

壹、是非題 20% (對的打○，錯的打×，每題 2 分，不倒扣)

1. Organizational culture is a concept usually spelled out in great deal in the organization's mission statement; it is usually in a formal document approved by the Board of Directors.
2. Tactical planning falls on the continuum between the strategic and operational planning processes.
3. A matrix organization is a cross-functional organization that creates multiple lines of authority and places people in teams to work on tasks for a specific period of time.
4. Criteria such as income requirements, job security, and quality of work are critical elements of a job analysis.
5. Human resource planning's major objective is determining the best use of the talent and skills available to accomplish what's best for the individual and the organization.
6. According to Frederick Herzberg's research, job satisfaction and dissatisfaction are viewed as opposite ends of a single continuum.
7. Situational theories of leadership are theories based on the expectancy theory of motivation.
8. Information flows down the organizational hierarchy from managers and supervisors to subordinates through downward communications.
9. Most services cannot be performed unless the customer is present or directly involved in the production process.
10. A franchise is a business whose franchisee provides a product or service under a legal contract with the franchise owner (the franchisor).

貳、單選題 20% (每題 2 分，不倒扣)

1. If fixed costs are \$8,000 and variable costs are \$70 per unit, how many units must be sold at a price of \$870 in order for the business to break even?
a) 9.2 b) 114.3 c) 10 d) 100
2. After all viable alternatives have been listed.
a) the weighted decision criteria are added
b) the weighted decision criteria are applied to the alternatives
c) the best one is selected
d) the problem is formulated
3. Determining where decisions are made in the organization's hierarchy
a) defines the degree of centralization
b) defines spatial differentiation
c) is an uncontrollable constraint
d) refers to organization design
4. A major advantage of the divisional structure is that it
a) groups like specialists together
b) places responsibility for results on specific managers
c) maximizes the benefits from specialization and minimizes duplication of work
d) focuses on methods, not results

(背面仍有題目,請繼續作答)

5. Once a job candidate has been hired, he or she needs to be introduced to the organization and his or her job. This process is called
a) recruitment b) decruitment c) orientation d) indoctrination
6. The concept behind the ABC system of purchasing control is
a) the simplest system is usually the most economical
b) always buy cost-efficiently
c) capture every quantity discount offered
d) a few items deserve tight control while others need minimal attention
7. An employee's general attitude towards his job refers to
a) job satisfaction b) job involvement c) organizational commitment d) dissonance
8. When the members of individual work groups or departments are asked about their work attitudes, management is conducting
a) worker evaluations. b) a climate survey. c) a suggestion system. d) a job analysis
9. According to Herzberg, factors which have the potential to generate employee dissatisfaction are called
a) motivators. b) intrinsic rewards. c) expectancy. d) hygiene factors.
10. You are a manager working for parsimony publishers who believes that all of your non-editorial subordinates need to be supervised with an autocratic leadership, and you behave toward them in a manner consistent with your beliefs. Where would your managerial behavior be plotted on the Managerial Grid?
a) 1,9 b) 9,1 c) 1,1 d) 9,9

參、問答題 60% (共四大題，每大題 15 分)

一、一個企業是否能夠成功，領導者扮演相當重要的角色，試說明：

1. 成功有效的領導者應具備那些條件？
2. 隨著資訊及網路資訊之發達，領導者在心態及領導作風方面應做那些調整，才會是一個好長官？
3. 太過「控權」時，主管會有失去權力的感覺，而且會認為他的職位遲早會被部屬取代，請問您認為呢？請說明理由。

二、追求效率與追求效能通常是企業希望達成的兩項重要指標，而如何設計組織，對於效率與效能之達成將會有相當大之影響。試說明：

1. 追求效率與追求效能兩者有何不同？在實務上有那些不同的方法來提升效率與效能？
2. 經營環境變化很快時，組織結構應如何改變才能掌握環境之快速變遷？
3. 產品生命週期很短時，組織結構應如何改變才能配合生命週期之快速變動？

三、坊間許多策略規劃之教科書均強調：「一個企業要能夠順利成長發展，有賴其高階人員之企劃力，中階人員之管理力及基層人員之執行力」，試說明：

1. 管理人員之企劃力、管理力及執行力應如何培養？
2. 實務上，高階人員應如何掌握企業之生存利基？中階人員應如何爭取競爭優勢？基層人員應如何增進執行效率？試舉例說明之。
3. 由上而下與由下而上之策略規劃模式在執行上有那些優缺點？試舉例說明之。

四、有效的區隔市場，並針對目標市場需求，提供具有價值且有別於競爭者之產品，是管理者爭取顧客的一項重要策略，試說明：

1. 欲有效區隔市場，有那些常用的統計方法可以應用？實務上如何才能知道所區隔之市場，是否為「有效」之市場？
2. 欲比較本公司之產品是否比競爭者之產品在消費心目中更有價值，必須要用那些統計之檢定分析才能判定？
3. 市場動態變化萬千，若委請您設計一套顧客需求變動警示系統，請說明您將如何進行此一系統？