

所別：人力資源管理研究所碩士班 科目：管理學

I. 選擇題 (44%, 每題 2 分)

1. One of the benefits of globalization is
 - A. Higher production quality
 - B. Additional human resources training
 - C. Increased integration
 - D. Economies of scale
2. The heart of lean production is
 - A. Computer integrated system
 - B. Software
 - C. Employee involvement
 - D. Leadership
3. Coercive forces result in
 - A. Efficiency
 - B. Legitimacy
 - C. Appreciation
 - D. Effectiveness
4. The job characteristics model expands on which element of job redesign?
 - A. Critical psychological state
 - B. Job enlargement
 - C. Job enrichment
 - D. Job expectancy
5. Which of the following is not the mechanism to transmit vertical information?
 - A. Supervision
 - B. Rules
 - C. Integrating roles
 - D. Information system
6. Which of the following is not a part of strategy implementation?
 - A. Performance evaluation
 - B. Budgets
 - C. Procedures
 - D. Programs
7. Self-efficacy beliefs develop because of the
 - A. His/her personality
 - B. His/her intelligence
 - C. His/her past performance
 - D. His/her skills

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8. Board members who may face a conflict of interests are known as
 - A. Family directors
 - B. Interlocked directors
 - C. Affiliated directors
 - D. Independent directors
9. Which of the following is not a corporate outside stakeholder?
 - A. Suppliers
 - B. Union
 - C. Customers
 - D. Creditors
10. Charismatic leadership:
 - A. Tends to create change.
 - B. Tends to polarize followers.
 - C. Tends to undermine employees' job satisfaction.
 - D. Tends to balance task and people issues.
11. Industry analysis is primarily concerned with a corporation's
 - A. Task environment
 - B. Societal environment
 - C. Economic environment
 - D. Cultural environment
12. Which of the following is the formal system of task and authority relationships?
 - A. Organizational theory
 - B. Organizational behavior
 - C. Organizational structure
 - D. Organizational culture
13. Simple rules of thumb used to help make satisficing decisions are known as:
 - A. Heuristics
 - B. Programmed decisions.
 - C. Pre-decisions.
 - D. Framing rules.
14. When employees are empowered, managers are more likely to exercise:
 - A. Charisma power
 - B. Expert power
 - C. Legitimate power
 - D. Reference power

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15. Which strategic alliance would be most appropriate for two organizations that operate in a relatively certain environment?
- A. Contract
 - B. Network
 - C. Minority ownership
 - D. Joint venture
16. When delegating authority, the agency problem arises because:
- A. the agent does not want to give up power.
 - B. the principle does not desire more duties.
 - C. the principle tends to have less information than the agent.
 - D. the agent tends to have less information than the principle.
17. Which of the following is not a potential source of conflict between subunits?
- A. Pooled interdependence
 - B. Differences in goals
 - C. Incompatible performance criteria
 - D. Bureaucratic factors
18. According to expectancy theory, the belief that good performance will be rewarded is known as:
- A. Instrumentality
 - B. Expectancy
 - C. Valence
 - D. Justice
19. Legitimate power comes from which of the following sources?
- A. Controlling the premises of decision making
 - B. Control over information
 - C. Control over resources
 - D. Authority
20. An organization that implements TQM:
- A. Uses fixed workers.
 - B. Relies on standardization as the primary means of control.
 - C. Needs to empower employees.
 - D. Has terminal values of frugality and economy.
21. Which is not associated with a bureaucracy?
- A. Independent decision making
 - B. Agreed-upon rules and procedures.
 - C. Accountability
 - D. Required behaviors

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22. High-tech company has a casual dress code. This dress code is an example of _____.

- A. Socialization
- B. An institutionalized role orientation
- C. An individualized role orientation
- D. Organizational language

II. 問答題 (56%, 每題 8 分)

1. Why is balancing short-term and long-term goals difficult?
2. Who has the strongest property rights in a company? And Why?
3. Do you think that managers should do everything they can to enhance the job satisfaction of their employees? Provide rationales to support your position.
4. What effects do you expect that workforce diversity has on performance?
5. When might leaders be irrelevant?
6. What is a coalition? When is it likely to develop?
7. "Goal setting is part of both reinforcement and expectancy theories." Do you agree or disagree with this statement? Explain.