

本試題是否可以使用計算機：可使用，不可使用（請命題老師勾選）

一、單選題（每題 3 分，共計 30 分）

1. Business process reengineering (BPR, 企業流程再造) is an organizational transformation calling for
 - A. Continuous improvement
 - B. Radical change
 - C. Information technology investment
 - D. Consultancy
 - E. Kaizen (改善)

2. The first to identify the four functions of management – planning, organizing, leading, and controlling – was
 - A. Frederick W. Taylor
 - B. Frank Gilbreth
 - C. Henry Ford
 - D. Henri Fayol
 - E. Chester Barnard

3. Which of the following describes the present business scope and purpose of a firm?
 - A. Strategic plan
 - B. Tactical plan
 - C. Operating plan
 - D. Vision statement
 - E. Mission statement

4. Which of the following describes a strategic alliance in which a firm allows a foreign company to produce its products according to specific instructions?
 - A. International outsourcing
 - B. International joint venture
 - C. International licensing agreement
 - D. International turnkey operation
 - E. International management contract

5. Which of the following is NOT included in Maslow's hierarchy of needs?
 - A. Safety
 - B. Esteem
 - C. Compensation
 - D. Belonging
 - E. Self-actualization

(背面仍有題目,請繼續作答)

本試題是否可以使用計算機：可使用，不可使用（請命題老師勾選）

6. In _____ cultures, people are discouraged from expressing their dissatisfaction verbally or directly, but they tend to communicate using covert clues.
- A. high-context
 - B. fast-context
 - C. low-context
 - D. slow-context
 - E. no-context
7. A "question mark" in the BCG matrix refers to an organization or subunit that has
- A. a low market share in a high-growth market
 - B. a high market share in a high-growth market
 - C. a high market share in a low-growth market
 - D. a low market share in a low-growth market
 - E. a moderate market share in a moderate-growth market
8. Companies expand internationally because
- A. It restricts access to suppliers
 - B. It reduces import quota
 - C. It allows to consolidate domestic customers
 - D. It provides access to new markets
 - E. None of the above
9. Which of the following elements of the SWOT analysis relate to a company's internal factors?
- A. Strengths and opportunities
 - B. Weaknesses and threats
 - C. Opportunities and weaknesses
 - D. Strengths and threats
 - E. Strengths and weaknesses
10. The "mechanistic organization" described by Burns and Stalker includes all the following characteristics EXCEPT
- A. Utilizing rigid rules
 - B. Decentralizing authority
 - C. Discouraging new ideas
 - D. Utilizing top-down communication
 - E. Operating best in a stable environment

本試題是否可以使用計算機：可使用，不可使用（請命題老師勾選）

二、問答題（共計 70 分）

1. 試分析多國籍企業總部之高階主管在下列不同之管理哲學下，分別可能會採行何種領導與人員選任方式？其優缺點各為何？(20 分)
 - (1) 母國中心 (the ethnocentric approach)
 - (2) 多國中心 (the polycentric approach)
 - (3) 全球中心 (the geocentric approach)
 - (4) 區域中心 (the regiocentric approach)
2. 請列舉四種企業進入海外市場的模式，並分析及比較其利弊得失。(20 分)
3. 何謂「企業的社會責任」？履行企業社會責任之公司可能獲得哪些利益與付出哪些成本？身為高階管理者，應如何在公司自身獲利與社會全體利益間取得平衡？(30 分)