

系 所 別	考試科目
觀光學系二年級(二部)	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. () An organization must contain all except which of the following characteristics?
(a).purpose (b).people (c).structure (d).product
2. () In an organization, _____ translate(s) into goal attainment.
(a).effectiveness (b).efficiency (c).resource minimization
(d).managerial functions
3. () All of the following are included in the four components of the management process except
(a).planning (b).organizing (c).leading (d).delegating.
4. () According to Mintzberg, which management role includes entrepreneur, disturbance handler, resource allocator, and negotiator?
(a).interpersonal (b).informational (c).decisional (d).planning
5. () Mary Parker Follet was a social philosopher who taught that organizations should be based on _____ rather than _____.
(a).individualism; group ethic (b).ethics; profits (c).efficiency; profits
(d).group ethic; individualism
6. () Which of the following is not a variable that is considered when using the contingency approach to management?
(a).organization size (b).individual differences (c).environmental uncertainty
(d).management experience.
7. () 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 manager's 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.
8. () According to Toffler, what was the first wave of modern civilization ?
(a).agriculture (b).industrialization (c).manufacturing (d).information
9. () Which of the following is a characteristic of the new economy?
(a).Population is relatively homogeneous.
(b).National borders are nearly meaningless in defining an organization's

operating boundaries.

(c).Business is estranged from its environment.

(d).Customers get what business chooses to give them.

10. () A society where there is relatively little job mobility and widely practiced lifetime employment would be an example of which of the following dimensions of national culture?
(a).power distance (b).quality of life (c).uncertainty avoidance
(d).individualism versus collectivism.
11. () Which of the following is not an argument for the assumption of social responsibility by business?
(a).long-run profits (b).stockholder interests (c).ethical obligations (d).costs
12. () Which of the following is not an argument against the assumption of social responsibility by business?
(a).dilution of purpose (b).costs (c).too much power (d).public expectations
13. () The rules or principles that define right and wrong conduct are known as
(a).social responsibility. (b).moral obligation. (c).social obligation. (d).ethics.
14. () Persons within an organization who seize opportunities for change and then capitalize on those changes, but who never bear the financial risk are known as
(a).intrapreneurs. (b).managers (c).entrepreneurs (d).venture capitalists.
15. () Kay's company is using more and more outside firms to provide necessary products and services. This is known as
(a).outsourcing (b).downsizing (c).reengineering (d).rightsizing.
16. () Which of the following is not a component of total quality management?
(a).concern for continuous improvement. (b).accurate measurement
(c).employee empowerment. (d).focus on the stockholders of the company
17. () Radical, quantum change within an organization is known as
(a).kaizen . (b).downsizing. (c).work process engineering. (d)total quality management.
18. () _____ is the discrepancy between an existing and a desired state of affairs.
(a).A process (b).A problem (c).A scenario (d).A criterion
19. () Which of the following is not an assumption of the rational decision-making model?
(a).The problem is clear and unambiguous.
(b).A single well-defined goal is to be achieved.
(c).Preferences change slowly.
(d).Final choice will maximize economic payoff.
20. () The tendency for people to base judgments of probability on things with which they are familiar is known as which of the following?

- (a).availability heuristic (b).representative heuristic (c).escalation of commitment (d).optimal decision making
21. () In many cases, managers engage in _____ in an effort to prove that their initial decision was not wrong.
(a).escalation of commitment (b).availability heuristic (c).representative heuristic (d).nonprogrammed decision making
22. () Decisions that must be custom –made to solve unique and nonrecurring problem are known as _____ decisions.
(a). well-structured (b). ill-structured (c).programmed (d).nonprogrammed
23. () Which of the following is not a method where the group can improve decision making?
(a).brainstorming (b).groupthink (c).programmed (d).nonprogrammed
24. () Plans that apply to the entire organization, establish the organization's overall objectives, and seek to position the organization in term of its environment are called _____ plans.
(a).operational (b).tactical (c).strategic (d).single-use
25. () Which of the following is not an ingredient in MBO programs?
(a).goal specificity (b). participative decision making (c).performance feedback (d). general time period
26. () _____ is strengths that determine an organization's competitive edge.
(a).Competitive intelligence (b).Skill set (c).Culture set (d). Core competency
27. () Michael Porter proposed that management must select a(n)_____, which will give its unit a distinct advantage by capitalizing on the strengths of the organization and the industry it is in.
(a).growth opportunity (b).competitive strategy (c).organizational chart (d).vision
28. () The basic idea in _____ is that management can improve quality by analyzing and copying the methods of the leaders in the field.
(a). reengineering (b). benchmarking (c).TQM (d).six sigma
29. () The quality philosophy that focuses on the input side of the production process is
(a).TQM. (b). six sigma. (c).reengineering. (d). benchmarking.
30. () 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.
31. () Which of the following is considered an organizational stressor?
(a). personality type (b). family matters (c). financial problems (d).role ambiguity

32. () Quality circles are an application of ____ teams.
(a).self-managed (b).virtual (c).problem-solving (d).cross-functional
33. () For team efforts to work, entrepreneurs must shift from the traditional ____ style of managing to a ____ style.
(a).coach-and-collaboration, command-and-control
(b).command-and-control, coach-and-collaboration
(c).uniform, relaxed
(d).none of the above
34. () ____ are evaluative statements, either favorable or unfavorable, concerning objects, people, or events.
(a).Attitudes (b).Behaviors (c).Perceptions (d).Learned attributes
35. () Which of the following is not one of the most important and most studied job-related attitudes?
(a).job satisfaction (b).job involvement (c).organizational development
(d).organizational commitment
36. () Any incompatibility between two or more attitudes, or between behavior and attitudes is known as
(a).cognitive dispersion. (b).cognitive dissonance. (c).organizational behavior. (d).organizational development.
37. () Which of the following is not one of the needs in Maslow's hierarchy of needs?
(a).physiological (b).safety (c).environmental (d).esteem
38. () Who developed Theory X and Theory Y?
(a).McGregor (b).Maslow (c).McClelland (d).Herzberg
39. () ____ developed the motivation-hygiene theory.
(a).Victor Vroom (b).Douglas McGregor (c).Frederick Herzberg
(d). Abraham Maslow
40. () The theory that an individual tends to act in a certain way, with the expectation that the act will be followed by a given outcome and according to the attractiveness of the outcome is
(a).Vroom's expectancy theory. (b).Adam's equity theory. (c).Hertzberg's motivation-hygiene theory. (d).McClelland's three-needs theory.