對組織變革的抗拒？(10%)