

考試科目	管理學	系所別	MBA/甲組、乙組	考試時間	2月3日(五)第4節
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(2 points each, 100 points in total)

選擇題請在答案卡上作答，否則不予計分。

- According to Katz, \_\_\_\_\_ skills tend to be more important for first-line managers since they manage employees who produce the products or deliver services.  
A) Conceptual B) Empirical C) Human D) Technical
- Wasting manpower is an example of \_\_\_\_\_.  
A) inefficacy B) ineffableness C) inefficiency D) ineffectiveness
- Which is NOT one of the four major management functions performed by managers?  
A) controlling B) directing C) organizing D) planning
- A CEO is performing one of Mintzberg's \_\_\_\_\_ roles when he/she participates in the ribbon-cutting ceremony for the new factory.  
A) decisional B) informational C) interpersonal D) organizing
- Which of the following decision is an aspect of intuition?  
A) Experience-based B) Quality-initiated C) Science-based D) Programmed
- When a manager holds someone accountable for their division's performance, the manager believes in the \_\_\_\_\_ view of management.  
A) omnipotent B) omnipresent C) systemic D) symbolic
- An organization's financial, physical, human, and intangible assets are known as its \_\_\_\_\_.  
A) capabilities B) core competencies C) resources D) strengths
- Which of the following are the two dimensions of environmental uncertainty?  
A) Degree of complexity and degree of impact B) Degree of change and degree of complexity  
C) Degree of change and degree of volume D) Degree of impact and degree of timing
- \_\_\_\_\_ is a process new employees learn about the way of doing things in the company.  
A) Inculcation B) Enculturation C) Socialization D) Transculturation
- Managers with a(n) \_\_\_\_\_ attitude are less likely to succeed in international assignments.  
A) multicultural B) multiracial C) geocentric D) ethnocentric
- Which of the following has the lowest level of internationalization?  
A) Global sourcing B) Licensing C) Franchising D) Strategic alliances with foreign companies
- Which is NOT an example of workplace diversity?  
A) age B) sex C) physical disability D) job satisfaction
- \_\_\_\_\_ means judging a person on the basis of one's perception of a social group to which he or she belongs  
A) Bias B) Assimilation C) Stereotyping D) Prejudice
- According to the \_\_\_\_\_ view of social responsibility, management's only social responsibility is to maximize profits.  
A) class B) neoclassical C) sociocultural D) socioeconomic
- In the \_\_\_\_\_ approach of going green, an organization works to meet the environmental demands of its employees, suppliers, or community  
A) activist B) legal C) market D) stakeholder
- Change \_\_\_\_\_ are people who act as catalysts and assume the responsibility for managing the change process.  
A) agents B) champions C) generators D) masters
- Most companies' plans can be classified as either \_\_\_\_\_ or \_\_\_\_\_.  
A) strategic; financial B) operational; tactical C) social; economic D) strategic; operational
- \_\_\_\_\_ is a process of setting mutually-agreed upon goals and using those goals to evaluate employee performance.  
A) Management by exception B) Management by performance  
C) Management by objectives D) Management by observation
- A \_\_\_\_\_ describes the rationale of how a company is going to make money.  
A) strategy B) mission statement C) core competency D) business model

