1. Maslow’s theory suggests a _____ process in motivation, while Alderfer’s theory suggests a _____ process.
   a. fulfillment-procession/frustration-regression
   b. frustration-regression/fulfillment-procession
   c. fulfillment-procession/frustration-regression
   d. frustration-regression/fulfillment-procession

2. Alex has a high need for achievement. A good strategy for motivating him would be to:
   a. provide him with moderately difficult goals
   b. provide him with periodic feedback on his performance
   c. encourage many people to provide him with advice
   d. allow him to share responsibility for attaining his goals with others.

3. Implementation of the MBO process requires that the superior play a _____ role.
   a. training and directing
   b. coaching and counseling
   c. judgmental
   d. neutral

4. In the team decision making model, the outcome evaluation phase consists of:
   a. determining whether the problem was solved
   b. recycling the problem or some part of it
   c. evaluating how well team members worked together
   d. determining whether the problem was solved and evaluating how well team members worked together

5. Which of the following is not associated with empowerment:
   a. sensitivity to the needs of employees
   b. taking delight in an employee’s development
   c. helping employees reach their personal goals
   d. realizing that visions are achieved by individual employees

6. Contingency models place primary emphasis on _____ in understanding leadership.
   a. traits
   b. situations
   c. behaviors
   d. personal relationships

7. The _____ leader creates a vision that does not capture the emotional spirit of followers.
   a. charismatic
   b. transactional
   c. transformational
   d. all of the above capture the emotional spirit of followers
8. The key to effective organizational design decisions is to select a design that:
   a. maximizes fit with strategy decisions
   b. effectively balances organizational subsystems
   c. eliminates potential negative effects
   d. minimizes potential negative effects

9. Over the past decade, Apple computer's ______ strategy with the easy-to-use Macintosh operating system was ultimately undermined and rendered ineffective by Microsoft's adoption of the ______ strategy through the introduction and proliferation of the Windows 95 operating system for the IBM-compatible PC.
   a. low cost; differentiation
   b. differentiation; focused
   c. differentiation; low cost
   d. focused; differentiation

10. Sunil is a consultant who has just completed an organizational diagnosis of Klavier Fabricated Products, Inc. Klavier needs to develop more innovative ways to deal with unexpected changes in its marketplace. To date, the company has made only a limited investment in information technology, and it does not have much money available to support a change effort. Managers come from a relatively traditional background, and have not had much experience with either training or planned organizational change. The approach to change that would probably be most appropriate for Sunil to recommend would be ______.
   a. matrix organization
   b. collateral organization
   c. network organization
   d. cultural change

11. The two cultural values that affect the use of groups and teams in organizations are ______ and ______.
   a. individualism; altruism
   b. individualism; collectivism
   c. equity; social responsibility
   d. social responsibility; reciprocity

12. Terry was interviewing Karen for a job as a customer service representative. During the interview, she noticed that Karen had mentioned on several occasions how disagreeable and obnoxious dissatisfied customers can be, but that she could be trusted to deal with them professionally. Based upon her understanding of the perceptual error of ______, Terry concluded that Karen should not be hired because she might be rude to dissatisfied customers.
   a. contrast
   b. halo effect
   c. stereotyping
   d. projection
13. Which of the following is not important to diagnose in gathering information to be used in making organization design decision:
   a. the internal organizational environment, including organizational culture and politics
   b. the external organizational environment, including customers, creditors, and suppliers
   c. existing or potential competitive strategies
   d. all of the above are important to diagnose

14. Which of the following is not one of the important implications of the goal-setting model for both employees and managers:
   a. it provides a framework for diagnosing performance problems
   b. it provides concrete advice on how to improve performance
   c. it predicts the level of performance for any given individual
   d. it portrays the system or relationships among key factors in goal-setting

15. The reengineering approach places greatest emphasis upon:
   a. relationships between people
   b. relationships between values
   c. relationships between employees and customers
   d. relationships between activities and tasks

貳、問答題 40%

1. 請以“索尼”（一家為電子）為例，以企業管理角度分析該企業管理之優缺點及可能遭遇之問題。- 10%

2. 在眾多的領導理論中，你比較贊成哪一理論？請舉出該理論，並以實例說明該理論的原因。- 15%

3. 請說明文化在企業全球化中所扮演的角色及對組織管理所產生之影響。- 15%

參、申論題 30%

資訊科技的革新使企業面對許多前所未有的變化與挑戰。請談出因應網路 (Internet) 的的發展及與企業內部網路 (Intranet) 的興起，企業利用網路進行內部溝通已成趨勢。請就此趨勢，以管理學學術之相關觀點分析並說明：
一、組織內所可能面臨之改變；
二、管理層面臨這些變更時，在管理上的應有的因應及配合；
三、對跨國企業可能造成之影響。