

一、單選題(共25題,每題2分,共50分,不倒扣)

Scenario-Based Questions 【A】

Don Eskew, plant manager at Control Systems, Inc., sighed as he sipped his first cup of coffee at 5 A.M. and read his agenda for the day. He is giving two company tours in the morning; the first to a newspaper reporter who is writing a story on the new plant expansion and has several questions, and the second to a group of Control Systems, Inc., managers from the east coast. He then has a meeting with unit manager, Phil Johnson, to discuss Phil's recent drop in performance (a task he always hates). Next, he is spending a couple of hours reviewing the trade journals he receives from his high-tech association and writing up a brief synopsis for his presentation next week to the division president. Finally, in late afternoon, he will be reviewing the new equipment malfunction and deciding whether to bring in extra people to get the equipment running as soon as possible. Whew! Just another day in the glamorous life of a manager.

- Together, all of these behaviors performed by Don during his busy day correspond to the management roles discovered in the late 1960s by which of the following management scientists?
A. Herzberg B. Skinner C. Mintzberg D. Fayol E. Maslow
- When Don was conducting the tour for the east coast managers, he was operating in which of the management roles?
A. Leader B. Liaison C. Monitor D. Figurehead E. Evaluator
- When Don was meeting with Phil to discuss his performance concerns, he was operating in which management role?
A. Leader B. Figurehead C. Monitor D. Disturbance handler E. Spokesperson
- What role was Don performing when he gave the plant tour to the newspaper reporter?
A. Monitor B. Figurehead C. Disseminator D. Spokesperson
E. Resource allocator
- When Don was reviewing the new equipment malfunction, what management role was he playing when deciding whether to bring in extra people?
A. Monitor B. Disseminator C. Resource allocator D. Disturbance handler
E. Figurehead

Scenario-Based Questions 【B】

Bill Sanderson is midway over the Atlantic and is excited about his first European business trip. His goal is to scout out potential locations and basically provide input as to how the company should proceed with expanding abroad. There are many options, including maintaining the business' head office in the United States and sending over company representatives when necessary or developing a separate company in Europe and hiring locals as managers. In any case, he is confident about this trip but is somewhat concerned about the strange habits and foreign languages (if only they would just speak English like everyone else!).

- Bill's tendency to view the world only through his U.S.-based eyes and perspectives is an international business problem known as which of the following?
A. Nondiversity B. Discrimination C. Parochialism D. Monolingualism
E. Bigotry

(背面仍有題目,請繼續作答)

7. If Bill's company decided to open another company in France but maintain the base in the United States, it would be considered
- A. a transnational corporation. B. an international company.
C. a regional trade alliance. D. a multinational corporation.
E. a global business alliance.
8. If Bill's company decides to open a completely new operation in Germany, tailoring the company to local customs and marketing strategies and hiring local managers, they would be considered
- A. a transnational corporation. B. an international company.
C. a regional trade alliance. D. a multinational corporation.
E. a global business alliance.
9. If Bill's company eliminated country-designated locations and reorganized based on industry groups it would best be considered a
- A. borderless organization. B. transnational organization. C. global business alliance.
D. multinational corporation. E. regional trade alliance.
10. If Bill is to become successful as a global manager, he must
- A. attempt to change other culture to American ways.
B. learn and accept other cultures.
C. compete internationally but remain in the United States.
D. learn to manipulate other business cultures.
E. learn to not say anything in foreign business meetings to avoid making mistakes.

Scenario-Based Questions 【C】

Priceless Incorporated is a large international corporation that designs, manufactures, and sells televisions, video cassettes, and stereo disc players. Its product is sold in over seventy countries with recent annual sales of \$3.2 billion and profits of over \$425 million. The corporation has business entities in thirty countries over which Priceless International has complete control. Patent and trademark rights for the production and sale of similar products have been granted to fifteen foreign companies. Currently, Priceless has agreed with two other companies to build and operate a generic component parts facility in the Far East. Part of the corporate strategy is to continue manufacturing a highly competitive product using the cheapest labor and materials available worldwide for major component parts. In addition, Priceless Incorporated has standardized product design and advertising strategies throughout the world.

