I. True/False and Short Answer (60%, 4% for each question, where 1% for your choice and 3% for your explanation) (是非題, 但你必須對你的答案提出解釋)

Indicate whether the statement is true or false, and provide a short explanation about your choice. You __have to__ explain every choice you made in this section.

_____ 1. Organizations today have rigid boundaries separating them from other organizations.

_____ 2. Official goals address issues pertaining to corporate legitimacy.

_____ 3. Peter Drucker has written that Americans must keep their "love affair with big corporations" because growth is an essential goal.

_____ 4. Conflict on the job sometimes leads to innovation.

_____ 5. Groups do not always perform better than individuals in workplace.

_____ 6. The study of organization behavior is a subset of organization theory.

_____ 7. Recognition from others is one of the intrinsic motivators in the workplace.

_____ 8. When an organization is in an environment that is changing, where the technology is non-routine and interdependent, there is a strong need for horizontal coordination

_____ 9. The best way to create an innovative climate is to specifically link organizational goals to innovations and to connect each innovation to some type of monetary reward.

_____ 10. Goal incompatibility can be a kind of "built-in" conflict between departments.

_____ 11. The most important factor shaping organizational citizenship behavior is employee's expectation of positive rewards.

_____ 12. National culture has essential impacts on the effectiveness of teams.

_____ 13. The neoclassical approach to organizational design overcomes the fault of classical design by stressing there is no one best design for an organization.

_____ 14. A company in a highly uncertain environment is more likely to need a formal integrator.

_____ 15. Negative reinforcement and punishment are synonyms.

II. Multiple Choice (30%, 2% for each question) (單選題，每題只有一個答案，但在此部分你無須對你的答案提出解釋)

Identify the letter of the choice that best completes the statement or answers the question. You __do NOT have to__ explain your choice in this section.

_____ 1. What is likely to be the result if a domestic company that manufactures four different types of products changes __from__ a functional structure __to__ a divisional structure:

    a. Lower fixed costs.
    b. Better coordination within a product area between different functional areas.
    c. More technical development within functional areas.
    d. More centralized decision making.

_____ 2. Marilyn Chiang is a researcher in the R&D department at ABC SciTech Corp.. Part of her job is to read technical and scientific journals, and to attend conferences to find out what new developments are occurring. When she is doing this part of her job she is carrying out a _____ role.

    a. Buffering
    b. Maintenance
    c. Managerial
    d. Boundary spanning

_____ 3. Benchmarking is:
    a. A mimetic process
    b. A coercive process
    c. Inappropriate, because it results in copyright infringement
    d. Required by law

_____ 4. Successful Total Quality Management organizations include all but one of the following HRM practices
    a. Team-based reward systems.
    b. Statistical analysis training emphasis.
    c. Merit based programs.
    d. Empowerment.

_____ 5. Because Alex has a winning smile, you uncritically accept his technical suggestions. Your perception is being influenced by:

    a. Perceptual defense.
    b. Projection.
    c. Halo effect.
    d. Stereotyping effect.

_____ 6. A building contractor is constructing 35 "track homes" on small adjoining parcels. The crew knows that the many subcontractors must complete their work in a proper order. What is your recommendation regarding the level of coordination required?

    a. Because this is pooled interdependence, rules from the construction industry should suffice because then everyone on the job can learn the rules for the proper ordering of subcontractors.
    b. Because this is reciprocal interdependence, cross-functional teams among all the subcontractors will be essential.
    c. Because this is sequential interdependence, regularly scheduled meetings and planning will be needed to coordinate the ordering of the work.
    d. Because this is a socio-technical system, it is most important to design the coordination to improve efficiency, ignoring human needs.

參考用

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_____ 7. The technical core refers to:

    a. The computer hardware that runs information processing in the organization.
    b. The people who do the basic work of the organization, producing product and service outputs.
    c. Administrators who run the organization.
    d. Top management that has been promoted from within and thereby knows the inner core of organizational processes.

_____ 8. Two comparably sized colleges are located in adjacent towns. The admissions counselors of College A have been telling prospective students that College A is better than College B because their latest freshman class has 150 more students than the freshman class at College B. Which effectiveness approach are the admissions counselors of College A using:

    a. Input resource.
    b. Goal.
    c. Internal process.
    d. Competing values.

_____ 9. By definition, leadership is primarily a process involving

    a. The use of power
    b. The use of influence
    c. Participative management
    d. Organizational politics

_____ 10. The number of times per year that a company sells or replaces its average inventory is referred to as:

    a. Raw materials inventory
    b. Average aggregate inventory
    c. Weeks of supply
    d. Inventory turnover

_____ 11. Which of the following is not a possible source of variation in the degree of hierarchical structure:

    a. Size of the organization
    b. Type of ownership
    c. Rate of profit
    d. Degree of product diversity

_____ 12. Which one of the following is a symptom of groupthink?

    a. Illusion of vulnerability
    b. Acceptance of outside censorship
    c. Concern for differences of opinions within the group
    d. Self-appointed 'mind guards'

_____ 13. The primary reason that the CEO of a large company such as McDonald's would push decisions as far down the hierarchy as he can is to:

    a. Develop managers.
    b. Make decisions more quickly.
    c. Build up an information system.
    d. Save himself the trouble of making these decisions.

_____ 14. In the typical S-curve pattern of innovation, small amounts of effort will result in significant increases in performance:

    a. Early in the cycle
    b. At the midpoint of the cycle
    c. At the end of the cycle
    d. At both the beginning and end of the cycle

_____ 15. Explicit knowledge includes:

    a. Investing time at meetings in the sharing of stories and learning of histories.
    b. A strong "feel" for the corporate culture.
    c. Development of a electronic document system that codifies, stores, disseminates, and allows reuse of knowledge.
    d. Channeling individual expertise to provide creative advice on problem solving.

III. Essay (10%, 5% for each question)

1. "Sexual harassment generally leads to both conflict and frustration for the person who is harassed." Please define the concept of 'conflict' in this situation first, and then illustrate two *different* types of potential conflict being faced by the person who is harassed.

2. In order to expand the company's productivity, the company's president made an offer to motivate employees for who can achieve the objectives. The president announced that if anyone could increase the company's productivity by ten times in a month, the person will be rewarded by one million dollars. Please use the expectancy theory to commend the usefulness of this motivation practice.