1) A theory that suggests that employees compare their inputs and outcomes from a job to the ratio of input to outcomes of relevant others is known as _____.
A) action motivation
B) goal setting
C) reinforcement theory
D) equity theory

2) Which of the following is the basic difference between multidomestic corporations and global companies?
A) Multidomestic corporations typically do business with more countries than global companies do.
B) Multidomestic corporations are run by global companies but must be owned by a local, national company.
C) Multidomestic corporations decentralize management to the local country, while global companies centralize management in the home country.
D) Multidomestic corporations pay more in taxes than global companies do.

3) A key technology investment for an organization pursuing value chain management, an enterprise resource planning (ERP) software system serves the function of _____.
A) identifying and educating potential customers through Internet technologies
B) linking all of an organization's activities
C) alerting maintenance when machinery needs to be serviced
D) communicating with suppliers to keep inventory levels at a minimum

4) Which of the following is important to remember in evaluating the effectiveness of the decision-making process?
A) You should ignore criticism concerning the decision-making process.
B) You may have to start the whole decision process over.
C) You will have to restart the decision-making process if the decision is less than 50 percent effective.
D) Ninety percent of problems with decision making occur in the implementation step.

5) The need for such factors as status, recognition, attention, self-respect, autonomy, and achievement are examples of which of the following needs according to Maslow's hierarchy of needs?
A) physiological
B) esteem
C) social
D) self-actualization

6) The distinction between a managerial position and a nonmanagerial position is _____.
A) planning the work of others
B) coordinating the work of others
C) controlling the work of others
D) organizing the work of others

7) The concept that defines the number of subordinates that report to a manager and that indirectly specifies the number of levels of management in an organization is called _____.
A) authorized line of responsibility
B) unity of command
C) responsibility factor
D) span of control

8) An organization is said to have _____ when it has several different businesses that are independent and that formulate their own strategies.
A) operational units
B) strategic business units
C) competitive advantages
D) legal subunits

9) The need for such factors as status, recognition, attention, self-respect, autonomy, and achievement are examples of which of the following needs according to Maslow's hierarchy of needs?
A) physiological
B) esteem
C) social
D) self-actualization

10) The degree to which jobs are standardized and guided by rules and procedures is called _____.
A) work specialization
B) centralization
C) decentralization
D) formalization

11) Which of the following management functions from the mid-1950s is no longer included in the basic functions of management?
A) planning
B) staffing
C) leading
D) controlling

12) Global competition, accelerated product development by competitors, and increased demands by customers for better service have encouraged organizations to become more _____.
A) organic
B) mechanistic
C) technologically pure
D) task oriented

13) An individual who would enjoy taking on the challenge of personally redesigning the work flow of a manufacturing line to improve employee productivity would probably be rated high on which of the following?
A) need for affiliation
B) need for impact
C) need for achievement
D) need for power

14) Effective communication in a customer service setting relies upon customer service personnel recognizing the three key components in any service delivery process: _____.
A) the customer's expectations, the customer's desires, and the customer's satisfaction
B) the customer, the service organization, and the individual service provider
C) the customer's expectations, the customer's perceptions of the quality of the service, and customer satisfaction
D) finding out the customer's needs, meeting their needs, and following up

15) Management by objectives (MBO) is a management system in which the first step is setting specific performance goals that are _____.
A) established that can be easily accomplished
B) jointly determined by employees and their managers
C) determined by top management with clarity so that the objectives are clear to even the most incompetent employee
D) developed in such a manner that the employees are self-directed and do not need supervision

16) When a decision maker chooses an alternative under perfect rationality, she _____ her decision, whereas under bounded rationality she chooses a _____ decision.

A) minimizes; satisficing

B) satisfices; maximizing

C) maximizes; satisficing

D) maximizes; minimizing

17) Which of the following statements is <u>true</u> concerning problem identification?

A) Problems are generally obvious.

B) A symptom and a problem are basically the same.

C) Well-trained managers generally agree on what is considered a problem.

D) The problem must be such that it exerts some type of pressure on the manager to act.

18) Strategic plans are plans that apply to the entire organization, establish the organization's overall goals, and _____.

A) guide the organization toward maximizing organizational profits for the stockholders

B) attempt to satisfy all government regulations while maximizing profits

C) satisfy the organization's stakeholders

D) seek to position the organization in terms of its environment

II. Scenario-Based Multiple Choice (情境式選擇題)(54分)

Scenario # 1

Mary has been asked by the company president to change the organizational culture to reflect the company's new organizational goals. As executive vice president, she certainly understands the goals, but is really not sure that she understands what to do about the culture.

19) Mary asked employees if they knew what constituted "good employee behavior." She found that very few understood, and most had a variety of ideas. This is one indication that her company _____.

A) has a strong culture

B) has a weak culture

C) has no culture

D) must have high turnover

20) Mary also found out that in order to build a strong new culture, she should do all but which of the following?

