

第一部份

填充題：(每題 2 分，共 50 分，答錯不倒扣。)

1. Which of the following are the two dimensions of environmental uncertainty?
 - A. degrees of change and complexity
 - B. degrees of change and volume
 - C. degrees of complexity and impact
 - D. degrees of impact and timing
 - E. degrees of timing and complexity

2. Which of the following is the basic difference between multinational corporations and transnational corporations?
 - A. Multinational corporations typically do business with more countries than transnational corporations.
 - B. Transnational corporations are run by the parent company, but must be owned by a local, national company.
 - C. Decision-making in transnational corporations takes place locally rather than from the home country.
 - D. Multinational corporations pay more in taxes than transnational corporations.
 - E. There is basically no difference between the two forms of business.

3. Which of the following is not a dimension of national culture found by Geert Hofstede in a survey of over 116,000 employees?
 - A. individualism versus collectivism
 - B. power distance
 - C. cognitive versus behavioral orientation
 - D. uncertainty avoidance
 - E. quantity versus quality of life

4. A manager in the computer software industry should display what type of attitude concerning planning?
 - A. He/she should remain fixed on set plans.
 - B. He/she should be flexible.
 - C. He/she should focus on long term plans.
 - D. He/she should increase the focus on minute details.
 - E. He/she should concentrate on operational plans.

5. Different from the corporate planner, whose strategic emphasis is driven by "availability of resources", the entrepreneur is driven by which of the following?
 - A. examination of outside threats
 - B. accurate measures of evaluation
 - C. quick implementation of strategies
 - D. perception of opportunity
 - E. identification of strengths and weaknesses

(背面仍有題目，請繼續作答)

6. If a retail sales manager wants to know how many Genim jackets is needed to sell in order to reach a specified profit objective, he/she is employing what type of planning tool?
- A. Break-even analysis
 - B. PERT
 - C. Gantt Chart
 - D. Cost accounting
 - E. Factor analysis
7. When considering the history of management, which of the following statements is most accurate?
- A. Management theory has remained basically constant over time.
 - B. The genesis of management theory can be traced back several hundred years.
 - C. Examples of management can be found in the Bible and the construction of the pyramids.
 - D. The management structure of the Roman Catholic Church has changed paradigms several times.
 - E. Management, as a formal discipline of study, has been around for around a thousand years.
8. Which of the following is not one of the five common communication networks presented in your text?
- A. the chain
 - B. star
 - C. Y
 - D. wheel
 - E. all-channel
9. For a company such as Walt Disney World in Florida, a bank would be an example of what kind of factor in their specific environment?
- A. competitor
 - B. supplier
 - C. special interest group
 - D. government agency
 - E. customer
10. If United Airlines merged with Northwest Airlines, this would be an example of what kind of grand growth strategy?
- A. related diversification
 - B. acquisition
 - C. expansion
 - D. vertical integration
 - E. retrenchment

11. In the early years of Apple Computers, its desire for highly proficient and creative employees who operated with few work rules, was an example of what type of organization?
- A. Bureaucratic
 - B. Mechanistic
 - C. Volatile
 - D. Nouvelle
 - E. Organic
12. If a bank estimates the capabilities of its training and development department employees prior to implementing a new training program designed to change their method of providing customer service, it is completing what step in the strategic planning process?
- A. identifying opportunities and threats
 - B. identifying strengths and weaknesses
 - C. analyzing the organization's resources
 - D. threat analysis
 - E. formulating strategy
13. Which of the following would be an assumption if the behavioral studies of leadership were accurate?
- A. We should concentrate on selecting the right people for leadership.
 - B. We should find the right situation for people to be leaders.
 - C. Leadership effectiveness would depend on the right people in the right place.
 - D. We could train people to be leaders.
 - E. We should find the right followers and match them with the appropriate leadership.
14. The first stage of an organization's global evolution is characterized by which of the following?
- A. exporting its products to other countries
 - B. cross culturally training its managers
 - C. hiring foreign brokers to represent the organization's product line
 - D. sending domestic employees on regular foreign business trips
 - E. gaining an understanding of basic foreign tax laws
15. Which of the following is true concerning entrepreneurs and change?
- A. It is usually an easier process due to the smaller size business.
 - B. A consultant is usually hired because the entrepreneur is too close to the business to be objective.
 - C. An entrepreneur may want to overcome employee resistance by using more education, communication, and participation than larger companies.
 - D. Entrepreneurs rarely face change.
 - E. For entrepreneurs, change is exciting and fun.

