

一、選擇題：50分（每題2.5分，共計20題）

1. Which of the following sequence best describes how you can foster innovation?
 - A) recognize problems, gain allies, reward employees
 - B) recognize problems, overcome resistance, empower employees
 - C) Overcome resistance, empower employees, provide incentives
 - D) recognize problems, empower employees, devise solutions
 - E) None of the above

2. When a manager forms an impression of a subordinate based on a single trait, she is suffering from:
 - A) A halo effect
 - B) A self-fulfilling prophecy
 - C) The fundamental attribution error
 - D) Selective perception
 - E) Learned helplessness

3. According to McClelland's theory, a well-balanced person should have:
 - A) Needs for achievement, power, and affiliation that are about the same
 - B) Higher need for power than for achievement and affiliation
 - C) Higher need for affiliation than for power and achievement
 - D) Higher need for achievement than for power and affiliation
 - E) Higher needs for achievement and power than for affiliation

4. Deming believed that quality stems from:
 - A) Steady focus on the organization's mission
 - B) The Hawthorne effect
 - C) The self-fulfilling prophecy
 - D) Theory X management
 - E) Operations research

5. Yvan manages a small video rental store. In order to determine if strategic planning will be likely to help his business, Yvan should assess:
 - A) How many competitors he has
 - B) Foot traffic by his location
 - C) His profitability in the prior six months
 - D) Industry trends
 - E) All of the above

6. The model that clarifies that an effective leader clarifies how subordinates can achieve personal and organizational objectives is:
 - A) Fiedler's contingency model
 - B) House's path-goal model
 - C) Blake and Mouton's managerial grid
 - D) Hersey and Blanchard's situational leadership model
 - E) Charismatic leadership theory

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7. An organization that is offering unique, superior products or services to a wide market is pursuing a strategy of:
 - A) Cost leadership
 - B) Differentiation
 - C) Cost focus
 - D) Retrenchment
 - E) Focused differentiation

8. A “SMART” goal is one that is:
 - A) Specific, maintainable, attainable, realistic, and time-bound
 - B) Specific, measurable, attainable, results-oriented, and time-bound
 - C) Specific, maintainable, achievement-oriented, real-time, and targeted
 - D) Specific, measurable, affordable, realistic, and targeted
 - E) Specific, maintainable, aligned with other goals, realistic, and time-bound

9. A U.S. company agrees with a foreign company to start a new enterprise together in a foreign country, sharing the risks and the rewards. This is called a:
 - A) Countertrade
 - B) Joint venture
 - C) Maquiladora
 - D) Greenfield venture
 - E) Wholly owned subsidiary

10. Burger King provides the use of its name plus operating know-how to companies in Canada in return for a fee plus a percentage of profits. Burger King is:
 - A) Licensing
 - B) Franchising
 - C) Countertrading
 - D) Involved in a strategic alliance
 - E) Involved in a greenfield venture

11. XYZ designs and manufactures components for computer drives (floppy, hard, CD-ROM, DVD). XYZ needs to have an organizational structure that is:
 - A) Mechanistic
 - B) Organic
 - C) Tall
 - D) Centralized
 - E) Formal

12. Which of the following is the best statement of feedback?
 - A) “You’re always late to work.”
 - B) “You seem to be less motivated in your work lately.”
 - C) “Your last report contained only 2 errors.”
 - D) “You’ve got to figure out how to get along with Susie.”
 - E) “You’re typing that document wrong.”

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13. Harley Davidson Motorcycles states that it will improve its profit margin by 15% by ensuring continued high sales of its products for the next three years. This is a statement of Harley Davidson's:
- A) Operational goal
 - B) Tactical goal
 - C) Strategic goal
 - D) Management objective
 - E) Environmental impact
14. One of the 17 basic motions identified by Frank and Lillian Gilbreth is called a:
- A) Taylor
 - B) TQM
 - C) Therblig
 - D) Work unit
 - E) Soldier
15. A manager's duty to take actions that will benefit the interests of society as well as of the organization is known as:
- A) Philanthropy
 - B) Ethics
 - C) Moral rights
 - D) Social responsibility
 - E) The profit motive
16. Which of the following is NOT a nonrational model of decision-making?
- A) Coalitional
 - B) Garbage can
 - C) Incremental
 - D) Classical
 - E) Intuitional
17. Which of the following is NOT a function of organizational culture?
- A) It promotes social-system stability
 - B) It shapes behavior by helping employees make sense of their surroundings
 - C) It facilitates collective commitment
 - D) It allows outsiders to understand the organization better
 - E) It gives members an organizational identity
18. Sheila works closely with Wayne on many projects, and they are often in conflict. Sheila starts new projects by creating careful plans and beginning immediately. Wayne believes in being open-minded to new ideas, and works frantically at the last minute. Their conflict stems from:
- A) Time pressure
 - B) Communication failure
 - C) Ambiguous jurisdictions
 - D) Personality clashes
 - E) Inconsistent goals

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19. The idea that organizations should be managed as communities with managers and subordinates working in harmony, was developed by:
- A) Frederick Taylor
 - B) The Gilbreths
 - C) Max Weber
 - D) Henry Fayol
 - E) Mary Parker Follet
20. Sue hired a successful employee from ABC University. She is convinced that hiring from ABC University in the future will produce the same level of success. This is an example of a/an:
- A) heuristic bias
 - B) halo effect
 - C) recency effect
 - D) availability bias
 - E) Representativeness bias

二、問答題：50 分

1. 請說明何謂 BCG 矩陣。(10%)
2. 請舉例說明 SWOT 分析的應用。(20%)
3. 請比較馬斯洛需求層級理論、雙因子理論。(20%)