

系所組別： 國際企業研究所

考試科目： 管理學

考試日期：0225，節次：3

一、選擇題 (50 分，每題 2 分)

1. In the first step of strategic management, the mission of the firm answers the question, _____.
 - A) What business should we be in?
 - B) What is our reason for being in business?
 - C) Who are our customers?
 - D) Who are our creditors?

2. An example of a core competency of a firm is _____.
 - A) the corporate reputation
 - B) communicating with customers in their own languages worldwide
 - C) developing least-squared exemptions within its accounting system
 - D) evaluating tangible and intangible assets

3. What drawback of a strong organizational culture should a manager consider when completing the strategic management process?
 - A) It can be more difficult to change.
 - B) Employees have less understanding of the planning process.
 - C) Employee attitudes tend to be strong, but their organizational values are weak.
 - D) It cancels out any organizational distinctive competency.

4. In _____, the organization gains control of its outputs by becoming its own distributor.
 - A) backward horizontal integration
 - B) forward horizontal integration
 - C) backward vertical integration
 - D) forward vertical integration

5. For a small organization in only one line of business, the competitive strategy simply describes _____.
 - A) how the company will compete in its main market
 - B) what products or services it will offer
 - C) the customers it wants to reach
 - D) its competitive advantage

6. Which of the following is not a reason why the division of labor enhances productivity?
 - A) It increases worker skill and dexterity.
 - B) It saves time lost in changing tasks.

(背面仍有題目，請繼續作答)

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- C) It encourages labor-saving inventions.
D) It requires strict management control over worker time and motion.
7. When a manager asks an employee to complete a task, he or she is communicating _____.
- A) hypothetically
 - B) theoretically
 - C) informally
 - D) formally
8. Which of the following phrases is most associated with scientific management?
- A) management relations
 - B) one best way
 - C) supply and demand
 - D) quality control
9. According to Weber's ideal bureaucracy, _____ occurs when employees are placed in jobs based on technical qualifications.
- A) career orientation
 - B) authority hierarchy
 - C) impersonality
 - D) formal selection
10. Which of the following would not be associated with the quantitative approach to management?
- A) information models
 - B) critical-path scheduling
 - C) systematic motivation of individuals
 - D) linear programming
11. A system can best be defined as a(n) _____.
- A) grouping of separate and independent parts
 - B) set of interrelated and interdependent parts
 - C) ordering of distinct and unrelated parts
 - D) set of connected but nonfunctional parts
12. A key technology investment for an organization pursuing value chain management, an enterprise resource planning (ERP) software system serves the function of _____.

(背面仍有題目，請繼續作答)

- A) identifying and educating potential customers through Internet technologies
 - B) linking all of an organization's activities
 - C) alerting maintenance when machinery needs to be serviced
 - D) communicating with suppliers to keep inventory levels at a minimum
13. High-performance work practices are characterized by _____.
- A) improving knowledge, skills, and abilities of employees
 - B) allowing managers to lead in their own best style
 - C) allowing employees to loaf on the job as long as they can produce average daily production levels
 - D) decreasing employees' motivation
14. An assessment that defines the jobs and behaviors necessary to perform the job is known as a _____.
- A) job description
 - B) job specification
 - C) goal-oriented job definition
 - D) job analysis
15. _____ indicates how consistent a selection device measures a criterion.
- A) Operational scoring
 - B) Qualification
 - C) Reliability
 - D) Validity
16. Background investigations include reference checks and _____.
- A) application data verification
 - B) physical exams
 - C) interviews
 - D) attrition
17. The control process assumes that _____.
- A) employees require constant direction from management
 - B) performance standards must be created
 - C) performance standards are already in place
 - D) employee monitoring costs are part and parcel of doing business
18. The classical view of social responsibility holds that management's only social responsibility is to

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- _____.
- A) maximize organizational profits for stockholders
 - B) maximize adherence to the laws for stockholders
 - C) maximize organizational profits for stakeholders
 - D) minimize adherence to the laws for stockholders
19. Proponents of the socioeconomic view of social responsibility believe that business organizations are _____.
- A) not just merely economic institutions
 - B) just merely economic institutions
 - C) to be leaders in social responsibility
 - D) not to be involved in social responsibility, but should maximize profits for stakeholders
20. _____ is defined as a business firm's obligation, beyond that required by law and economics, to pursue long-term goals that are good for society.
- A) Social obligation
 - B) Social responsibility
 - C) Social screening
 - D) Values-based management
21. If an individual knows the price of three similar cars at different dealerships, he or she is operating under what type of decision-making condition?
- A) risk
 - B) uncertainty
 - C) certainty
 - D) factual
22. Randy told Rob, "Organizational culture is also a very important component of value chain management. Those cultural attitudes include sharing, openness, respect, and trust, and these attitudes must encompass not only employees, but _____ as well."
- A) extend to management
 - B) extend to customers
 - C) extend to external partners
 - D) their families

Sandra Millstone, the CEO of Excalibur Manufacturing Company, had concluded that the company would have to reduce its employee group by 10 percent within the next four weeks due to a decreased demand for the products the company manufactured. She spent over 30 hours preparing charts, tables, graphs, diagrams, and other forms of visual aids for her presentation to the employees about the upcoming reduction in force so that they could understand the reason and feel better about the company.

23. When Sandra prepared the visual aids to help the employees understand and feel better about the company, what was she doing to the message she had to deliver?
- A) deliberating it
 - B) filtering it
 - C) selectively perceiving it
 - D) communicating it upward
24. By the time that Sandra had finished the presentation to the employees, she had spoken for one and one-half hours, shown 14 visual aids, and no one asked a question. The employees were probably dealing with which of the following barriers to effective communications?
- A) information overload
 - B) selective perception
 - C) defensiveness
 - D) receiver emotions
25. As the employees began to leave the meeting room, some were overheard grumbling that those at the top were just profit-rakers, that it didn't make any difference to Sandra if employees lost their jobs, and that if the company wanted loyalty, it should hire a dog. These statements are the result of which barrier to effective communications?
- A) selective perception
 - B) information overload
 - C) defensiveness
 - D) downward communication

二、申論題 (50 分，每題 25 分)

1. Use practical examples to discuss the positive and negative aspects of forming strategic alliances.
2. Briefly explain what the following three theoretical tools are: 1) SWOT, 2) BCG Matrix and 3) Five Forces Model; and discuss why these three theoretical tools are important in strategic management.