

以下共有五題申論題，每題各佔20%，請依序作答。

一、在複雜而多變之經營環境中，實施策略規劃可能是企業長期致勝之關鍵要素；

1. 試說明策略規劃、策略彈性與策略配合之意義。
2. 試由環境、組織與策略互動之角度說明在何種組織與環境配合條件下應採取何種競爭策略與成長策略？
3. 試說明策略規劃之研擬過程中，公司之上下階層之間與平行部門之間應如何互動才能使規劃案之執行更為順利？

二、在國際化與自由壓力日趨明顯的今天，策略控制與稽核是企業達成設定目標之重要手段：

1. 試說明策略稽核之內涵。
2. 我們常常依照“控制追隨策略”去設定控制系統，試說明進行控制活動時應注意那些原則。
3. 在進行績效之衡量與控制時，應如何才能避免：(1)短期導向；(2)行為替代；及(3)局部最適化之缺失。

三、一個公司通常都把“成長”與“獲利”視為兩個最重要的公司經營指標：

1. 請問“成長”與“獲利”之目標是互斥的嗎？試說明理由。
2. 企業在追求成長時可能有那些方式，試由經營環境、競爭態勢、產品生命週期及組織運作方式等角度說明密集成長、整合成長及多角化成長之可行性，試說明理由。
3. 如何經由SWOT分析之過程中，決定公司之成長策略？

四、Entrepreneurial businesses are essential for the national economy. For most small firms, entrepreneurs appear to be the engine of business development:

1. List at least five characteristics that may result in entrepreneurial success and explain the role of these characteristics in a firm's success?
2. Discuss the differences of decision styles among entrepreneurs, managers, and the general population. Elaborate on these differences?
3. Explain on how to match entrepreneurs' values with the corporate culture in a changing environment?

五、Mergers and acquisitions have become common in today's business environment:

1. Explain how to use various "portfolio analysis models" to identify the "target firms" for mergers and acquisitions.
2. Discuss the cultural issues involved in mergers. How should conflicts of corporate culture between merging firms be handled?
3. Explain the necessary steps for the restructuring and integration of firms in a merger/acquisition process.