

【說明部份】 請將答案依照下列格式，作答於答案紙上。

一、選擇題：

1. () 2. () 3. () 4. () 5. ()
6. () 7. () 8. () 9. () 10. ()

二、個案題：

1. 答：

2. 答：

三、問答題：

1. 答：

2. 答：

3. 答：

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【試題部份】：

一、選擇題 (40%)：(每題 2 分)

1. Which two roles, when combined, make the manager a vital link in the organization's communication system?
A. Spokesperson and figurehead B. Disseminator and liaison C. Spokesperson and monitor
D. Monitor and disseminator E. Figurehead and disseminator
2. Because it did not have enough plant capacity to produce all the engines needed, Chrysler Motor Company managers made a decision to have the Mitsubishi Corporation manufacture some of the engines used in its minivans. This decision represents a (an)
A. business strategy. B. corporate strategy. C. combination strategy.
D. overall strategy. E. functional strategy.
3. Under which decision-making conditions are managers operating when they use payoff matrices or decision trees to reach their decisions?
A. Risk B. Uncertainty C. Certainty D. Rationality E. Probability
4. Which of the following techniques is a quantitative forecasting technique?
A. Delphi procedure B. Time-series analysis C. Sales force composition
D. Customer evaluation E. Linear programming
5. The degree to which the organization's overall task is broken down and divided into smaller component parts is called
A. departmentalization. B. delegation. C. specialization. D. decentralization.
E. organization.
6. Recent work in human resource management indicates that one of the best tools for getting a good match between the job and the person filling the job is to
A. do an effective job analysis. B. do extensive work on validating selection devices.
C. conduct an extensive pre-employment testing program.
D. conduct a realistic job preview. E. hire professional personnel interviewers.
7. Which of the theories of motivation would specifically address the issues on which job enrichment focuses?
A. Equity B. Expectancy C. Reinforcement D. ERG E. Two-factor

8. Lee Iacocca was able to get employees at Chrysler to identify with the ideal of a "new Chrysler Corporation" to the extent that unions were willing to take pay cuts and people worked with a sense of mission for the first time in years. Which of the following best describes Iacocca in this role?
A. Transformational leader B. Participative leader C. Directive leader
D. Supportive leader E. Task-oriented leader
9. You are a member of a group composed of a production supervisor, an executive secretary, a plant manager, and the firm's chief legal counsel. The group has an unspecified time horizon. What kind of group is this?
A. Functional B. Informal C. Formal D. Task E. Artificial
10. You have decided you can accept an absenteeism rate of two percent, so you tell your personnel officer not to report absenteeism to you unless it exceeds that level. Which of the barriers to communication can you at least partially overcome by using this technique of management by exception?
A. Jargon B. Semantics C. Overload D. Status differences
E. Power differences
11. Your management information system provides managers with weekly data concerning deviations from standards in each department. Which step in the control process does this represent?
A. Corrective action B. Measuring performance C. Goal setting
D. Comparison of performance to standards E. Setting performance standards
12. Fred has just received a large block of orders to process; however, he is not concerned. Which of the following items can you be safe in assuming Fred uses?
A. Computer-assisted manufacturing B. Computer-aided design
C. Computer-integrated manufacturing D. Flexible manufacturing systems
E. Computer-aided manufacturing
13. Managers at Acme Industries have just written a plan in which they have allocated a large part of the firm's cash and personnel resources to a new product line. They have done this because they feel that they can get a real advantage over their competition and that the new facilities they will build will have a synergistic effect when combined with current facilities. What kind of plan is this?
A. Strategic B. Tactical C. Operational D. Functional E. Departmental
14. Which of the following approaches to management uses information from such diverse disciplines as psychology, economics, and medicine?
A. Scientific management B. Organizational behavior C. Human relations
D. Management science E. The classical perspective
15. Which of the following is an example of an organization's strategic response to its external environment?
A. negotiating a new contract with the union B. implementing new safety standards
C. doing nothing D. hiring a new CEO E. changing the organization's culture
16. The various tasks in IBM's manufacturing plant are arranged so that one worker draws the wiring, another strengthens the wires, a third cuts them, a fourth inserts them, and a fifth seals them together. This is an example of job
A. specialization B. redesign C. rotation D. enrichment E. enlargement
17. Which of the following is characteristic of the functional (U-form) design?
A. Low requirement for coordination across departments
B. Departmentalization based on the kind of work being done
C. Responsibility for coordination and integration delegated to lower levels of management
D. Most effective for large organizations
E. Characterized by product teams
18. The total set of managerial activities an organization uses to create its products or services is called
A. management B. managerial effectiveness C. operations management
D. a transformation system E. scientific management

19. Which of the following combinations of factors deals more with the need for information management than it does with the kind of information needed?
- A. Size and functional area involved B. Organizational level and functional area involved
C. Environment and organizational level D. Environment and organizational size
E. Size and organizational level
20. Which of the following is *not* one of the steps in implementing the marketing concept?
- A. Obtaining information about existing and potential customers.
B. Pinpointing needs and potential customers for further marketing activities
C. Mobilizing marketing resources to provide, promote, and distribute products
D. Obtaining new information about effectiveness of efforts
E. All are steps in the marketing concept.

二、個案題(10%)

Phyllis Stevens, a junior management major at Western Kentucky University (WKU) was treasurer of the university's chapter of the Society for the Advancement of Management (SAM). The chapter had only \$250 in its bank account, and Phyllis was asked to come up with a way to raise money. The first feasible idea she had was selling small WKU flags at football games. The team had been doing well and was expected to have a winning season. Still, Phyllis was concerned about getting the chapter into a venture that might not pay off.

Phyllis contacted a local seamstress, who agreed to make up 1,000 flags for \$200, provided the SAM chapter would furnish the materials. The materials were available at a cost of 50 cents per flag. Since the flags would be sold by SAM members, there were expected to be no other costs. After lengthy discussion, the chapter decided to sell the flags for \$1 each.

1. How many flags must they sell to make a profit of \$100?
2. If Phyllis thinks the maximum number of flags the SAM chapter can sell is 500, should the group take on the project? Discuss.

三、問答題(50%)

1. 何謂 material requirements planning (MRP) 與 manufacturing resource planning (MRPII)? (10%)
2. 試述 Vroom 的期望理論，並簡述對管理者在實務上之影響 (20%)
3. 國際企業之管理者最基本的工作乃是對全球策略(Global strategy)與地主國策略(Multidomestic strategy)做一個選擇，試問此二種策略之優缺點，並以目前我國汽車工業為例，應採用何種策略？為什麼？(20%)