

一、單選題(50%，請在答案紙上自行標明題號作答，每題5分，答錯1題倒扣1分)

1. Strategy formulation refers to the
 - a. task of designing organizational structures and control systems.
 - b. process by which strategies are put into action.
 - c. top-down planning process that gives rise to the implementation of emergent strategies.
 - d. task of analyzing an organization's external environment and internal operations and then selecting an appropriate strategy.
 - e. process of choosing a realized strategy.

2. New ventures are likely to be preferred to acquisitions when
 - a. entry barriers are high.
 - b. exit barriers are high.
 - c. the new business is closely related to existing operations.
 - d. the company needs more cash cows in its portfolio.
 - e. the industry is in the mature stage of the industry life cycle.

3. Organizational design involves
 - a. providing alternative strategies for organizational planners.
 - b. selecting the most efficient combination of organizational structure and control system.
 - c. designing plant and office facilities for the organization.
 - d. providing alternative strategies for organizational planners and selecting the most efficient combination of organizational structure and control system.
 - e. none of these applies.

4. A multinational computer manufacturer produces minicomputers, personal computers, disk drives, and other related products. Which of the following structures is most appropriate for this firm?
 - a. matrix
 - b. multidivisional
 - c. functional
 - d. product team
 - e. geographic

(背面仍有題目,請繼續作答)

5. Which of the following activities is not part of a control system design?
 - a. establishment of performance targets
 - b. establishment of monitoring systems
 - c. comparison of actual performance and established targets
 - d. establishment of permanent teams for integration
 - e. all of these are part of a control system design

6. Control through organizational culture
 - a. is less expensive than output control.
 - b. reduces mutual adjustment.
 - c. involves employees internalizing the norms and values of the organization.
 - d. includes setting individual goals.
 - e. reduces mutual adjustment and includes setting individual goals.

7. The advantages of top-down change are that
 - a. many potential problems are revealed during the change stage.
 - b. obstacles to change are minimized.
 - c. implementation occurs quickly.
 - d. uncertainty is minimized.
 - e. obstacles to change and uncertainty are minimized.

8. A small biotechnology firm invents a new drug for cancer treatment. Although the drug is hard to imitate, this firm has no marketing expertise and limited financial resources. The most appropriate innovation strategy for this firm is to
 - a. develop and market the innovation alone.
 - b. enter an alliance with another firm to develop and market the innovation jointly.
 - c. license the technology.
 - d. form a horizontal merger.
 - e. form a vertical merger.

9. A company has subsidiaries in several foreign countries with self-contained production, marketing, and R&D functions in order to customize products to local needs. This company is pursuing a _____ strategy.
- multidomestic
 - international
 - global
 - transnational
 - focus
10. Companies can maintain market discipline over suppliers by
- outsourcing.
 - demanding hostages.
 - attaining a credible commitment.
 - parallel sourcing.
 - all of these apply.

二、A 公司自成立以來一直從事一般化學產品之代工製造，憑著生產要素價格低廉、大量生產、製造能力優越等競爭優勢，A 公司持續保持穩定之獲利狀況。然而隨著環境變遷，土地、人力等生產要素價格逐漸提高，A 公司之經營狀況開始出現警訊，因此王總經理想要開始發展具有高附加價值之特殊化學產品，並致力於推出自有品牌。然而，雖有如此之雄心壯志，王總經理卻不知該如何進行規劃與執行，因此急欲尋求企管顧問提供建議。假若你是此企管顧問，請問你將會如何進行診斷，及提出何種建議？(25%)

三、公營事業之經營效率與績效一直以來為人所詬病，因此民營化是許多人認為可解決此問題之方式。公營事業民營化在國內已進行一段時間，從過去民營化之案例而言，外界有褒有貶。請你就下列問題提出你的看法：

- 民營化時，應先強化經營體質，再進行民營化；或是先進行民營化後，再改善經營體質？(5%)
- 在民營化過程中，政府、高階團隊、及員工對民營化所抱持之正面及負面之態度為何？(6%)
- 請你選擇一家公營事業，為其規劃一個民營化之方案，並說明若按照此方案進行時，會產生哪些好處，及可能會遭遇哪些困難？(14%)