

I. Multiple Choice (Choose the best answer):(2% each)[將答案寫在答案卷上]

1. McClelland believed that the most important determinant of managerial success is
  - a. The need for affiliation.
  - b. High achievement goals.
  - c. The need for power.
  - d. The desire for personal satisfaction.
  
2. Porter and Lawler's motivational model
  - a. include two feedback loops from satisfaction to valence of performance and from performance to expectancy.
  - b. is a less comprehensive model than its expectancy theory counterpart.
  - c. includes two feedback loops from satisfaction to valence of performance and from expectancy to performance.
  - d. assumes that the relative importance of our needs does not change.
  
3. At the heart of the condition of groupthink is
  - a. Decision confirmation.
  - b. Dissonance reduction.
  - c. Defensive avoidance.
  - d. Conservatism.
  
4. Proctor and Gamble has a toll-free telephone number for your use if you have suggestions to offer or complaints to register about its products. Peters and Waterman call this kind of activity
  - a. open-line, open-door management.
  - b. staying close to the customer.
  - c. simple form and lean structure.
  - d. promoting autonomy and entrepreneurship.
  
5. What was William Ouchi trying to do when he developed the Type Z approach to management?
  - a. Show that the average human being prefers to be directed and wants security above all.
  - b. Extend McGregor's Theory X and Theory Y.
  - c. Integrate common U.S. and Japanese business practices into one middle-ground framework.
  - d. Develop a set of managerial guidelines based on his research in several U.S. companies.
  
6. Lee Mason works in the labor relations department. One of his primary functions is to reach agreement with the labor union regarding the new labor contract. How would Mintzberg classify the role Mason is fulfilling?
  - a. Interpersonal
  - b. Figurehead
  - c. Decisional
  - d. Informational
  
7. Which of the following is NOT one of the five basic coordinating devices Mintzberg identified in his study of the relationship between strategy and structure?
  - a. Standardization of work processes
  - b. Direct supervision
  - c. Vertical information systems
  - d. Standardization of skills
  
8. The matrix structure is associated with Mintzberg's
  - a. machine bureaucracy.
  - b. professional bureaucracy.
  - c. divisionalized form.
  - d. adhocracy.

9. Several years ago, railroads in the United States failed to recognize and make appropriate adjustments to the threat that trucks, buses, and private automobiles posed to their business. As a result, the railroads suffered significant business declines. These declines are an example of
  - a. open system thinking.
  - b. synergy.
  - c. subsystem failure.
  - d. entropy.
10. You have decided to open an auto parts store that will specialize in parts for foreign cars. This decision represents a
  - a. statement of purpose
  - b. mission statement
  - c. statement of objectives.
  - d. business posture.
11. Job enrichment is based on what motivational theory?
  - a. Reinforcement
  - b. Expectancy
  - c. Equity
  - d. Herzberg's two-factor
12. Allentown Incorporated has three different businesses, all of which are related to various aspects of the hardware business. The managers are allowed a fairly high degree of autonomy in their operations, yet they coordinate their activity as needed. Purchasing is highly centralized, but many other functions are quite decentralized. What form of organization design does Allentown employ?
  - a. Divisional (M-form)
  - b. Functional (U-form)
  - c. Matrix
  - d. Hybrid
13. Peter Drucker views entrepreneurship as a(n)
  - a. series of specific traits characteristic of only a few people.
  - b. discipline that can be learned.
  - c. "romantic" arena of endeavor.
  - d. extremely serious subject.
14. Which kind of skills enables managers to take an overall view of how the parts of the organization interrelate and to think strategically?
  - a. Conceptual
  - b. Technical
  - c. Analytic
  - d. Diagnostic
15. You just wrote a short-range plan in support of an intermediate plan. You based this plan on your best estimate of future environmental conditions. What kind of plan did you write?
  - a. Reaction
  - b. Standing
  - c. Action
  - d. Contingency
16. The expected value of perfect information
  - a. is always equal to the largest expected opportunity loss.
  - b. is calculated by assuming that the highest-yielding state of nature is always going to occur.
  - c. is always more than the expected value without perfect information.
  - d. is the most the decision-maker should pay for "perfect predicting information."

17. "Any decision tree can be presented by one equivalent decision matrix(table)." This statement is
- incorrect.
  - correct only for multiperiod cases.
  - correct only if monetary values are involved.
  - correct only when the number of states of nature is larger than or equal to the number of alternatives.
18. In a merchandising firm, a report explaining how products should be allocated to floor space in order to meet profitability objectives is an example of
- a strategic plan.
  - a tactical plan.
  - an operational plan.
  - a contingency plan.
19. Locking in customers and locking out competitors is often achieved by
- providing suppliers with terminals.
  - installing in-house transaction processing systems.
  - automating office tasks.
  - providing customers with information processing services.
20. A Gantt schedule chart
- can be used to monitor progress of jobs.
  - can be marked to indicate progress updates.
  - can aid in determining where corrective action is needed.
  - all of the above.

(20%) II. The early prescriptions for strategic planning advised managers to pursue for coherence(or synergy) among the various SBUs. However, many management have successfully chosen to disregard coherence by building what has become known as conglomerate firms.

What is behind these argument?

What are your views on the future role of the conglomerate?

(20%) III. Why do you think contingency theories of management emerged? How do these theories of management differ from the classical and behavioral schools of management thought?

(20%) IV. Managers at Quaker Oats made the decision to sell three of the four firms that made up the Specialty Products Division, namely, Joseph Banks Clothiers, Eyelabs, and Brookstone, a purveyor of hard-to-find hand tools. This decision was made not because the units were unprofitable, but because they took a disproportionate amount of top management time. The funds realized from the sale of these units were then reinvested in business such as Mrs. Richardson's Toppings, Golden Grain, makers of Rice-a-Roni products, and other firms more closely aligned with the food business, which had always been the corporation's major area of operations. The managers felt that these new firms would enhance the effectiveness of other portions of the organization.

Identify each major component of strategy that is relevant to this example. For each component, show how Quaker's managers addressed it.