

系所組別： 電信管理研究所甲組

考試科目： 管理學

考試日期： 0306，節次： 3

※ 考生請注意：本試題 可 不可 使用計算機

請勿在本試題紙上作答，否則不予計分

一、是非題（20分，每題2分）

1. Organizational stakeholders are the firm's internal resources, capabilities, and core competencies that are used to accomplish what may at first appear to be unattainable goals in the competitive environment.
2. In general, small firms, even if long-established, are best matched with simple organizational structures.
3. FamilyMart has significantly fewer stores than 7-11. Therefore, FamilyMart is using a focus strategy.
4. In recent years, industry boundaries have become more sharply defined.
5. The so-called "groupthink" phenomenon is likely to occur in highly cohesive teams.
6. Compared to tangible resources, intangible resources typically are inferior sources of core competencies.
7. Peter Drucker introduced the smiling curve to illustrate the value-added activities in a value chain.
8. The balanced scorecard emphasizes not only financial controls, but also non-financial controls.
9. Leadership is the processes that accounts for an individual's intensity, direction, and persistence of effort toward attaining a goal.
10. The "fat cat" phenomenon is an important issue in corporate governance.

二、選擇題（共20分，每題2分）

1. Maslow's hierarchy of needs arranges those five needs in which of the following orders?
(A) physiological, esteem, safety, social, and self-actualization
(B) physiological, safety, social, esteem, and self-actualization
(C) safety, physiological, esteem, social, and self-actualization
(D) physiological, social, safety, esteem, and self-actualization
(E) safety, physiological, social, esteem, and self-actualization
2. All of the following are considered generic business-level strategies EXCEPT: (A) product diversification; (B) cost leadership; (C) focused differentiation; (D) integrated cost leadership/differentiation.
3. According to expectancy theory, the valence of an outcome is the: (A) probability that the outcome will occur; (B) probability that a behavior will be rewarded; (C) degree to which an outcome is desired; (D) relationship between the behavior and achieving the outcome.
4. The education, experience, knowledge, abilities and skills that people possess is known as: (A) capital formation; (B) labor intensity; (C) cultural diversity; (D) human capital.
5. _____ is the process of managing the facilities, functions, and activities involved in producing and delivering a product or service from suppliers to customers.

(背面仍有題目,請繼續作答)

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- (A) customer chain management; (B) value chain management; (C) ethical chain management; (D) financial chain management
6. 在波士頓顧問團(BCG)的成長-佔有率矩陣中，市場成長率高、相對市場佔有率也高的事業稱為：(A)“star”事業；(B)“question mark”事業；(C)“cash cow”事業；(D)“dog”事業
7. 下列何者不是Hofstede所採用的跨文化價值觀分類變數：(A)責任規避(responsibility avoidance)；(B)權力距離(power distance)；(C)剛性與柔性作風(masculinity vs. femininity)；(D)長期與短期導向(long-term vs. short-term orientation)
8. 下列有關非程式化(non-programmatic)決策的描述，何者為非：(A)決策類型比較是獨特的、創新的；(B)通常與公司的策略發展與生存高度攸關；(C)比較屬於高階管理者的工作範圍；(D)通常有決策規則可以依循
9. 為了更妥善地管理變革，現代組織結構產生了許多變化。以下何者不是新的組織設計趨勢：(A)團隊組織；(B)學習型組織；(C)無疆界結構；(D)階層式組織
10. 規模是企業競爭的重要基礎，購併(merger & acquisition)是企業擴張規模的重要途徑。以下何者是2009年發生在國內的重要購併案件：(A)台灣大哥大與泛亞電信；(B)友達光電與廣輝電子；(C)群創光電與奇美電子；(D)遠傳電信與和信電訊

三、問答題 (共60分)

1. 異業合作是行動通訊產業的重要競爭手段。
- 甲、請說明異業合作的一個理論基礎，並扼要說明該理論的內涵。(10分)
- 乙、請說明企業尋求異業合作的主要原因(至少三項)。(10分)
- 丙、請說明異業合作的關鍵成功因素(至少三項)。(10分)
- 丁、除了行動通訊產業，許多產業也喜歡採用異業合作的方式。試舉例分別說明行動通訊產業與其它產業的一個案例。(10分)
2. 有人說：「行動通訊業者未來必須成為整合服務的平台(platform)才具有競爭力。」請評論此一觀點。(10分)
3. 金融危機導致許多企業採取人力精簡的手段。請從組織內部與組織外部的角度，分別評論企業採用人力精簡手段可能的正、負面影響。(10分)