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1. The following principles characterize certain organizational structures: . A superior can delegate the authority to make decisions but cannot delegate the ultimate responsibility for the results of those decisions. . A supervisor ' s span of control should not exceed seven subordinates. . Responsibility should be accompanied by adequate authority. . Employees at all levels should be empowered to make decisions.A and .b. and c. and d. and A yes. Certain basic concepts of authority and responsibility apply in all organizations. Authority is the right to direct the actions of others. Responsibility is the duty to perform. Responsibility and commensurate authority can and should be delegated, but the person in the higher position nevertheless retains ultimate responsibility.B no. employee empowerment is not a characteristic of a hierarchical organization.C no. In accordance with the principles of contingency design, an open or organic organization adopts a span of control that reflects situational factors. Hence, a wide span of control may be indicated, for example, when subordinates perform similar duties in the same work area little direction is required.D no. same as B.2. A small furniture-manufacturing firm with 100 employees is located in a two-story building and does not plan to expand. The furniture manufactured is not special-ordered or custom-made. Considering these facts, the most common structure for this organization would

be A. functional departmentation. B. Product departmentation. C. Matrix organization. D. Divisional organization.

A yes. Organization by function is common to almost all firms at some level. It avoids duplication of effort and allows for specialization and applied training.

B no. product departmentation is appropriate for multilane firms.

C no. matrix organization is most often used in research and development and project management. It combines functional and product departmentation.

D no. divisional organization is appropriate for large firm.

3. A new manager of a production department has been asked to assess the effectiveness of that department. The organization needs to satisfy both internal and external constituents and takes a broad approach to effectiveness. In order to complete the assignment successfully, the manager should

A. measure the daily productivity of the department.

B. Do a survey of employee morale, as it is often a major underlying factor in productivity.

C. Compare the past year ' s production against annual goals.

D. Consider short-, medium-, and long-term effectiveness.

D yes. Kreitner (6th ed., pages 279-80) states, “ organizational effectiveness can be defined as meeting organizational objectives and prevailing societal expectations in the near future, adapting and developing in the intermediate future, and surviving in the distant future. In the near term (about one year), it should be effective in achieving its goals, efficient in its use of resources, and a source of satisfaction to its constituencies (owners, employees, customers, and society). In the intermediate term (2 to 4 years), it should adapt to new possibilities and obstacles and develop its abilities and those of

its members. In the long term (5 years), the organization should be able to survive in an uncertain world. A no. daily productivity relates to short-term effectiveness only. B no. A survey of employee morale may contribute to assessing effectiveness, but it is not sufficient for assessing overall effectiveness. C no Comparing production against goals is a measure of short-term effectiveness. 100Test 下载频道开通，各类考试题目直接下载。详细请访问 www.100test.com