

第一部分為選擇題，共十題，請填入最適合之答案（單一選擇）。答對每題五分，答錯每題倒扣一分。

1. Vice President Chung is responsible for executing decisions about human resources. Mr. Chung is
 - a. a corporate-level general manager.
 - b. both a corporate- and business-level general manager.
 - c. a business-level general manager.
 - d. a functional manager.
 - e. a corporate-level, business-level, and functional manager.

2. Mr. Huang spent a lot of money on a new software package that he thought would increase his firm's efficiency. After using it for a few months, it was clear the package wouldn't be helpful. Rather than giving up on it, Mr. Huang then spent a lot of money to upgrade the package and add more features. Mr. Huang is guilty of which cognitive bias?
 - a. Representativeness
 - b. Reasoning by analogy
 - c. Escalating commitment
 - d. Posthypothesis biases
 - e. The illusion of control

3. Cosmetics makers focus on the unique needs of customers of different ages. The cosmetics makers recognize the importance of
 - a. shifting industry boundaries.
 - b. the threat of new entrants.
 - c. suppliers.
 - d. market segments.
 - e. substitutes.

4. Due to a recent relaxation in pollution standards, Ford Motors is withdrawing its electric-powered cars from sales in the U.S. market. Ford is responding to a change in which of the following macroenvironmental forces?
 - a. Economic
 - b. Demographic
 - c. Political and legal
 - d. Social
 - e. Strategic

（背面仍有題目，請繼續作答）

5. Miss Liu can make a chair for about \$100, she charges customers \$150 to buy the chair, and customers perceive that the chair is worth \$225. Miss Liu's consumer surplus is
- \$50.
 - \$75.
 - \$100.
 - \$150.
 - \$225.
6. Mr. Chang's employees are resisting a change, and so he shocks them by announcing that the firm has enough cash for only two more months of operation. Mr. Chang is facilitating change by
- unfreezing the organization.
 - setting an example for employees.
 - implementing a management education program.
 - reorganizing the firm's structure.
 - improving the firm's competencies.
7. A hospital examines its processes closely and then changes them radically to become more patient-centered. Among the changes are new ways of doing tasks and new groupings of workers. This is an example of
- restructuring.
 - TQM.
 - reengineering.
 - benchmarking.
 - downsizing.
8. A camera manufacturer that has separate divisions for making personal cameras, movie cameras, and film, acquired a small film developer and a car battery supplier. Which of the following structures is most appropriate for this firm?
- Functional
 - Matrix
 - Multidivisional
 - Geographic
 - Product team

9. In its African operations, Sony Corporation performs most functions at its Japanese headquarters, but markets through cooperative relationships with local distributors. Based on this information, which entry mode is Sony using in Africa?
- Internal new venture
 - Joint venture
 - Merger
 - Acquisition
 - Intrapreneurship
10. Mr. Lin's boss tells him that their company is pursuing a strategy of horizontal integration. Which of the following should Mr. Lin expect?
- His company will begin to distribute its own products.
 - His company will re-organize into fewer business units.
 - His company will centralize all of its support functions.
 - His company will acquire one of its suppliers.
 - His company will buy one of its rivals.

第二部分為申論題，共二題，每題二十五分。

- Choose an organization with which you are familiar and name it. Describe in detail how each of Porter's five forces impact that organization. For each specific item, tell whether that force provides more of a threat or more of an opportunity for the organization.
- Choose an organization with which you are familiar and name it. Describe in detail and comment on its organizational structure form, control system, and organizational culture.