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<p>20. You conduct a(n) _____ when you study trends involving new technology, competitors, and customers. A) external analysis B) internal analysis C) economic analysis D) industry analysis</p> <p>21. _____ refer to the major value-creating capabilities of the organization A) Strengths B) Competitive advantages C) Core competencies D) Resources</p> <p>22. The _____ analysis combines external and internal analyses. A) competitor B) industry C) market D) SWOT</p> <p>23. A business unit that has low market share but a high anticipated growth rate is a _____ in the BCG matrix. A) cash cow B) dog C) question mark D) star</p> <p>24. A _____ strategy focus on offering unique products that are widely valued by customers. A) differentiation B) focus C) functional D) leadership</p> <p>25. Which one of the following items is found in the financial data section of the business plan? A) Economic analysis B) Pricing C) <i>Pro forma</i> cash flow analysis D) Sales tactics</p> <p>26. A new business ventures usually go through which of the following three stages? A) Start-up, rapid growth, decline B) Idea generation, business formation, maturity C) Start-up, transition, scaling D) Idea generation, scaling, maturity</p> <p>27. Poor communication across the different groups is a typical disadvantage of _____ departmentalization. A) customer B) functional C) geographic D) process</p> <p>28. You just started your company 2 years ago. You now have 1 sales representative and 3 production employees. Your company is most likely to have a _____ structure. A) divisional B) functional C) matrix D) simple</p> <p>29. A job _____ is the assessment that defines jobs and the behaviors necessary to perform them. A) analysis B) description C) evaluation D) preview</p> <p>30. _____ indicates the extent to which a test measures the same thing consistently. A) Objectivity B) Reliability C) Validity D) Utility</p> <p>31. The _____ method utilizes feedback from supervisors, employees, coworkers, and customers. A) 360-degree appraisal B) assessment center C) critical incident D) graphic rating scale</p> <p>32. _____ conflicts are most likely to be dysfunctional in teamwork. A) Process B) Relationship C) Status D) Task</p> <p>33. What are the three components of attitudes? A) intentional, reactive, and adjustable B) emotional, creative, and environmental C) cognitive, affective, and behavioral D) active, behavioral, and adjustable</p> <p>34. Which one of the Big Five personality traits is a valid predictor of good job performance for most occupations? A) agreeableness B) conscientiousness C) emotional stability D) extraversion</p> <p>35. A supervisor who micromanages his/her employees tend to be a Theory _____ manager. A) T B) X C) Y D) Z</p> <p>36. According to the three-needs theory, the effective managers tend to be _____ in the need for _____ A) high; achievement B) high; affection C) low; power D) low; affiliation</p> <p>37. Job _____ refers to the vertical expansion of a job by adding planning and evaluating responsibilities. A) scope B) rotation C) enrichment D) enlargement</p> <p>38. Which of the following theory serves as the foundations for MBO and OKR? A) goal setting B) needs hierarchy C) path-goal D) reinforcement</p>		

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<p>39. An effective transactional leader would most likely to hold _____ power. A) expert B) information C) legitimate D) reward</p> <p>40. _____ is the process of monitoring, comparing, and correcting work performance. A) Controlling B) Evaluating C) Measuring D) Verifying</p> <p>41. The _____ approach to performance measurement evaluates organizational performance more than just the financial perspective. A) balanced scorecard B) balance sheet C) income statement D) market value</p> <p>42. A factory hires additional workers as soon as they received a big order. The factory is using _____ control. A) backward B) concurrent C) feedback D) feedforward</p> <p>43. _____ ratios measure how efficiently the firm is using its assets. A) Activity B) Leverage C) Liquidity D) Profitability</p> <p>44. According to Hofstede, the country cultures of _____ is most similar to Taiwan. A) China B) Japan C) Singapore D) South Korea</p> <p>45. Organizations grow by using strategies of _____. A) concentration, integration, or diversification B) concentration, integration, or stabilization C) integration, diversification, or differentiation D) integration, diversification, or functionalization</p> <p>46. The typical order for the three-step change process is _____. A) unfreezing, refreezing and changing B) changing, unfreezing and refreezing C) unfreezing, changing and refreezing D) refreezing, changing and unfreezing</p> <p>47. According to the JCM, which three job characteristics are critical to the meaningfulness of a job? A) Autonomy, task identity, and task significance B) Skill variety, task identity, and task significance C) Autonomy, feedback, and task significance D) Skill variety, autonomy, and feedback</p> <p>48. Fiedler's contingency theory of leadership suggests that the best leadership style was a function of _____. A) chain of command, relationships, and power B) formal authority, production orientation, and consideration C) leader-member relations, task structure, and position power D) situation, personality of leader, and readiness of employees</p> <p>49. Individual behavior in organizations includes _____. A) structure, culture, and team building B) strategies, norms, and roles C) policies, practice and procedure D) attitudes, learning, and motivation</p> <p>50. The three main types of corporate strategies are A) Growth, cost leadership, and differentiation B) Growth, stability, and renewal C) Stability, differentiation, and focus D) Stability, focus, and turnaround</p>					
備註	<p>一、作答於試題上者，不予計分。 二、試題請隨卷繳交。</p>				