A) hire employees who fit in with the company's culture

B) develop socialization practices to build culture

C) encourage a high turnover rate among employees

D) have management make organizational values clear

21) Mary was surprised to find that most organizational cultures are _____.

A) weak

B) weak to moderate

C) moderate to strong

D) strong

22) External environment refers to _____.

A) forces outside the organization that limit the organization's performance

B) factors and forces outside the organization that affect the organization's performance

C) forces and institutions inside the organization that affect the organization's performance

D) forces inside the organization that increase the organization's performance

Scenario # 2

Leeann has been hired as an intern at BNR, a small custom embroidery and design business. She is amazed at the many uses her manager has found for technology. She is able to draft customer designs using software, and her manager has even told her about machines that can move and see like human beings. The embroidery machines are so sophisticated that in order to change from one product to another, Leeann only has to change the computer program. BNR sells many of its products over the Internet, so there is no intermediary.

23) BNR transforms its embroidery inputs into outputs using its human resources and _____.

A) a just-in-time (JIT) system

B) technology

C) robotics

D) quality control

24) BNR uses a system of _____, the machines that can move and see like human beings and are able to perform complex operations.
A) e-manufacturing
B) technology investment
C) robotics
D) kanban

25) BNR has used new Internet technology to ensure that what is produced meets its pre-established standards. BNR is concerned about _____.
A) quality control
B) just-in-time (JIT) inventory
C) value chain management
D) technology

Scenario # 3

Carlos has been a team leader for three years. As a team leader, he spends a considerable amount of his time performing, as he sees it, about four to five types of functions in support of his team members. This morning he spent two hours in budget hearings and another hour meeting with a vendor of an important component and engineering. His team had discovered the problem yesterday and knows it's a critical aspect to the product. On a typical day scenario, he will spend about 30 percent of his day contending with influences from groups both inside and outside the company. This afternoon he is scheduled to meet with the team for two hours to consider the vendor's solution offered this morning at the meeting with engineering. Later in the afternoon, he will be mediating a dispute between three team members who are bickering about overtime assignments. The rest of the time, Carlos visits employees at their work area as he walks to or from a meeting, or when he goes out to the floor to "chat" about the day or a change order in tomorrow's shop schedule.

26) While attending the budget meeting and the vendor meeting with engineering this morning, he was performing which of the following roles?
A) conflict manager
B) liaison with external constituencies
C) coach
D) troubleshooter

27) **Once he arrives at the meeting to mediate the employees' dispute, he will be performing which of the following roles?**

A) conflict manager

B) liaison with external constituencies

C) coach

D) troubleshooter

28) **When Carlos is visiting with employees in "chats," he is performing which of the following roles?**

A) conflict manager

B) liaison with external constituencies

C) coach

D) troubleshooter

Scenario # 4

Since the integration of two new stores in Littleville, U.S. Fred Fryer's Donuts, Inc., has recognized that there is a need for reengineering the entire organization. The main need is to install new state-of-the-art kitchen equipment in the seven remaining stores, and then dispose of all old equipment to a salvage dealer at three-fourths of the book value, or a loss of $2,000 per store. This means that employees will have to be trained to operate the new computer programmed equipment. Fred is setting up the main store as a training store. Employees from the other stores will train at the main store for the five days that their respective store's equipment is being converted. The regular employees from the main store have the responsibility of instructing the classes or overseeing the installation of the new equipment and testing its operation before that store's employees return from training. The organization is also implementing teams to replace the old employee reporting system. Ordering materials will now be done by an intranet among the stores and the corporate purchasing function. Fred has promised that no one will lose his or her job because of the reengineering organizational changes. He estimates that when the employees get to the computer programming training, as many as 10 percent of the current employees will resign or retire. The planned opening of a new store in Nowhere will absorb any "excess" employees due to the efficiency of the new equipment.

29) **Do the employees of Fred Fryer's Donuts, Inc., have reason to be concerned about the reengineering or to resist the changes that Fred has announced?**

A) No. They have been promised a job after training on the new equipment.

B) Maybe. They do have a few changes occurring in their job.

C) Yes. Their whole work life could be changing.

D) Definitely. Everything in their job is changing, even the town in which they may be working.

30) What is the most successful way to deal with the human side of the reengineering to help to change people and the nature and quality of their interpersonal work relationships?
A) training and development
B) organizational development
C) reengineering training
D) give the employees a training manual

31) The installation of the new equipment at Fred Fryer's Donuts, Inc., is an example of _____.
A) technological change
B) technological-automation change
C) technological-computerization change
D) technological-reengineering change

32) Which of the following should Fred and the team leaders practice if they need to overcome employee resistance?
A) assure the employees that they will have a job after training
B) encourage the employees to talk with their coworkers
C) tell employees that the new system is the best way to make donuts
D) educate employees and communicate with them about the changes

Scenario # 5

Recently the employees of Chatterbox Enterprises, Inc., received a letter from the vice president of operations explaining that a new production facility would be built in Chatland City, AL. It was also stated that about one-fourth of the employees from the current Chatland City facility would be transferred to the new facility and if employees wanted to volunteer for the transfer, they could do so by going to the human resource office and filling out a request form. Sam, a production supervisor, first went to Florence, the purchasing manager, who had already volunteered to transfer, to discuss with her the possibility of becoming her inventory control supervisor at the new facility. Florence told Sam that Ruth, the current inventory control supervisor, would not be transferring and that she would consider his request.

