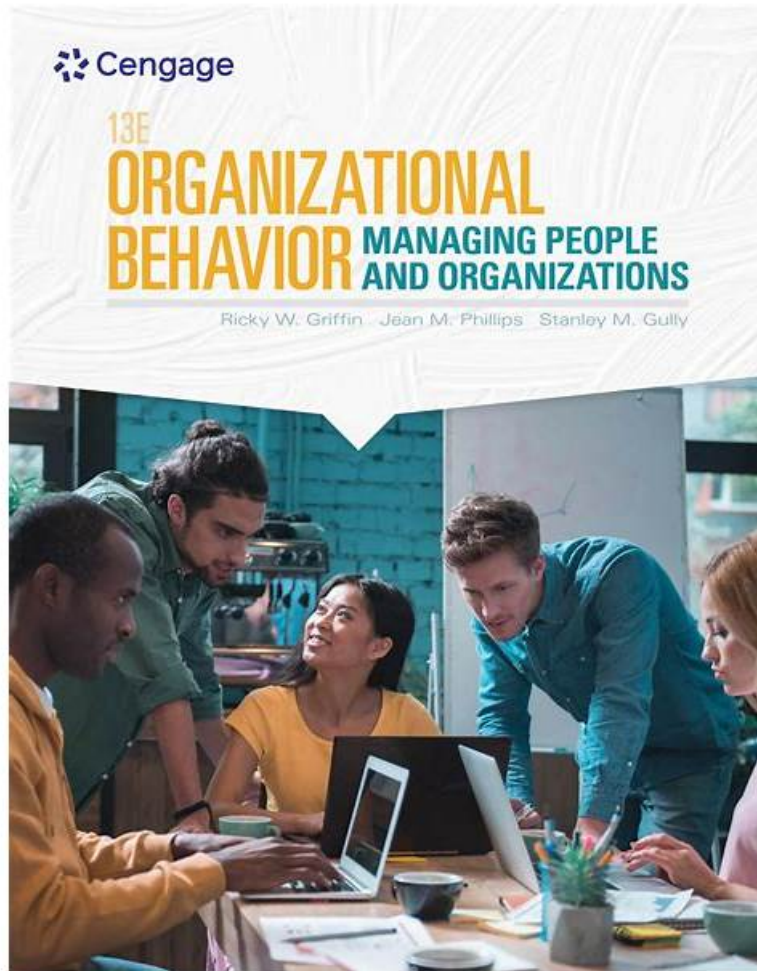


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問題 #25

What is a purpose of employee evaluations?

- A. To educate employees on the personalities of supervisors and help them adjust to management styles
- B. To serve as a screening device for hiring new employees
- **C. To assist management in making human resource decisions**
- D. To measure the psychological symptoms of organizational dysfunctionality

答案: C

解題說明:

Performance evaluations serve several vital functions within an organization's management system. The primary purpose is to assist management in making human resource decisions. These decisions include identifying who should receive promotions, who is eligible for salary increases, and who might need to be transferred or even terminated.

Beyond administrative decisions, evaluations provide essential feedback to employees about how the organization views their performance. This feedback acts as a basis for personal development and career planning. Furthermore, evaluations help identify training and development needs by pinpointing specific skill deficiencies that an employee may have. They also provide a criterion against which the organization can validate its selection and development programs; for instance, if employees who scored high on a hiring test perform poorly on their evaluations, the hiring process may need to be adjusted. Therefore, rather than being a psychological diagnostic tool (Option B) or a pre-hiring screen (Option C), the performance evaluation is a retrospective and developmental tool used to manage the existing workforce effectively.

問題 #26

Which statement is true about groupshift?

- A. It cannot be toward greater risk.
- **B. It can be toward caution or toward risk.**
- C. It is not a real-world phenomenon.
- D. It is a side-stepping technique.

