

壹、解釋下列名詞意義，並舉例說明其應用 (32%)：

- a. Relationship Marketing (8%)
- b. Bounded Rationality (8%)
- c. Expectancy Theory (8%)
- d. Perception (8%)

貳、問答題 (40%)：

一、請分別從規劃與組織二方面說明企業國際化可能遭遇之困難，並請敘述其原因及因應之道。(20%)

二、由於國際情勢之關係，祥瑞投資顧問公司因為大量投資於一些經營不善的金融、營建、機電及汽車等公司，導致公司於短期內財務發生大量虧損。此時，負責執行投資計劃的李經理便被練總經理加以責難一番。練總經理認為李經理沒有適時的預先反應經濟情勢，採取必要步驟。同時，該公司最高執行長邱總裁也因此找來練總經理，除了訓斥一番外，邱總裁也指示要練總經理去找其他資金來源並加以注入已經大量賠錢的被投資公司。練總經理即使知道此種作法會導致更大的損失，可是礙於總裁的威權，他不得不照辦，可是心中一直不滿總裁時常不詳細了解實際情形便依照其片面資訊來下決策。而李經理也因為底下的研究部門和投資部門間的不協調和反應方式而困擾不已。

按照上面的描述，(1) 請你引述必要理論從領導、組織和控制來描述祥瑞投資公司的情形，(2) 請你試著從領導、組織和控制給予祥瑞投資公司建議以便改善該公司的狀況。(20%)

參、選擇題 (28%)：

1. The GIORDANO producing extra-size jeans to fit "much fatter than normal" people's bodies is an example of an organization in response to what general economic factor?
A. Technological
B. Social
C. Demographic
D. Competitive
E. None of above.
2. What is best description for the fundamental difference between multinational corporations (MNCs) and transnational corporations (TNCs)?
A. MNCs do business with more countries than TNCs
B. MNCs are run by a local, national company
C. Decision-making in TNCs takes place locally rather than from the parent company.
D. MNCs are restricted more by law more than TNCs.
E. No difference between MNCs and TNCs.

3. What argument stresses that the business should not have direct social policy because of no direct social accountability to the public?
 - A. lack of broad public support
 - B. costs
 - C. lack of accountability
 - D. dilution of purpose
 - E. too much power

4. Being a rational manager, you are assumed to have complete information about the decision situation. This assumption is known as?
 - A. Clear preference
 - B. Known options
 - C. Goal orientation
 - D. Problem clarity
 - E. Constant preferences

5. Linda, as a manager in her company, engages in planning in order to anticipate changes and to develop the most effective response to them. This is an argument against which of the myths about planning?
 - A. Planning is a management tool
 - B. Planning reduces personality
 - C. Planning that proves inaccurate is a waste of management
 - D. Planning should only be completed by medium and large size organizations
 - E. Planning can eliminate change

6. Angel is the beautiful and young CEO of Easy-Talk telecommunication company. In order to make strategic decisions, she intends to group little-Shen cellular phone production group and Linda switch system group to develop unique missions away from other business groups of the Easy-Talk company. This move is known as
 - A. Corporate functional unit
 - B. Business chain
 - C. Strategic business unit
 - D. Planning group
 - E. Work team

7. In the TigaByte company, it desires for highly proficient and creative employees who operated with few work rules. This is an example of which type of organization?
 - A. Organic
 - B. Bureaucratic
 - C. Volatile
 - D. Mechanistic
 - E. Nouvelle

8. Which of following is a consequence of an acceptance error in the selection process?
 - A. Firing an employee who would have been successful
 - B. Increased cost of training
 - C. More candidates have to be screened
 - D. Potential charges of discrimination
 - E. cost of selection is increased

9. What is the last step in accomplishing organizational cultural change?
 - A. Initiate a reorganization
 - B. Introduce new stories and rituals to convey new vision
 - C. Appoint new leadership with a new vision
 - D. Make it clear that change is necessary to organizational survival
 - E. Change the selection, socialization, and reward system to support new values

10. David can adapt and adjust his behavior to external factors. He has which of following personal traits?
A. Low authoritarianism
B. High risk-taking
C. Internal locus of control
D. High self-monitoring
E. Low self-esteem
11. Which of the following is not an input following the equity theory?
A. Experience
B. Effort
C. Education
D. Pay level
E. Job tenure
12. Little- Sheng, as a manager of the telecommunication company, was forced by his superior, Angel, to sign a material purchase agreement with Linda Company according to the previous month's material purchase planning. However, the current business situation is not what Angel saw last month. Therefore, Angel has committed which of following management error?
A. Fallacy of Formalization
B. Fallacy of Predetermination
C. Fallacy of Detachment
D. Fallacy of Efficiency
E. Fallacy of Authorization
13. According to Fielder, in which type of situations do relationship-oriented leaders perform best?
A. Moderately favorable
B. Very favorable
C. Very unfavorable
D. Favorable
E. Unfavorable
14. David is speaking to you, avoiding shuffling papers or constantly checking the time. This is an example of what active listening suggestion?
A. Eye contact
B. Overtalking
C. Smooth transition
D. Paraphrasing
E. Avoiding distracting actions or gesture