33) The letter from the vice president to the employees is an example of which type of organizational communication?

A) horizontal

B) formal

C) lateral

D) informal

34) When Sam went to the Human Resource office and applied for transfer to the new facility, he was participating in which type of organizational communication?

A) formal

B) downward

C) diagonal

D) lateral

35) If Sam had talked with his co supervisors prior to going to talk with Florence, he would have been involved in which type of organizational communication?

A) formal

B) internal

C) lateral

D) downward

36) When Sam went and talked with Florence, he was involved in which type of organizational communication?

A) diagonal

B) upward

C) horizontal

D) lateral

Scenario # 6

Mr. Tyler Nall is president and CEO of a retail chain that is about to begin operations in numerous major cities across the United States. The stores will sell home furnishings that are considered moderately priced for the average-income buyer. During the last few months he has been working to lay out directions for the managers of the stores. Mr. Nall and his vice presidents have decided that each store should have sales equal to or greater than $100 per square foot per day.

37) Mr. Nall's goal for each store of $100 per square foot per day has several of the characteristics of a well-designed goal. First, it is written in terms of outcomes and not actions. Second, this goal is measurable and quantifiable. What else can Mr. Nall do to improve the design of this goal?
A) Specify a time frame for achieving this goal.
B) Ensure that the goal is attainable.
C) Communicate this goal to every single employee of the organization.
D) Make certain it will be achieved easily.

38) When setting goals for the plan, what should Mr. Nall do after he evaluates available resources?
A) Review the organization's mission.
B) Write down the goals and communicate them to all who need to know.
C) Review the results and whether goals are being met.
D) Determine the goals individually or with input from others.

Scenario # 7:

Paul Abdul Oil Corporation (PAOC) began as a relatively small oil company. However, through the years it has grown to become an international corporation.

39) A sharp rise in oil prices helped PAOC's business expand. Abdul concluded that it was impractical and inefficient for all decisions to continue flowing through his office. He granted his key subordinates the authority and responsibility to manage others within their areas of specialty. This organizational structure is best described as a _____ structure.
A) simple functional
B) functional
C) divisional
D) matrix

40) Mr. Abdul realizes that his company is taking on a life of its own and he wants to allow people from all levels to work together in teams. This view grows to include employees working actively with external agencies. This organizational design does not have a predefined structure and is referred to as a _____.
A) learning organization
B) threatened organization
C) functional structure
D) boundaryless organization

41) Twenty years after founding PAOC, Abdul decides he is approaching retirement. He wants PAOC to develop the capacity to adapt itself and change because each member will take an active role in identifying and resolving work-related issues. Abdul wants the firm to become a _____.

A) learning organization

B) threatened organization

C) functional structure

D) boundaryless organization

42) Several years after the retirement of Mr. Abdul, management at PAOC decided to sell off its oil exploration and drilling supply holdings, and instead focus on the more profitable distribution end of the business. In conjunction with this decision, management decided to outsource most of its noncore functions, such as accounting, payroll, and human resources. These moves are consistent with what type of contemporary organizational design?

A) a virtual organization

B) a network organization

C) a modular organization

D) a matrix organization

Scenario # 8

Steve is hired to manage the human resources department of a local manufacturing company. this company has the reputation of being the firm "where you work until you find another job." Employee turnover is high and morale is low. Steve is determined to change the situation and make the organization's human resources a competitive advantage and source of pride for the firm.

43) Steve believes that achieving competitive success in business today requires that managers change how they think about their employees and how they view the work relationship. He hopes to initiate workplace programs geared toward improving organizational commitment to improving the knowledge, skills, and abilities of employees, increasing employee motivation, and enhancing retention of quality employees. These traits have been found to be consistent with _____.

A) employee empowerment

B) high-performance work practices

C) the human resources management process

D) performance appraisal methods

44) Top management decides that the performance appraisal process is problematic. They ask Steve to make a study of a new appraisal technique,＿＿＿＿, which rates employees according to items along a numerical scale with examples of actual behaviors on the job.
A) 360-degree feedback
B) objectives
C) behaviorally anchored rating scale
D) management by objectives

45) As part of restructuring the organization's human resources, Steve decides that new job ＿＿＿＿, which state the minimum job qualifications that a person must possess to successfully perform a given job, must be written for each position.
A) descriptions
B) specifications
C) analysis
D) satisfaction surveys

III. Short Essay Question (10%)

(1) In a short essay, please identify <u>three</u> management issues that are related to service science. Please provide a brief explanation to justify each issue you identify. Pleast note that your essay should exceed 200 words.