I. Multiple-Choice Questions  (1.5 points per question, 51%)
Please choose the best answer.

1. The management pioneer who specified four basic managerial functions of planning, organizing, leading, and controlling was
   1) Max Weber.                2) Mary Parker Follett.
   3) Chester Barnard         4) Henri Fayol
   5) Frederick Taylor

2. Suppose that a local laundry advertises that is treats each garment with a compound that makes it more stain-resistant than it would be if other techniques were used. This company is applying the generic strategy known as _________.
   1) differentiation strategy.        2) protection strategy.
   3) focus strategy.                  4) single-product strategy.
   5) product life cycle strategy.

3. The form of international business involvement in which two or more firms have an equity position in an operation is known as
   1) licensing.                      2) a joint venture/strategic alliance.
   3) wholly owned subsidiary.        4) a partnership.
   5) a franchising.

4. Which of the following is a correct statement about an ownership form?
   1) Sole proprietorship is a preferred form of ownership for large businesses.
   2) Partnership often used in legal, accounting, and architectural firms.
   3) Corporation is the least common form of small business ownership.
   4) Partnership has highest start-up costs.
   5) Sole proprietorship provides limited personal liability for owners of the business.

5. Suppose that a manager made a decision to buy a new plastics molding machine. After it was ordered and before it was delivered, a new type of machine that would be a much better choice came on the market. The manager knew that he should cancel the first order, but he was afraid it would make it look as if he had not done his homework. So he let the vendor go ahead and ship the first machine even though it was a bad decision. This is an example of
   1) risk propensity.                  2) groupthink.
   3) bounded rationality.             4) administrative model.
   5) escalation of commitment.

6. The trend in recent years has been toward
   1) narrower spans of control.       2) a span of control of five.
   3) wider spans of control.          4) an ideal span of control of eight.
   5) an ideal span of control of seven.
7. Which of the following is an explanation of the resistance to change that a worker might feel because the worker disagrees with management that the type of change selected will be best for the organization in the long-run?
   1) Threatened self-interests
   2) Uncertainty
   3) Different perceptions
   4) Participation
   5) Facilitation

8. Whereas ______ focuses on improving the efficiency of the individual worker, ______ focuses on creating mathematical models of organization processes.
   1) management science; administrative management
   2) classical management; modern management
   3) administrative management; organizational behavior
   4) administrative management; management science
   5) scientific management; management science

9. What ______ did for classical conditioning, ______ did for operant conditioning.
   1) Pavlov; Skinner
   2) Herzberg; McGregor
   3) Herzberg; Maslow
   4) Pavlov; Mayo
   5) Skinner; Pavlov

10. You are the first line supervisor for a group of employees who make green widgets. Their job is not terribly interesting or challenging and you have noticed that they are frequently tardy returning from their breaks. You have studied the concept of shaping behavior and decide that you will praise your employees for returning on time from break. This is an example of
   1) negative reinforcement.
   2) positive reinforcement.
   3) none reinforcement.
   4) extinction.
   5) social learning.

11. Porter’s five-force framework is usually used to analyze
   1) a specific country’s competitiveness
   2) a product’s popularity
   3) an enterprise’s industry environment
   4) the economic growth of a specific country
   5) an industry life cycle

12. In the BCG matrix, businesses that have a small market share in a market that is stagnating are known as
   1) stars.
   2) cash cows.
   3) question marks.
   4) problem children.
   5) dogs.

13. The halo effect causes one trait to be extended into a(n)
   1) overall evaluation
   2) stereotype.
   3) unsatisfied need.
   4) self-serving bias.
   5) cognitive dissonance
14. Which of the following is usually not a part of an organizational culture?
   1) shared experiences
   2) norms
   3) beliefs
   4) rituals
   5) benefits

15. ______ were widely used in the 1980’s. They were work teams of 8 to 10 employees and supervisors who had a shared area of responsibility and met regularly to discuss their quality problems, investigate causes of the problem, recommend solutions, and take corrective actions.
   1) Quality circles
   2) Action groups
   3) Reengineering squads
   4) Delphi groups
   5) Self-managed teams

16. Which of the following is not a situational element of the LPC model?
   1) Leader-member relations
   2) Task structure
   3) Subordinate’s characteristics
   4) Position power
   5) All of these

17. Which of the following decision-making models describes how decisions are made rather than prescribing how they should be made?
   1) Administrative
   2) Classical
   3) Irrational
   4) Nominal
   5) Scientific

18. Which of the following is a correct statement?
   1) The easiest way to get involved in international business with a minimum of capital outlay is acquisition.
   2) Typically, the first type of international business in which most firms engage is licensing.
   3) The process by which a manufacturer authorizes a foreign firm to use its technology, trademark, etc., is known as licensing.
   4) Exporting can involve merchandise but not services.
   5) When Toyota built a factory in U.S.A. to produce its vehicles, this was an example of franchising.

