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.
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 MBQ 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
B) decreasing; increase
C) increasing; increase
D) increasing; increase
E) none of the above
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(共60%)  

1. 請簡述下列各個理論或主要內涵，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)的意義與各自的構成因素(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)矩阵式結構

試題完