(背面仍有題目,請繼續作答)

16. The theory of justice view of ethics is based on which of the following?
- A. the process used to determine the distribution of resources
 - B. the existing ethical norms in industries and corporations
 - C. decisions based on their outcomes or consequences
 - D. the imposition and enforcement of fair and impartial rules
 - E. respect and protection of individual liberties and freedoms
17. In an employment interview, if a manager was noticing that this occupation requires the job holder to have an accounting degree, what would he/she be referring to?
- A. employee handbook
 - B. job description
 - C. job notice
 - D. BFOQ requirement
 - B. job specification
18. You would likely find an "employee of the month" bonus plan under what type of organizational control system?
- A. market
 - B. traditional
 - C. clan
 - D. strategic
 - E. bureaucratic
19. Which of the following is true about managerial rational decision-making?
- A. Most decisions managers face allow for rational decision-making.
 - B. Managers can make rational decisions if provided the right set of assumptions.
 - C. Rational decision-making is always possible if the goals are clear and straightforward.
 - D. Time pressure forces managers into rational decision-making.
 - E. Rational decision-making is generally possible when the decision involves "things" but not people.
20. On a baseball team, a shortstop who, "raises his/her fist" as a signal indicating he/she will cover second base in the event of an attempted steal, is exhibiting what characteristic of effective teams?
- A. clear goals
 - B. mutual trust
 - C. unified commitment
 - D. good communication
 - E. relevant skills

21. The interview, as a selection device, is most likely useful for which of the following types of occupations?
- A. janitor
 - B. accountants but not attorneys
 - C. bank vice president
 - D. crane operator
 - E. entry-level engineer
22. The two axis on the Gantt Chart contain the factors of _____ and _____.
- A. Price / time
 - B. activities / budget
 - C. time / activities
 - D. personnel / budget
 - E. proposed / actual costs
23. Which of the following is an example of specific feedback?
- A. You have a good attitude.
 - B. I am uncomfortable with how you treat customers.
 - C. Your defect rate is 5% over our standards.
 - D. You are one of our best employees.
 - E. Keep up the good work.
24. The belief by a student that studying hard results in obtaining high test grades is explained by which expectancy theory linkage?
- A. valence of reward
 - B. effort to performance
 - C. input to outcome
 - D. goal setting to achievement
 - E. instrumentality to reward
25. What expense budget factor do managers pay first attention to during product volume declines?
- A. variable expenses
 - B. tax rates
 - C. investment returns
 - D. fixed expenses
 - E. profit margins

第二部份

- 一、國際化為企業追求競爭利基之重要因素，A 公司為一家國內相當知名之摩托車零件製造公司，目前員工約 450 人，鑑於許多同業均已前往大陸設廠，A 公司總經理郝成功正積極尋找在大陸之設廠地點及合資對象，假設您受聘擔任 A 公司之最高經營顧問，試問向郝總經理說明：(20%)
1. 國家文化與企業文化有何不同？面對不同的國家文化時，A 公司之企業文化與經營理念應如何推展？
 2. 與國家投資比較，前往大陸投資在經營環境之 SWOT 分析研辨時應特別注意那些因素？
 3. 切入大陸市場時，可能採取之進入模式(entry model)有那些，各有何優缺點？
 4. 試以 X 理論及 Y 理論之觀點說明大陸員工在領導、激勵與溝通方面必須與 A 公司有那些不同？
- 二、一個公司要有活力，薪工制度與激勵制度的合理性往往是最為關鍵之因素，試說明：(20%)
1. 訂定薪工制度時，有那些依循之標準？
 2. 目前常用之薪工制度有那些，其各有何優缺點？
 3. 試說明 ERG 理論，目標設定理論，公平理論及期望理論之內容，並說明其相互間之關連性？
 4. 試以上述之四種激勵理論說明一個公司的總經理與一個公司之基層作業員在激勵方式上應有那些不同？
- 三、假設目前我國管理科學學會正與美國管理學會聯合籌劃於明年 6 月在台北舉辦一場國際性之企業管理學者年會，全世界目前最知名的管理學者均將被邀請參加，會中並將頒發管理獎章給 10 位管理大師，以表彰他們對於推展企業管理理論之貢獻，假設您受聘擔任此一年會之籌備主席，試說明：(10%)
1. 我們應如何訂出一套評選標準來遴選此次管理獎章之得主？評選標準中應包含那些評估項目？
 2. 依照您的評選標準及評估項目，全世界目前有哪些管理學者最有資格得到此種榮譽？請說明理由。