1. Multiple-Choice Questions (1.5 points per question, 48%) Please choose the best answer.

1. ______ focuses on the development of mathematical models to study management behavior.
   1) Administrative management
   2) Scientific management
   3) Classical management thought
   4) System theory
   5) Management science

2. If a manager has two employees who commit the same offense, but he realizes that he should take a different approach to correcting the behavior of each person, he obviously understands the concept of
   1) human relations thought
   2) contingency perspective
   3) Theory X
   4) Fayol's management principles
   5) transactional theory of leadership

3. Mercedes-Benz building a plant in Alabama to build its SUVs is an example of
   1) direct investment
   2) joint venture
   3) strategic alliance
   4) licensing
   5) outsourcing

4. Which of the following is a correct statement?
   1) To change organizational culture, managers do not necessarily need a clear idea of what they want to create.
   2) The culture of an organization can easily be measured objectively.
   3) The values held by an organization's founder(s) are often among the major determinants of corporate culture.
   4) With the exception of language differences, cultural differences are not likely to cause problems for managers.
   5) None of these.

5. When Ford Company specializes in assembling automobiles for the mass market, it is pursuing a(n)
   1) BCG strategy
   2) overall cost leadership strategy
   3) vertical integration
   4) focus strategy
   5) tactical strategy

6. When 7-Eleven sets a goal for the number of retail outlets it will open within the next two years, it is engaged in determining
   1) its mission statement.
   2) a functional plan.
   3) a corporate-level strategy.
   4) a business-level strategy.
   5) its distinctive competence.

7. The disadvantage of group decision making that results from the desire for consensus and cohesiveness is known as
   1) groupthink
   2) collectivism
   3) cognitive dissonance
   4) domination
   5) irrationality
8. You are part of making a decision about the appropriateness of discontinuing research on a new drug that would save lives, but it is uncertain whether you can develop it within a reasonable time frame and at a reasonable cost. Your firm has already spent a small fortune on this drug. You have gathered so much information in preparation to making the decision that you are unable to sort the good information from the superfluous. You decide to rely on judgmental shortcuts in order to make the decision in a timely manner. These shortcuts are termed
1) fundamental attribution errors. 2) optimal solutions.
3) lateral approaches. 4) intuition.
5) heuristics.

9. Refer to the case mentioned above. You decide to spend more money on the project because you believe you might be viewed as responsible if the project failed. You are guilty of:
1) compulsion. 2) representative heuristic.
3) escalation of commitment. 4) satisfying.
5) self-serving bias.

10. Starbucks Coffee decides to exploit an opportunity in the marketplace before any other coffee chain store exploits it is called
1) a niche. 2) a first-mover advantages.
3) an established market. 4) a franchise agreement.
5) vertical integration.

11. Which of the following is NOT an advantage of the sole proprietorship form of business ownership?
1) Simple and inexpensive to start
2) Profits are taxed only as ordinary income to the owner
3) Liability is limited to the amount of money invested in the business
4) Freedom in conducting business
5) All of these.

12. The innovation strategy is characterized by
1) avoiding unnecessary costs.
2) a mixture of loose with tight properties.
3) tight controls over current activity.
4) low specialization and low formalization.
5) extensive departmentalization.

13. Which of the following generalizations about organizational structures and employee performance and satisfaction is most true?
1) There is a strong evidence linking decentralization and job satisfaction.
2) It is probably safe to say that no evidence supports a relationship between span of control and employee performance.
3) The evidence generally indicates that work specialization contributes to lower employee productivity.
4) No one wants work that makes minimal intellectual demands and is routine.
5) The evidence generally indicates that the matrix organizational design leads to employees’ high performance and creativity.

14. ________ is addressed by asking the question “On what basis will jobs be grouped together?”
1) Departmentalization
2) Work specialization
3) Centralization and decentralization
4) Formalization
5) Internalization
15. A culture where the core values are intensely held and widely shared within an
organization is termed a
1) fortress.
2) subculture.
3) strong culture.
4) formal culture.
5) informal culture.

16. Performance evaluation is most relevant to which relationship in the expectancy
theory of motivation?
1) effort-individual goal
2) reward-individual goal
3) attractiveness-individual goal
4) effort-performance
5) none of these

17. Modern opinions about the organization's responsibilities for career development
seem to indicate
1) organizations have an obligation to provide individuals with life-long
   employment.
2) organizations should have formalized employer-directed career planning
   programs.
3) career development should be paternalistic.
4) organizations should be supportive as individuals proceed with their own career
   development.
5) organizations should not interfere in career development.

18. Operant conditioning and reinforcement theory argue that
1) behavior is reflexive.
2) behavior is unlearned.
3) behavior is a function of its consequences.
4) the tendency to repeat a behavior is very strong.
5) most behaviors in organizations are associated with classical learning.

