1. The ability to build networks and power bases that increase one's power in the organization is referred to as _______.
   a. influence skill
   b. leading
   c. political skill
   d. strategic skill

2. When the CEO of a large retail store chain decided to sell off or close some of the locations that were not profitable, he was performing the management function referred to as _______.
   a. planning
   b. leading
   c. controlling
   d. organizing

3. Which of the following roles is categorized as a decisional role?
   a. Resource allocator
   b. Disseminator
   c. Monitor
   d. Liaison

4. The _______ view of ethics refers to a situation in which the individual is concerned with respecting and protecting individual liberties and privileges.
   a. theory of social exchange
   b. utilitarian
   c. theory of justice
   d. rights

5. The concept of a boundaryless world where goods and services are produced and marketed worldwide is known as:
   a. international businesses.
   b. the global community.
   c. multinational corporations.
   d. the global village.

6. According to Hofstede, which of the following has a major impact on employees' work-related values and attitudes?
   a. organization culture
   b. national culture
   c. international culture
   d. regional culture

7. _______ plans have clearly defined objectives.
   a. short-term
   b. Specific
   c. Flexible
   d. Standing

8. Managers should treat MBO as an ongoing activity, which means that goals should be regularly reviewed and _______.
   a. rewarded
   b. updated
   c. empowered
   d. delegated

9. Strategy formulation involves _________.
   a. developing and evaluating a set of alternative strategies
   b. completing a SWOT analysis
   c. selecting a strategy that will increase the level of operations
   d. evaluating a set of alternative strategies and selecting the best for each level
10. ________ is not one of the eight steps in the decision making process.
   a. Identifying the problem
   b. Delegating the decision making
   c. Identifying the decision criteria
   d. Analyzing alternative solutions

11. Paul spoke out in a meeting in favor of a potential cost savings that would result from a new employee benefits program offered by the company. He later received information that showed that his initial decision about the cost savings was incorrect, but he was too embarrassed to publicly admit he was wrong, so he is sticking by his original statement. Paul is experiencing
   a. escalation of commitment.
   b. representative heuristic.
   c. bounded rationality
   d. poor use of rational making process.

12. Mary just conducted the performance appraisals of five of her employees. Her appraisal was heavily influenced by the performance of the individuals during the last month. Mary's bias is an example of
   a. representative heuristic
   b. availability heuristic.
   c. escalation of commitment.
   d. optimal decision making.

13. The process of assigning authority and responsibility to one's subordinates to manage a project is called
   a. centralization.
   b. supervision.
   c. specialization.
   d. delegation.

14. ________ is the form of departmentalization that groups similar jobs and activities into departments.
   a. A functional structure
   b. A divisional structure
   c. A matrix structure
   d. A geographic structure

15. When six differing workers each do one specific job preparing a Big Mac at McDonald's, they are engaging in
   a. chain of command
   b. work specialization.
   c. span of control.
   d. unity of command.

16. ________ is the process used by organizations to attract a qualified pool of job applicants.
   a. Job analysis
   b. Human resource planning
   c. Recruitment
   d. Affirmation action

17. A customer service sales manager for a Gateway Computers evaluates each one of his staff monthly on the basis of the number of customer problems or complaints that have been resolved during the past month. This is an example of
   a. a subjective appraisal.
   b. job analysis.
   c. a performance appraisal.
   d. personality testing

18. Which of the traditional recruiting sources is least likely to increase the diversity and mix of employees?
   a. advertisements
   b. employee referrals
   c. public employment agencies
   d. school placement

19. ________ is the process of creating new ideas and putting them into practice.
   a. Innovation
   b. Invention
   c. Entrepreneurship
   d. Creativity
20. Changes in employee attitudes, expectations, perceptions, or behaviors fall under which category of options that a manager can change?
   a. structure
   b. technology
   c. process
   d. people

21. John constantly strives to excel. He must always get the highest grade in the class and has a sense of urgency about him at all times. John probably has which of the following?
   a. type B personality
   b. type A personality
   c. hyperactivity
   d. role ambiguity

22. When Paul told his girlfriend, "Most women are more emotional and open than men," he was expressing a(n) ____________.
   a. self-monitoring
   b. perception
   c. stereotype
   d. self-serving bias

23. Which of the following is not one of the Big 5 personality traits?
   a. openness
   b. emotional stability
   c. locus of control
   d. agreeableness

24. Which of the following is not one of the five dimensions of Emotional Intelligence?
   a. self-control
   b. self-management
   c. self-motivation
   d. empathy

25. Cross-functional team is expected to do all of the following except
   a. share information.
   b. focus on solving departmental or functional problems
   c. explore new ideas.
   d. communicate cross-functionally.

26. A ______ team is an extension of electronic meetings.
   a. cross-functional
   b. virtual
   c. self-managed
   d. problem-solving

27. Reward systems for teams should focus on
   a. individual contribution.
   b. individual role.
   c. individual contribution to the team goals.
   d. effectiveness as a team member.

28. The ______ theory of motivation is based on the premise that employees compare their inputs and outcomes to other people in a similar situation to determine if they are being fairly treated.
   a. hierarchy of needs
   b. McClelland needs
   c. equity
   d. motivation-hygiene

29. Herzberg found that factors related to job satisfaction were
   a. related to physiological needs.
   b. extrinsic.
   c. intrinsic.
   d. related to safety needs.

30. Currently, the most comprehensive explanation of motivation is
   a. Herzberg's motivation-hygiene theory.
   b. Maslow's hierarchy of needs theory.
   c. Vroom's expectancy theory.
   d. McClelland's three-needs theory.
31. According to the University of Michigan studies, leaders who were _______ were associated with higher group productivity and higher job satisfaction.
   a. initiating
   b. employee-oriented
   c. considerate
   d. production-oriented

32. 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. delegating; participating
   d. task-oriented; relationship-oriented

33. The _______ model of leadership behavior proposes that a leader should adjust his or her leadership style in accordance with the readiness of followers.
   a. situational leadership
   b. leader-participation
   c. Fiedler's contingency
   d. path-goal

34. Paul wants to be certain that his communication with his employees is effective, so he always checks the accuracy of what has been communicated. He asks his employees questions about what they think they heard. Paul is
   a. constraining emotions.
   b. using feedback.
   c. listening actively.
   d. encoding message.

35. Negative feedback that is _______ is more likely to be accepted.
   a. supported by hard data
   b. supported by subjective interpretation
   c. general
   d. delayed

36. The view that conflict is negative and must be avoided, and that it indicates a malfunctioning within the organization is the _______ of conflict.
   a. interactionist view
   b. traditional view
   c. human relations view
   d. organizational view

37. An effective control system ensures that activities are completed in ways that
   a. motivate employees.
   b. maximize profits.
   c. minimize conflict.
   d. lead to attainment of the organization's goals.

38. Control that prevents anticipated problems is
   a. concurrent control.
   b. feedforward control.
   c. feedback control.
   d. management control.

39. _______ is not a major overall benefit of sharing information with partners in the value chain.
   a. Increased sales
   b. Increased employee satisfaction
   c. Accelerated delivery
   d. Cost savings

40. Kanban is part of which of the following processes in Japan?
   a. Just-in-time
   b. Flexible manufacturing
   c. Continuous improvement
   d. Quality control

二、问答题：每题十分（共 20 分）

1. How does strategy affect organization's structure?

2. Please explain Vroom's expectancy theory.