

管理學概論 試題

I. Multiple Choice (40%)

For each of the following choose the answer that *most completely* answers the question.

答案格式 (請依此格式橫向書寫於答案卷, 並依序作答):

1	2	3	4	5	6	7	8	9	10
11	12	13	14	15	16	17	18	19	20

1. Managers who are responsible for making organization-wide decisions and establishing the plans and goals that affect the entire organization are _____.
a. first-line managers b. top managers c. production managers d. research managers
2. Which of the following is true concerning the management beliefs of Barnard?
a. Employee ability and motivation remain fixed within a single employee, but vary across different employees.
b. To improve productivity, management should concentrate on selecting the best employee rather than motivating current employees.
c. Productivity is best achieved by insulating the organization from external constituencies.
d. Organizations are social systems that require human cooperation.
3. Knowledge management involves encouraging the members of the organization to _____.
a. improve the educational level of the average employee
b. develop new training programs to help new employees learn their jobs
c. develop a corporate university like Hamburger University at McDonald's
d. systematically gather information and share it with others
4. The most significant ways that culture is transmitted to employees consist of _____.
a. rituals, tales of woe, symbols, and language b. symbols, rituals, language, and systems
c. stories, rituals, symbols, and language d. language, stories, rituals, and rewards
5. Which of the following is the least favorable attitude for an American manager who wishes to be successful in international business?
a. multicultural b. multicountry c. ethnocentric d. polycentric
6. _____ is an approach to managing in which managers establish, promote, and practice

管理學概論試題 (限用答案本作答)

- what an organization stands for and believes in.
- a. Cause-related marketing
 - b. Values-based management
 - c. Ethical marketing
 - d. Belief management
7. According to the textbook, because managers can't possibly analyze all information on all alternatives, managers _____, rather than _____.
- a. maximize; satisfice
 - b. maximize; minimize
 - c. satisfice; minimize
 - d. satisfice; maximize
8. Strategic plans are plans that apply to the entire organization, establish the organization's overall goals, and _____.
- a. guide the organization toward maximizing organizational profits for the stockholders
 - b. attempt to satisfy all government regulations while maximizing profits
 - c. satisfy the organization's stakeholders
 - d. seek to position the organization in terms of its environment
9. _____ strategy determines what businesses an organization should be in.
- a. Business-level
 - b. Organizational
 - c. Operational-level
 - d. Corporate-level
10. If General Motors plans on changing their truck paint color scheme because they believe that in the future more women will be interested in purchasing these vehicles, this is an example of what kind of environmental scanning?
- a. scenario
 - b. forecasting
 - c. benchmarking
 - d. anticipating
11. _____ is the number of subordinates that a manager manages and ultimately determines the number of levels of managers in an organization.
- a. Responsibility
 - b. Unity of command
 - c. Chain of command
 - d. Span of control
12. The process through which the symbols of a message are translated into a form that the receiver can understand is called _____.
- a. decoding
 - b. encoding
 - c. reinstating
 - d. expanding
13. As selection devices, _____ are the best predictors for senior managers.
- a. work sampling
 - b. application forms
 - c. reference checks
 - d. interviews
14. According to Kurt Lewin, which of the following is not a stage in the change process?
- a. unfreezing
 - b. changing
 - c. refreezing
 - d. restraining
15. The cognitive dissonance theory proposed that the desire to reduce dissonance is determined by

管理學概論試題

(限用答案本作答)

- _____.
- a. importance, influence, and rewards b. economics, politics, and organizational structure
c. stability, position, and power d. awareness, status, and punishments
16. Which of the following personality traits tends to have a negative impact on group productivity and morale?
a. sociability b. self-reliance c. independence d. dominance
17. A theory that suggests that employees compare their inputs and outcomes from a job to the ratio of input to outcomes of relevant others is known as _____.
a. action motivation b. goal setting c. reinforcement theory d. equity theory
18. According to path-goal theory, a leader who is friendly and shows concern for the needs of subordinates is termed _____.
a. directive b. achievement oriented c. participative d. supportive
19. Which of the following is a performance measurement tool that looks at four areas that contribute to a company's performance?
a. market value added b. economic value added
c. balanced scorecard d. information control
20. Under clan control, employee behaviors are regulated by _____.
a. peer pressure b. shared values and norms
c. brainwashing d. strict hierarchical mechanisms

II. Essay (60%)

1. In a short essay, discuss the difference between well-structured and poorly-structured problems. Include specific examples of each type of problem to support your answer. Next, discuss the type of decisions that would be used to address each of these problems.
2. In a short essay, list and discuss the four contingency variables that should be considered in determining an appropriate structure in organizational design.
3. In a short essay, list and discuss the three-needs theory according to David McClelland. Next, identify which of these needs has been studied most extensively and discuss the findings of this research.
4. In a short essay differentiate between transactional and transformational leaders.