

壹、單選題(50%)

請依題號順序作答，每題答對得2分，答錯倒扣1分，但倒扣總分至多不超過得分總數。

1. The way a company positions itself in the marketplace to gain a competitive advantage is part of
  - a. corporate-level strategy.
  - b. business-level strategy.
  - c. functional-level strategy.
  - d. internal analysis.
  - e. strategy implementation.
2. Identifying the quantity and quality of resources available to the organization is part of
  - a. external analysis.
  - b. internal analysis.
  - c. strategic choice.
  - d. strategy implementation.
  - e. defining the corporate mission.
3. A mission statement generally contains all of the following *except*
  - a. a definition of the company's business.
  - b. a statement of the company's strategic intent.
  - c. a statement of the company's major goals.
  - d. a statement of the corporate philosophy.
  - e. a statement of the company's major strategies.
4. Which of the following is *not* one of Porter's five competitive forces?
  - a. Rivalry among established firms
  - b. Threat of new entrants
  - c. Height of exit barriers
  - d. Bargaining power of suppliers
  - e. Bargaining power of buyers
5. An industry's buyers are most powerful when
  - a. the industry is consolidated and the buyers are many.
  - b. switching costs are high.
  - c. they can threaten vertical integration.
  - d. they can pass on high input costs to consumers.
  - e. they buy small quantities frequently.
6. Which of the following is *not* a macroeconomic indicator?
  - a. Inflation
  - b. Growth rate
  - c. Tax policy
  - d. Interest rates
  - e. Currency exchange rates
7. The concept of strategic groups suggests that
  - a. a company's major competitors are those in other groups.
  - b. companies within a strategic group all have the same rate of return.
  - c. it is easier for a company to move between groups than within a group.
  - d. different strategic groups have different standings with respect to each of Porter's five competitive forces.
  - e. All of these apply.
8. Mobility barriers
  - a. inhibit exit from an industry.
  - b. inhibit the movement of companies between groups within an industry.
  - c. are based on different factors that are barriers to entry.
  - d. preclude the formation of strategic groups within an industry.
  - e. inhibit movement within a company's strategic group.

9. The threat from new entrants is greatest in the \_\_\_\_\_ stage of the industry life cycle.
- embryonic
  - growth
  - shakeout
  - maturity
  - decline
10. Which of the following is *not* one of the attributes of a nation-state that Michael Porter identified as having an important impact on the global competitiveness of companies located within its borders?
- Factor endowments
  - Demand conditions
  - Related and supporting industries
  - Government regulation
  - Strategy, structure, and rivalry
11. Which of the following is *not* an advanced factor used to determine a country's competitive advantage?
- Technological know-how
  - Capital
  - Physical infrastructure
  - Managerial sophistication
  - All of these are advanced factors of production.
12. Which of the following is *not* a support activity in the value chain?
- Human resources
  - Research and development
  - Materials management
  - Production
  - Delivery
13. The way a company makes decisions and manages its processes to achieve organizational objectives is called
- distinctive competencies.
  - intangible resources.
  - capabilities.
  - benchmarking.
  - the Icarus paradox.
14. Business reengineering focuses on
- overcoming morale problems.
  - a reorganization of companies around their core functional areas.
  - laying off middle managers.
  - a reorganization of companies around their core processes.
  - a reorganization of companies to utilize customization;
15. The experience curve concept
- is a result of a combination of learning effects and economies of scale.
  - suggests that unit manufacturing costs decline by a certain amount each time output is doubled.
  - suggests that achieving low costs allows a firm to charge a premium price.
  - is most important for specialized or customized production.
  - None of these.
16. Creating a distinctive competency in product innovation involves
- developing skills in basic scientific and technological research.
  - integrating the R&D and materials management functions.
  - integrating the R&D and marketing functions.
  - both developing skills in basic scientific and technological research *and* integrating the R&D and marketing functions.
  - All of these apply.

17. A company that has decided to have high product differentiation and low market segmentation should pursue which of the following competitive strategies?
- Cost leadership
  - Differentiation
  - Focus
  - Growth
  - Profit
18. When technological change is low and customer needs are well established and standardized, the most appropriate generic strategy to pursue is
- cost leadership.
  - differentiation.
  - focus.
  - asset reduction.
  - market concentration.
19. Advantages of a matrix structure include
- the fact that it has lower bureaucratic costs than a functional structure.
  - autonomous working conditions, which increase employee motivation.
  - reduced conflict over resources.
  - the fact that it simplifies operations.
  - the capability of coordinating tasks in a very large organization.
20. A multinational computer manufacturer produces minicomputers, personal computers, disk drives, and other related products. Which of the following structures is most appropriate for this firm?
- Matrix
  - Multidivisional
  - Functional
  - Product team
  - Geographic
21. A company considering entering an industry that is in the mature stage of its life cycle would generally prefer which of the following entry strategies?
- Acquisitions
  - New ventures
  - Joint ventures
  - Long-term contracting
  - Taper integration
22. The strategy of \_\_\_\_\_ involves choosing which value-added stages of the raw-material-to-consumer chain to compete in.
- diversification based on economies of scope
  - diversification based on acquisition and restructuring
  - cost leadership
  - differentiation
  - vertical integration
23. Strategic leadership is most important in establishing
- financial controls.
  - output controls.
  - rules and procedures.
  - budgets.
  - organizational culture.
24. Which of the following types of control would be *least* effective for a high-technology firm?
- Incentive system
  - Bureaucratic controls
  - Output controls
  - Control through organizational culture
  - All of these would be effective.

25. Which of the following factors increases pressures for local responsiveness?
- Powerful buyers
  - Persistent excess capacity
  - Low-cost competitors
  - Differences in distribution channels among nations
  - Trade barriers

貳、簡答題(50%)

- 請說明決策程序的步驟。(10%)
- 定量與定性預測的技術有那些?如何應用?(15%)
- 界定組織結構的因素有那些?請說明之。(10%)
- 何謂組織文化?管理者應如何激發一個創新的文化?(15%)