

壹、解釋名詞 (25%) 每題5分

1. The decision-making process
2. Core competencies
3. Organic organization
4. Attribution theory
5. McClelland's three-needs theory

貳、單選題 (75%)

請依題號順序作答，共25題，每題答對得3分，答錯倒扣1.5分，但倒扣總分至多不超過得分總數。

1. The scenario approach to strategic planning involves
 - a. making planning the exclusive domain of top-level managers.
 - b. homing in on a single prediction of future demand conditions using an iterative planning process.
 - c. operating managers setting key corporate objectives.
 - d. using computers to build microworlds for top-level managers.
 - e. asking executives to devise strategies for coping with a number of different possible future states of the world.
2. Which manager is concerned with strategies specific to a particular business?
 - a. corporate-level general manager
 - b. business-level general manager
 - c. functional managers
 - d. just corporate- *and* business-level general managers
 - e. all of these apply.
3. A company's corporate philosophy constitutes a statement about
 - a. how the company intends to do business.
 - b. the basic philosophical priorities that strategic decision makers are committed to.
 - c. the values that strategic decision makers would like the company to embody.
 - d. the kind of organizational culture that strategic decision makers would like to foster within the firm.
 - e. all of these apply.
4. A leveraged buyout (LBO)
 - a. occurs when a private company goes public.
 - b. is a swap of equity for debt.
 - c. requires changing institutional investors.
 - d. entails replacing a company's top management team.
 - e. is usually initiated by a corporate raider.

(背面仍有題目,請繼續作答)

5. Brand loyalty can be created by
- pursuing product innovation.
 - controlling particular inputs required for production.
 - price discounting.
 - spreading fixed costs over a large volume.
 - achieving economies of scale in advertising.
6. Which of the following is typically the most important barrier to entry into an embryonic industry?
- absolute cost advantages
 - economies of scale
 - brand loyalty
 - control over technological know-how
 - none of these
7. _____ is a primary activity in the value chain.
- materials management
 - marketing
 - research and development
 - human resources
 - company infrastructure
8. Distinctive competencies
- arise primarily from an organization's resources.
 - arise solely from an organization's capabilities.
 - enable a firm to earn a profit rate above the industry average.
 - depend on the height of barriers to imitation.
 - depend on competitors' capabilities.
9. A firm makes complex telecommunications products, such as cellular telephones. Because this company has a distinctive competency in research and development, it should try to differentiate its product by
- reliability.
 - service.
 - advertising.
 - innovation.
 - low price.
10. The _____ phase of the industry life cycle provides an opportunity for cost leaders or differentiators to take market share from companies stuck in the middle.
- embryonic
 - growth
 - shakeout
 - maturity
 - decline

11. A firm operates in the personal computer (PC) industry, where demand is increasing only slightly and competition is fierce. If the company is the cost leader in this market, then the most appropriate investment strategy is
- hold and maintain.
 - growth.
 - market concentration.
 - harvest.
 - share increasing.
12. A Japanese automaker begins selling its compact cars in Southeast Asia. This firm is pursuing a strategy of
- market penetration.
 - product development.
 - product proliferation.
 - market signaling.
 - market development.
13. Developing a long-term supplier relationship enables a firm to
- ensure its ability to dispose of outputs.
 - eliminate industry overcapacity.
 - charge a premium price for its product.
 - respond quickly to unanticipated changes in customer demand.
 - all of these apply.
14. A company with a business-level strategy of cost leadership should pursue which of the following global expansion strategies?
- multidomestic
 - global
 - international
 - transnational
 - none of these
15. A company facing low-cost pressures and high local responsiveness pressures should pursue a _____ strategy.
- global
 - multidomestic
 - international
 - transnational
 - cost-leadership
16. Political considerations such as host government demands can make _____ the only feasible way to enter a foreign market.
- exporting
 - licensing
 - franchising
 - joint ventures
 - wholly owned subsidiaries

(背面仍有題目,請繼續作答)

17. A diversification strategy based on resource sharing
- entails a company creating value by applying the distinctive competencies it developed in one line of business to another line of business.
 - can help a company to realize economies of scope.
 - requires the development of new business-level strategies.
 - is a valid way of supporting the generic business-level strategy of differentiation.
 - increases the accountability of units.
18. Which of the following strategies facilitates the implementation of a just-in-time inventory system?
- vertical integration
 - short-term contracts
 - unrelated diversification
 - diversification based on transferring competencies
 - diversification based on realizing economies of scope
19. According to the BCG matrix, which of the following has a low relative market share in a high-growth industry?
- cash cow
 - question mark
 - dogs
 - stars
 - horses
20. The objective of a harvest strategy is
- to trade off short-run profitability against market share in the hope of generating greater future returns.
 - to exit from an unattractive industry as quickly as possible.
 - to minimize the fixed costs of exiting from an industry.
 - to forestall the need to adopt a liquidation strategy.
 - to optimize cash flow while exiting from an industry.
21. The structure that best helps the company deal with rapid technological change is the
- functional structure.
 - geographic structure.
 - matrix structure.
 - multidivisional structure
 - product team structure.
22. Most companies move from a geographic structure to a _____ structure.
- multidivisional
 - product
 - matrix
 - SBU
 - conglomerate

23. A management by objective (MBO) approach consists of all of the following steps *except*

- a. establishing specific goals at each level of the organization.
- b. goal setting by top management.
- c. periodic review of progress toward meeting goals.
- d. none of these are steps in the MBO approach.
- e. all of these are steps in the MBO approach.

24. Acquisitions are easiest to manage for a company pursuing which of the following corporate strategies?

- a. vertical integration
- b. related diversification
- c. unrelated diversification
- d. global
- e. transnational

25. Reengineering is

- a. the fundamental rethinking and radical redesign of business processes.
- b. the fundamental rethinking of engineering to achieve a higher innovation rate.
- c. using business processes to improve engineering.
- d. the movement of a company away from its present state toward some desired future state.
- e. the reason for many layoffs.