

一、選擇題：共20題，每題2分(佔40%)

1. All of the following are important aspects of the administrative model of decision making EXCEPT:
 - A) satisficing.
 - B) incomplete information.
 - C) bounded rationality.
 - D) brainstorming.
 - E) none of the above.

2. All of the following are examples of the task environment of the organization EXCEPT:
 - A) distributors.
 - B) customers.
 - C) competitors.
 - D) suppliers.
 - E) sociocultural forces.

3. Leadership theories that propose that the effectiveness of a leader depends on the situation in which the leader finds herself are known as:
 - A) trait models.
 - B) contingency models.
 - C) empowerment models.
 - D) path-goal models.
 - E) leadership substitute models.

4. When the members of a group must perform their tasks in a specific order, this is known as:
 - A) sequential task interdependence.
 - B) virtual teamwork.
 - C) pooled task interdependence.
 - D) reciprocal task interdependence.
 - E) none of the above.

5. One of the main implications of the Hawthorne Studies was that:
 - A) illumination effects workers' productivity
 - B) illumination effects workers' satisfaction
 - C) workers' feelings and thoughts can affect performance
 - D) a group will perform at a level lower than its members working individually
 - E) management is unnecessary

6. In designing an organization, if managers are grouped both by function and by product at the same time, what type of organizational structure is being used?
 - A) Market structure
 - B) Geographic structure
 - C) Functional structure
 - D) Matrix structure
 - E) Divisional structure

7. Which of the following is NOT a subjective method for assessing employee performance?
 - A) BARS
 - B) BOS
 - C) graphic rating scale
 - D) quantity of results
 - E) all of the above are subjective methods

8. A broad statement of the organization's purpose, products, and customer base that differentiate the organization from its competitors is known as:
 - A) a functional-level plan.
 - B) a mission statement.
 - C) a SWOT analysis.
 - D) a focused low-cost strategy.
 - E) a focused differentiation strategy.

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(限用答案本作答)

9. The set of values, norms, and expectations of behavior which control the ways in which workers interact with one another within the organization is known as:
- A) bureaucratic culture.
 - B) organizational culture.
 - C) an MBO culture.
 - D) a feedback control culture.
 - E) a feedforward control culture.
10. Managers who view the global environment as countries from which they are free to buy goods see the world as:
- A) an open system.
 - B) a free-market system.
 - C) a totalitarian regime.
 - D) a closed system.
 - E) an outsourcing system.
11. Early "time-and-motion" studies were an important part of the work of:
- A) Elton Mayo
 - B) F.W. Taylor
 - C) William Ouchi
 - D) Daniel Katz
 - E) Lawrence & Lorsch
12. The process by which one person exerts influence over others and inspires, motivates, and directs their activities is known as:
- A) empowerment.
 - B) initiating structure.
 - C) leadership.
 - D) consideration.
 - E) legitimate power.
13. In Herzberg's Motivation-Hygiene Theory, needs that are related to the nature of the work itself and the degree of challenge contained in the work are known as:
- A) motivator needs.
 - B) expectancy needs.
 - C) instrumentality needs.
 - D) hygiene needs.
 - E) valence needs.
14. According to McClelland, the extent to which a manager has a strong desire to do challenging tasks and to meet personal standards of excellence is known as:
- A) the need for affiliation.
 - B) the need for achievement.
 - C) the need for power.
 - D) the need for self-esteem.
 - E) the need for conscientiousness.
15. All of the following are essential managerial functions EXCEPT:
- A) leading.
 - B) controlling.
 - C) demonstrating.
 - D) planning.
 - E) organizing.
16. The idea behind the concept of "job enrichment" is that _____ a worker's responsibility will _____ the worker's involvement in his or her job and _____ the worker's interest in the quality of the goods the worker produces.
- A) increasing; decrease; decrease
 - B) decreasing; increase; increase
 - C) increasing; increase; decrease
 - D) increasing; increase; increase
 - E) none of the above

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17. According to Maslow's Hierarchy of Needs Theory, the highest level of needs of workers is:
- A) physiological needs.
 - B) safety needs.
 - C) self-actualization needs.
 - D) esteem needs.
 - E) belongingness needs.
18. The sharing of information between two or more people within the organization in order to reach a common understanding is known as:
- A) noise.
 - B) encoding.
 - C) communication.
 - D) filtering.
 - E) jargon.
19. To handle _____, organizations should assign various part of the organization to deal with difficult parts of the task and general environments.
- A) Global forces
 - B) Environmental complexity
 - C) Technological change
 - D) Reengineering
 - E) Synergy
20. What type of strategy specifies the activities of managers at the departmental level of the organization?
- A) Functional-level strategy
 - B) Business-level strategy
 - C) Corporate-level strategy
 - D) Divisional-level strategy
 - E) Top-level strategy

二、問答題：共3題，每題20分(佔60%)

1. 請簡述下列各管理理論的作者與主要內涵，並分別指出其對管理學的貢獻(20%)：
(1) 科學管理 (2) X理論與Y理論 (3) 期望理論 (4) 公平理論
2. 何謂「組織環境」(organizational environment)? 並請扼要說明「任務環境」(task environment)與「一般環境」(general environment)的意涵與各自的構成因素(20%)
3. 試說明下列各組織結構的基本特徵，並比較其優缺點：(20%)
(1) 功能式結構 (2) 事業部門結構 (3) 矩陣式結構

試題完