19. An individual high in Machiavellianism is best described as
1) tending to take more risks in job selection.
2) maintaining emotional distance, being highly authoritative, believing in swift
   discipline.
3) being impulsive, emotionally involved, and having strong ethical beliefs.
4) tending to make a poor manager.
5) being pragmatic, maintaining emotional distance, and believing ends can justify
   means.

20. The theory that has been proposed to develop explanations to explain that we
judge people differently depending on what meaning we assign to their behavior is
1) selective behavior theory.
2) behavioral theory.
3) judgmental theory.
4) equity theory.
5) attribution theory.

21. Another name for self-fulfilling prophecy is
1) Pygmalion effect.
2) projection.
3) self-selecting bias
4) negative reinforcement.
5) stereotyping.
22. Which one of the following would be considered a motivator in the two-factor theory?
   1) salary
   2) supervision
   3) working conditions
   4) recognition
   5) company policy

23. If a salaried employee is overpaid, equity theory would predict that
   1) quantity and/or quality will decrease.
   2) quantity and/or quality will increase.
   3) quantity will decrease.
   4) quantity will increase.
   5) quality will decrease.

24. Path-goal theory assumes that leaders
   1) have little tolerance for their least-preferred coworker.
   2) should maintain a consistent leadership style to avoid confusing subordinates.
   3) can change their leadership style to fit the demands of a particular situation.
   4) should always maintain an achievement-oriented leader style.
   5) should always maintain a participative leader style.

25. If a leader’s main concern is accomplishing his/her group’s tasks, the University of Michigan studies label this leader
   1) single-minded.
   2) employee-oriented.
   3) goal-oriented.
   4) production-oriented.
   5) contingency-oriented.

26. When an overnight delivery company studies the procedures that the industry leader, FedEx, uses in order to improve its speed and reliability of delivery, this is an example of
   1) benchmarking
   2) ISO 9000
   3) statistical quality control
   4) outsourcing
   5) TQM

27. Which of the following is not a characteristic of the bureaucratic approach to organizational control?
   1) Rewards focused on individual performance
   2) Tall organizational structure
   3) Limited employee participation
   4) Reliance on rules and a rigid hierarchy
   5) Reliance on group norms

28. Josie works on a production line. Her job used to be to put on right front fenders. She is not particularly pleased now she has been assigned to do several different jobs while each car is at her station. Josie has experienced
   1) job rotation.
   2) job enlargement.
   3) job enrichment.
   4) reengineering.
   5) job enhancement.

29. Which of the following describes task identity in job characteristic model?
   1) the degree to which the job provides independence
   2) the degree to which the employee receives information concerning performance
   3) the degree to which the job requires completion of a piece of work
   4) the degree to which the job requires a variety of different activities
   5) the degree to which the job has a substantial impact on the lives or work of other people.
30. Which one of the following may be disadvantage to generate the innovative alternatives?
   1) face-to-face interacting groups
   2) brainstorming
   3) Delphi technique
   4) nominal group technique
   5) member diversity

31. Suggestion boxes, employee attitude surveys, and grievance procedures are examples of
   1) horizontal communication
   2) managerial communication
   3) downward communication
   4) directional communication
   5) upward communication

32. The management pioneer who did the Hawthorne studies was
   1) Frederick Taylor
   2) Elton Mayo
   3) Henri Fayol
   4) Abraham Maslow
   5) Hugo Munsterberg

II. Essay Questions (52%)

Q1: This is a report from USAS (United Students Against Sweatshops) website. Please make a brief translation in Chinese (10%) and comment on it (10%).

USAS' Ethical Contracting Campaign seeks to expand the leverage that students have obtained over licensing to other areas in which educational institutions do business, such as purchasing, contracting, and investing. As such, USAS members have led successful campaigns to kick Coca-Cola off college campuses in response to their violent union busting tactics in Colombia, and have carried out campaigns to have their educational institutions cut their contracts with Mt. Olive Pickles and Taco Bell due to the horrific exploitation of their agricultural workers. The Mt. Olive Pickle boycott was successful in helping to foster the creation of the first guest farm worker union in United States' history. The Taco Bell boycott was victorious in generating an historic agreement between Yum Brands (the largest restaurant company in the world to which Taco Bell is a subsidiary) and the Coalition of Immokalee Workers (a Farm worker organization in Florida) through which the farm workers involved received their first wage increase since 1979 and a commitment to improved conditions in the fields. USAS members are currently developing a code of conduct to protect the rights of all workers involved connected to our campus communities.

Q2: 請說明明基(BenQ)為何購併西門子(Siemens)手機部門的可能考慮因素 (10%), 以及評析這項購併案終究失敗的原因(10%)

Q3: 常見之有效溝通障礙有哪些類型，請舉例說明之(12%)