單選題：請在每題的選項中，選出一個最適切的答案，並將答案抄寫在答案紙上，每題兩分

1. _________ is the process of organizing and interpreting sensory impressions to give meaning to the environment.
   a. attribution
   b. selection
   c. learning
   d. conditioning
   e. perception

2. Conflict that prevents the organization from achieving its goals is considered
   a. Destructive conflict
   b. Negative conflict
   c. Dysfunctional conflict
   d. Nonstrategic conflict
   e. Random conflict.

3. A middle manager who is expected by his/her boss to keep performance evaluations low subordinate fairly, is experiencing which of the following?
   a. norm decisiveness
   b. role conflict
   c. status separation
   d. conformity pressure
   e. cohesiveness conflict

4. The degree to which members are attracted to a group and share the group’s goals is referred to as
   a. group diversity
   b. group cohesiveness
   c. group expansion
   d. group norms
   e. group continuity

5. In _________ and employee compares his job’s inputs-outcomes ratio with that of relevant others and then corrects any inequity.
   a. reinforcement theory
b. the job characteristics model
c. job design
d. equity theory
e. expectancy theory

6. according to Herzberg, in order to provide employees with job satisfaction, managers should concentrate on
   a. hygiene factors
   b. issues such as pay
   c. motivators factors
   d. extrinsic factors
   e. nonmotivators

7. which of the following are two of the three key situational factors Fielder felt were important in determining leader effectiveness?
   a. Leader-member relations and maturity of followers
   b. Organizational success and position power
   c. Task structure and leader-member relations
   d. Maturity of organization and subordinates.
   e. Organizational age and task structure.

8. according to Fielder, in what types of situations do task-oriented leaders perform best?
   a. Very favorable, very unfavorable
   b. Moderately favorable, moderately unfavorable
   c. Very favorable, unfavorable
   d. Very unfavorable, unfavorable
   e. Very favorable, favorable

9. what type of control can prevent ongoing problem situations from becoming too costly?
   a. Concurrent control
   b. Definitional control
   c. Feedforward control
   d. Feedback control
   e. Projected control

10. which of the organizational control systems is heavily dependent on the individual, group, and the use of teams?
    a. strategic
    b. clan
    c. bureaucratic
    d. traditional
11. Management is concerned that activities should be completed _________.
   a. effectively
   b. efficiently
   c. efficiently and effectively
   d. by the lowest-level employee who can accomplish the task.
   e. At the lowest possible cost.

12. Efficiency refers to ______________.
   a. the relationship between inputs and outputs.
   b. The additive relationship between cost and benefits.
   c. The exponential nature of cost and outputs.
   d. Increasing outputs regardless of cost
   e. Lowering cost to save money and lowering outputs.

13. Whereas ________ is concerned with the means of getting things done, __________ is concerned with the ends, or attainment of organizational goals.
   a. effectiveness; efficiency
   b. efficiency; effectiveness
   c. effectiveness; goal attainment
   d. goal attainment, efficiency

14. __________ was a French industrialist who identified basic management functions.
   a. Weber
   b. Taylor
   c. Herzberg
   d. Fayol
   e. Koontz

15. Organizing includes __________.
   a. defining organizational goals.
   b. Hiring organizational members.
   c. Motivating organizational members.
   d. Monitoring organizational member behavior
   e. Determining who does what tasks.

16. according to Mintzerg’s management roles, the ________ are roles that involve people and other duties that are ceremonial and symbolic in nature.
   a. informational
   b. interpersonal
   c. technical
   d. decisional

17. the three essential managerial skills put forth by Katz include __________.
18. The contingency approach may also be termed the _____________ approach.
   a. systems
   b. situational
   c. universal
   d. traditional
   e. functional

19. Which of the following individuals became known as the “father” of scientific management?
   a. Michael Porter
   b. Frederick Taylor
   c. Frank Gilbreth
   d. Geert Hofstede

20. Henri Fayol would be classified under which of the following management approaches?
   a. General administrative
   b. Scientific management
   c. Quantitative
   d. Human resource
   e. Systems

21. Without question, the most important contribution to the developing field of organizational behavior came out of the
   a. Taylor studies
   b. Porter studies.
   c. Parker studies.
   d. Hawthoune studies.

22. The first step in the decision-making process is which of the following?
   a. Developing decision criteria
   b. Allocating weights to the criteria
   c. Analyzing alternative
   d. Identifying a problem
   e. Implementing the decision’s effectiveness

23. When a decision maker chooses an alternative under perfect rationality, she chooses a _________ decision, whereas under bounded rationality she chooses a
24. An unconscious process of making decisions on the basis of experience and accumulated judgment is ______________ decision making.
   a. rational
   b. intuitive
   c. bounded
   d. satisficing
   e. programmed

25. When problem are ______________, managers must rely on ______________ in order to develop unique solutions.
   a. Programmed
   b. Satisficing
   c. Intuition
   d. “Gut feeling”
   e. “Garbage can” approach

26. When problems are __________, managers must rely on _________ in order to develop unique solutions.
   a. well structured; nonprogrammed decision making.
   b. Well structured; pure intuition
   c. Poorly structured; nonprogrammed decision making.
   d. Poorly structured; programmed decision making.

