

系所別	考試科目
觀光學系二年級(日部)	管理學

※ 考生請於答案卷內作答

選擇題，每題 2.5 分，答錯題目則倒扣 1 分

1. () When a decision maker chooses an alternative under perfect rationality, she chooses a _____ decision, whereas under bounded rationality she chooses a _____ decision.
(a). minimizing; satisfying (b). satisficing; maximizing (c) maximizing; satisficing (d). maximizing; minimizing (e). minimizing; maximizing
2. () 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
3. () A management system in which specific performance goals are jointly determined by employees and their managers is known as
(a). management by objectives. (b). means-ends chain. (c). traditional goal setting. (d). management by opinions.
4. () In the strategic management process, the _____ defines the organizational purpose and answers the question: "What is our reason for being in business?"
(a). objective (b). evaluation (c). strategy (d). mission (e). values statement
5. () 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
6. () Which of the following is not a competitive strategy that a business may use in order to gain a distinct advantage, according to Michael Porter?
(a). retrenchment (b). cost-leadership (c). focus (d). differentiation
7. () The tendency for people to base their judgments on information that is readily available is known as
(a). availability heuristic. (b). representative heuristic. (c). escalation of commitment. (d). optimal decision making.
8. () _____ is a form of conformity whereby group members withhold

information or discussion in order to give the appearance of agreement.

- (a). Group conformity (b). Groupthink (c). Minority domination (d). Group domination
9. () An increased commitment to a previous decision negative information is known as a(n)
(a). availability heuristic.(b). representative heuristic. (c). escalation of commitment.(d). optimal decision making.
10. () When a decision maker chooses an alternative under perfect rationality, she chooses a _____decision ,whereas under bounded rationality she chooses a _____ decision.
(a). minimizing; satisfying (b). satisficing; maximizing
(c).minimizing ;maximizing (d).maximizing; minimizing (e). maximizing; satisficing
11. () If you get more output for a given input, you have
(a). decreased effectiveness.(b). increased effectiveness.(c). decreased efficiency. (d). increased efficiency.
12. () Determining the tasks to be accomplished, how the tasks are to be grouped, and who is responsible for the various tasks is known as which of the following processes of management?
(a). Planning (b). organizing (c). leading (d). controlling
13. () According to Mintzberg, which management role includes entrepreneur, disturbance handler, resource allocator, and negotiator?
(a). interpersonal (b). informational (c). decisional (d). planning
14. () According to Mintzberg, which management category includes the roles of figurehead, leader, and liaison?
(a). interpersonal (b). informational (c). decisional (d). planning
15. () Which of the following is not one of Taylor's principles of management?
(a). Use science, not rule-of-thumb. (b). Allocate work to workers so managers only oversee. (c). Scientifically select, train, teach, and develop the worker. (d). Cooperate with workers to ensure work is done according to principles of science.
16. () Which of the following is **not** true about the Hawthorne studies?
(a). They were initially devised to examine the effect of illumination level on worker productivity. (b). Elton Mayo and his associates were the researchers associated with the studies. (c). One conclusion was that group influences did not significantly affect individual behavior. (d). The conclusions of the studies led to a new emphasis on the human factor in attaining organizational goals.

17. () Which of the following is not one of the four specific dimensions of national culture according to Hofstede?
(a). power distance (b). uncertainty avoidance (c). space acceptance (d). individualism versus collectivism
18. () One outcome of the Hawthorne studies could be described by which of the following statements?
(a). Security is relatively unimportant. (b). Money is more important than the group on individual productivity. (c). Behavior and employee sentiments are inversely related. (d). Social norms or group standards are the key determinants of individual work behavior.
19. () The symbolic view of management means_____.
(a) that external forces are directly responsible for an organization's success or failure (b). the employees are directly responsible for an organization's success or failure (c). managers have little or no responsibility for an organization's success or failure (d). managers are directly responsible for an organization's success or failure
20. () Organizational culture is similar to an individual's _____.
(a). personality (b). skills (c). ability (d). motivation
21. () An organization's culture is _____.
(a). changed when the organization is purchased by new owners (b). represented by a common perception held by interest groups that watch the organization (c).represented in organizational meeting by the top manager of the organization (d). represented by a common perception held by the organization's members
22. () Corporate _____ are repetitive sequences of activities that express and reinforce the values of the organization, what goals are most important, which people are important, and which are expendable.
(a). rituals (b). ceremonies (c).symbols (d).languages
23. () Managers have three options for change: structure, technology, and people. Which of the following is not a change in people?
(a). attitudes (b).expectations (c).spans of control (d). behavior
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25. () Which of the following is not a step in Kurt Lewin's change process?
(a).Unfreezing the status quo. (b). Changing to a new state. (c).Disrupting the equilibrium. (d). Refreezing the new change.
26. () The "white water" metaphor takes into consideration that environments are

- (a). certain and static. (b). uncertain and dynamic. (c). certain and dynamic.
(d). uncertain and static.
27. () Which of the following is not a contingency variable that determines the appropriate span of control for managers?
(a). employee training (b) task complexity (c).management style preferences
(d). expenses
28. () French and Raven identified five sources, or bases, of power. Which of the following is not included?
(a). influence (b). coercive (c). referent (d).expert
29. () The pushing down of decision-making authority to the lowest levels of an organization is known as which of the following?
(a).centralization (b).decentralization (c).span of control (d).acceptance theory
30. () A manager who organizes his or her plant by separating engineering, accounting, human resources, and purchasing is using _____ departmentalization.
(a).functional (b).product (c).customer (d).geographic
31. () Which of the following is not a contingency variable that affects the appropriate structure for an organization?
(a).strategy (b).size (c).technology (d).sales
32. () A structure that is high in specialization, formalization, and centralization is a(n)
(a).strategic organization. (b).mechanistic organization. (c).organic organization. (d).matrix organization.
33. () An organization that uses technology which is nonroutine, will probably find which structure to be most effective?
(a).strategic organization (b).mechanistic organization (c).organic organization (d).bureaucracy
34. () Creativity is formed when the elements of creative skills, expertise, and _____ intersect.
(a).personality (b).experience (c).task motivation (d).none of the above
35. () Weber's ideal bureaucracy includes all of the following features except
(a).division of labor. (b).training. (c).impersonality. (d).career orientation
36. () Groups that are affected by organizational decisions and policies are known as
(a).management constituencies. (b).stockholders. (c).stakeholders.
(d).business owners.
37. () Lewin found that work quality and group satisfaction were highest using

which leadership style?

(a).dictatorial (b).laissez-faire (c).autocratic (d).democratic

38. () According to the Ohio State studies, a leader who is high in _____ is characterized by behavior that attempts to organize work, work relationships, and goals.

(a).autocratic structure (b).initiating structure (c).consideration
(d).production-oriented

39. () The managerial grid developed by Blake and Mouton emphasizes which two variables?

(a).employee-oriented, production-oriented (b).concern for people, concern for production (c).initiating structure, consideration (d).concern for people, consideration

40. () Fiedler's LPC questionnaire purports to measure the leader's behavioral orientation as either _____ or _____.

(a).initiating consideration; initiating structure (b).employee-oriented; production-oriented (c).task-oriented; relationship-oriented (d).delegating; participating