19. The first comprehensive contingency model for leadership was developed by
   1) Hersey and Blanchard.
   2) Blake and Mouton.
   3) Fred Fiedler.
   4) Abraham Maslow.
   5) Robert House.

20. Which of the following is not true of charismatic leaders?
   1) They have a vision and the ability to articulate the vision.
   2) They have behavior that is unconventional.
   3) They are willing to take high personal risk.
   4) They are rarely sensitive to follower needs.
   5) They are more likely to be able to inspire support and acceptance.
<table>
<thead>
<tr>
<th>招生學年度</th>
<th>九十七</th>
<th>招生類別</th>
<th>碩士班、碩士學位學程</th>
</tr>
</thead>
<tbody>
<tr>
<td>系所班別</td>
<td>企業管理學系碩士班、國際企業學系碩士班</td>
<td></td>
<td></td>
</tr>
<tr>
<td>科目</td>
<td>管理學</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

21. The power a person receives as a result of position on the organizational chart is known as
   1) coercive power.
   2) reward power.
   3) legitimate power.
   4) expert power.
   5) referent power.

22. The major advantage of the virtual organization is its
   1) control.
   2) predictability.
   3) flexibility.
   4) empowerment.
   5) orderliness.

23. The form of organization design in which a set of product groups is superimposed on a functional design is called
   1) conglomerate.
   2) divisional.
   3) hybrid.
   4) virtual.
   5) matrix.

24. Mary is having a hard time getting settled into her job because her boss is giving her very little guidance, and she cannot find her job description. What is Mary experiencing?
   1) Role ambiguity
   2) Role conflict
   3) Role overload
   4) Person-role conflict
   5) Interrole conflict

25. Break-even is the point at which
   1) total costs equal total revenue.
   2) total costs equal fixed costs.
   3) the firm makes a profit.
   4) total costs equal variable costs.
   5) All of these.

26. Edward works for a computer software development company. He has heard rumors that the company has not met profit expectations for the year and that management is going to “shake up the company” by doing “something drastic.” Which of the following options best meets the idea of drastic change?
   1) flexible hours
   2) job characteristic model
   3) TQM
   4) reengineering
   5) structure transformation.

27. A written statement of the minimum acceptable qualifications a jobholder needs for a given job is
   1) a job analysis
   2) a job description
   3) a job design
   4) a job specification.
   5) a job report.

28. Which of the following is a characteristic of a learning organization?
   1) People have standard ways of doing their jobs.
   2) People pursue self interests.
   3) People communicate over vertical and horizontal boundaries.
   4) People think in terms of independent relationships.
   5) All of the above.
29. The type of leader who inspires followers to transcend their own self-interest for the good of the organization and who is capable of having a profound effect on his/her followers is a
1) transcendent leader. 2) transformational leader.
3) transactional leader. 4) employee-oriented leader.
5) task-oriented leader.

30. ________ is discretionary behavior that is not part of an employee's formal job requirement, but that promotes the effective functioning of the organization.
1) Productivity behavior 2) Motivation
3) Organizational citizenship behavior 4) Organizational commitment behavior
5) Absenteeism

31. An individual who is aggressively involved in a chronic incessant struggle to achieve more and more in less and less time is a(n) _______ personality.
1) type A. 2) type B
3) type O 4) type AB
5) extrovert

32. When individuals observe behavior, they attempt to determine whether it is internally or externally caused. This is the
1) fundamental attribution error. 2) self-serving bias.
3) attribution theory. 4) selective behavior theory.
5) judgmental theory.

33. All of the following are characteristics of a Theory X employee except
1) avoids responsibilities. 2) dislikes work.
3) seeks formal direction. 4) exercises self direction.
5) needs to be controlled.

34. When the CEO of an organization decides to reduce the number of middle managers by ten percent, this is an example of
1) contingency. 2) downsizing.
3) outsourcing. 4) franchising.
5) spin-off.
II. Essay Questions (49%)

Question 1:
請針對2008年上路的員工分紅費用化制度（就是把公司用红利名義發給員工的股票（也就是俗稱的員工分紅入股），依其市場價值列為公司的支出（依取是採面額計算）），作成損益表的計算，對現行企業經營的利弊分析進行說明（10%）。請針對上述利弊分析，提出對企業未來經營之建議（15%）。

Question 2:
有一家營運相當好的大公司，為了擴大經營規模，決定大幅招聘銷售主管。消息一出，報名者雲集。為了能拚搏出優秀人才，主考官出了一道題目：「如何將本職業賣給和尚？」。請問如果你是應徵者，你將提出何種行銷方案說服主考官接納你的創意，以增加錄取的機會（9%）。請說明你的行銷方案背後的思考邏輯（15%）。