27. ______________ is often called the primary management function because it establishes the basis for all the other functions that managers perform.
   a. Planning
   b. Leading
   c. Organizing
   d. Controlling
   e. Persuading

28. __________ plans include the formulation of objectives, whereas __________ plans assume the existence of objectives.
   a. Single-use; standing
   b. Directional; specific
   c. Long-term; short-term
29. A management system in which specific performance goals are jointly determined by employees and their managers is known as
   a. Management by objectives
   c. Traditional goal setting
   d. Management by opinions.
30. Management by Objectives (MBO) can be described by which of the following statements?
   a. An autocratic system
   b. A “bottom-up” system
   c. A “top-down” system
   d. Both a “top-down” and a “bottom-up” system
   e. A static system
31. The greater the environmental uncertainty, the more plans need to be __________ and emphasis placed on the __________.
   a. Strategic; long term
   b. Single use; short term
   c. Operational; long term
   d. Directional; short term
   e. Standing; long term
32. What step in the strategic management process follows analyzing the external environment?
   a. Identifying opportunities and threats
   b. Mission statement
   c. Evaluation
   d. Identifying strengths and weaknesses
   e. Formulating strategies
33. Which of the following is one level of strategic planning in large companies?
   a. Management level
   b. Financial level
   c. Staff level
   d. Corporate level
   e. Systems level
34. Which of the following describes a company growing by combining with other organizations in the same industry?
   a. Forward vertical integration
b. backward vertical integration
c. horizontal integration
d. related diversification
e. unrelated diversification

35. according to the boston consulting group matrix, which businesses generate large amounts of cash, but their prospects for future growth are limited?
a. question marks
b. dogs
c. cash cows
d. stars
e. elephants

36. Michales Porter’s competitive strategies framework identifies three generic competitive strategies, including:
a. depth
b. breadth
c. revenue growth
d. focus
e. acquisition

37. according to Porter’s competitive strategies framework, an organization that sets out to be the low-cost producer in its industry is following what type of strategy?
a. cost defender
b. cost follower
c. cost leadership
d. cost fighter
e. cost cutting

38. ________ is the basis on which jobs are grouped in order to accomplish organizational goals.
a. departmentalization
b. centralization
c. formalization
d. coordination
e. efficiency

39. what kind of departmentalization would be in place in a government organization where different public service responsibilities are divided into activities for employers, children, and the disabled?
a. product
b. geographic
c. process
d. outcome

e. customer

40. The ___________ is the continuous line of authority that extends from upper organizational levels to the lowest levels and clarifies who reports to whom.
   a. chain of demand
   b. chain of command
   c. demand hierarchy
   d. continuous design structure

41. The ___________ principle (one of Fayol’s 14 principles of management) helps preserve the concept of a continuous line of authority.
   a. unity of demand
   b. unity of command
   c. demand structure
   d. continuous demand

42. ___________ refers to the degree to which jobs within the organization are standardized and the extent to which employee behavior is guided by rules and procedures.
   a. standardization
   b. centralization
   c. chain of command
   d. strategy
   e. formalization

43. The ___________ organizational structure is characterized by high specialization, extensive departmentalization, narrow spans of control, and high formalization.
   a. mechanistic
   b. organic
   c. contingency
   d. adhocracy
   e. functional

44. The three production categories that Joan Woodward divided organizations into in order to uncover relationships between organizational structures and technology are ___________
   a. unit, mass, and process
   b. unit, product, and cost
   c. product, cost and customer
   d. mass, process, and cost
   e. process, unit and product
45. the _______________ is an organizational structure that assigns specialists from
different functional departments to work on one or more projects being led by
project managers.
   a. functional structure
   b. simple structure
   c. matrix structure
   d. divisional structure

46. the final link in the communication process is ________
   a. encoding
   b. decoding
   c. feedforward
   d. feedback
   e. noise

47. __________ is when people selectively interpret what they see or hear on the
   basis of their interests, background, experiences, and attitudes.
   a. filtering
   b. selective perception
   c. feedback
   d. defensiveness
   e. acculturation

48. a company that decides to decentralize its sales procedures is managing what
   change category?
   a. technology
   b. people
   c. equipment
   d. competitors.
   e. structure

49. techniques to change people and the quality of interpersonal work relationships
   are termed
   a. operations
   b. organizational development
   c. downsizing
   d. robotics
   e. automation

50. which of the following terms is defined as “an employee’s orientation toward the
organization in terms of his/her loyalty, identification, and involvement”
   a. job satisfaction
   b. self-perception
c. organizational commitment
d. job involvement
e. pay satisfaction