11. The business entities in thirty countries over which Priceless Incorporated has complete control are termed
- A. franchise business affiliates. B. licensed affiliates.
C. joint venture affiliates. D. wholly owned foreign affiliates.
12. Production and trademark rights for the production and sale of similar Priceless Incorporated products by foreign manufacturers are termed
- A. franchising. B. licensing. C. outsourcing. D. joint ventures.
13. Building and operating a generic components plant with two other companies is characteristic of
- A. franchising. B. licensing. C. outsourcing. D. joint ventures.

14. The strategy by Priceless Incorporated of continuing to manufacture highly competitive products using the cheapest labor and material for major component parts is termed
 A. an entry-level strategy. B. countertrade.
 C. outsourcing. D. uncertainty avoidance.
15. Priceless Incorporated's standardization of product design and advertising strategies throughout the world is termed
 A. globalization. B. geocentricism. C. multidomestic strategy. D. collectivism.

Scenario-Based Questions 【D】

Mona was working as the sales manager for Strandron Industries. Some of the sales executives were showing signs of burnout. They were losing interest in their jobs and were no longer highly motivated to gain new accounts. The reward system focused on the old reliable accounts, but Mona was now under pressure to expand the customer base. She had recently been to a seminar on corporate value systems. She recognized that the company's CEO wanted a change in the way employees thought about the firm and in the way they related to one another. She further recognized that a lasting solution to her problem required a fundamental shift in perception.

16. Mona could use the following to achieve symbolic management:
 A. structured symbolic logic. B. stories about political heroes.
 C. stories about company officers to stress a value. D. All of the above.
17. One of the problems that Mona faced was the presence of a
 A. culture gap. B. logic gap. C. generational gap. D. transformation gap.
18. Mona's basic strategy will be an example of
 A. boundary spanning. B. increased planning and forecasting.
 C. transformational structure. D. mergers or joint ventures.
19. Mona will be working primarily with
 A. the legal-political dimension. B. the sociocultural dimension.
 C. the internal cultural dimension. D. the economic dimension.
20. Mona's employer is best described as having a(n) _____ culture.
 A. baseball team B. club C. academy D. fortress

Scenario-Based Questions 【E】

Little Ones, Inc., is a medium-sized manufacturer of blanket and pillow products for children. The company does its best to be a good corporate citizen, and for years has engaged in activities such as donating blankets to local orphanages and distribution centers for the needy. Yesterday, one of the plant foremen reported that he had discovered an illegal discharge from the plant to a nearby stream. Although the plant was operating double shifts in order to complete a production run for the Christmas selling season, the plant manager ordered that plant operations in the affected area shut down immediately, ordered his plant engineers to work around the clock to identify the source and cause of the discharge, and contacted the local office of the Environmental Protection Agency to report the discharge and enlist their help in keeping any problems from it to a minimum. When asked by a subordinate if the company would not be better off keeping quiet about the discharge, the manager stated: "Our company policy is to act in the best interest of our customers, employees, the communities in which we operate, and our stockholders. Breaking the law is in no one's long-term interests, and doing the right thing is in the best interests of most of our stakeholders."

(背面仍有題目,請繼續作答)

21. The company's contributions to orphanages and distribution centers for the needy fulfill which dimension of corporate social responsibility?
A. Economic B. Legal C. Ethical D. Discretionary
22. The plant manager's actions in dealing with the discharge would be categorized as which type of response?
A. Obstructive B. Defensive C. Accommodative D. Proactive
23. The plant pollution requirements best illustrate the domain of
A. law. B. ethics. C. free choice. D. moral rights.
24. The position taken by the plant manager on the reason for his decision represents most closely which approach toward ethical decisions?
A. Utilitarian B. Individualism C. Moral rights D. Distributive justice
25. The plant manager's decision incorporated which of the following?
A. stakeholders' interests B. corporate credos
C. concern for corporate reputation D. All of the above

二、問答題 50% (必須以英文作答，否則不給分)

Answer the Following Questions in English

1. Describe the three skills that Katz felt were essential to managers. How does the importance of the three management skills change depending on management level? (10%)
2. What does the BCG matrix show? (10%)
3. What is a boundaryless organization? (10%)
4. Describe Herzberg's motivation-hygiene theory. (10%)
5. What is operations management? How is operations management used in manufacturing organizations? In service organizations? (10%)