答案: B

解題說明:

Groupshift is a phenomenon related to groupthink, specifically describing the way group members tend to exaggerate their initial positions when discussing a given set of alternatives. In a group setting, the collective decision often shows a shift toward a more extreme version of the position held by members before the discussion began. While many people assume groups always lead to more conservative decisions, groupshift demonstrates that the shift can move in either direction: toward greater caution or toward greater risk.

The shift toward risk is more common in many organizational settings. This occurs for several reasons: first, the shared responsibility of a group diffuses the accountability for any single individual, making them feel bolder. Second, members who are more willing to take risks may be perceived as more confident and thus exert more influence over the group's final decision. Conversely, if the initial atmosphere of the group is conservative, the discussion tends to reinforce that caution, leading to a "shift" toward even more extreme avoidance of risk. Understanding groupshift is vital for managers because it highlights that group decisions are not necessarily "average" or "moderate" versions of individual opinions; rather, the social dynamics within a group can drive the collective toward extremes that no single member might have chosen independently.

Recognizing this allows leaders to implement checks and balances, such as appointing a devil's advocate, to ensure that the group does not drift into a dangerous or overly timid position due to the social reinforcement of the shift phenomenon.

問題 #27

What are two of the three forces that play a particularly important role in sustaining an organization's culture?

- A. Personal background of key employees and socialization process
- B. Actions of top management and employee education level
- C. Personal background of key employees and selection process
- **D. Actions of top management and socialization process**

答案： D

解題說明：

Once a culture is in place, certain practices within the organization act to maintain it by exposing employees to a set of similar experiences. Three forces play a particularly important role in sustaining a culture: selection practices, the actions of top management, and the socialization process.

The actions of top management are crucial because through what they say and how they behave, senior executives establish norms that filter down through the organization. For example, their reactions to crises or how they reward performance send clear signals about what is truly valued. The socialization process is the method by which the organization helps new employees adapt to its culture. Even if an organization hires the "right" people during selection, they must still be taught the specific values and customs of the firm.

Socialization ensures that the culture is transmitted consistently from one generation of employees to the next, maintaining the organization's unique identity over time.

問題 #28

What is one of the six primary characteristics that define an organization's culture?

- A. Aggressiveness
- B. Competitor benchmarking
- C. Political orientation
- D. Team orientation

答案： A

解題說明：

Research suggests that seven (often grouped into six or seven in various texts) primary characteristics capture the essence of an organization's culture. One of these key characteristics is Aggressiveness, which describes the degree to which people are aggressive and competitive rather than easygoing.

Other characteristics include:

- * Innovation and Risk Taking: The degree to which employees are encouraged to be innovative and take risks.
- * Attention to Detail: The degree to which employees are expected to exhibit precision and analysis.
- * Outcome Orientation: The degree to which management focuses on results rather than techniques and processes.
- * People Orientation: The degree to which management decisions take into account the effect of outcomes on people within the organization.
- * Team Orientation: The degree to which work activities are organized around teams rather than individuals.
- * Stability: The degree to which organizational activities emphasize maintaining the status quo in contrast to growth.

By assessing an organization on these dimensions, a complete picture of its culture emerges, providing a basis for shared understanding among members.

問題 #29

What is a positive effect of a cohesive group?

- A. Promoting value flexibility
- B. Improving group productivity
- C. Reducing group norm effect
- D. Bringing heterogeneity to the process

答案： B

解題說明：

Cohesiveness is generally viewed as a desirable trait in organizational groups because of its potential to improve group productivity. In a highly cohesive group, members are more likely to communicate effectively, experience less internal friction, and display higher levels of commitment to group goals. This internal synergy typically leads to a more efficient work process and higher quality output. However, the relationship between cohesiveness and productivity is moderated by performance-related norms. If a cohesive group has high performance norms (standards for hard work and quality), productivity will be significantly higher than in a group with low cohesiveness. Conversely, if a highly cohesive group has low performance norms, their productivity may actually decrease because they are united in their desire to work less. Despite this nuance, the fundamental positive organizational outcome associated with fostering cohesion is the enhancement of the group's ability to produce results.

問題 #30

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