

系所組別 國際經營管理研究所在職專班甲、乙組

考試科目：經營管理實務(專班)

考試日期：0306，節次：3

※ 考生請注意：本試題 可 不可 使用計算機**PART 1: Multiple Choices Questions (10%)**

Please select one of the most suitable answers for each of the following questions.

1) Strategic Vision is?

- A) A statement about where the company is going and what it can become in the future. Usually expressed in the company's mission statement.
- B) A statement about where the company is going and what it can become in the future; clarifies the long-term direction of the company and its strategic intent.
- C) A statement about where the company is going and what the company can become in the future. Usually expressed in the company's vision statement.
- D) Both a vision and mission statement.

2) The aim of benchmarking is to copy or improve on _____, either within an industry or across industries.

- A) profitability
- B) manufacturing
- C) ideation
- D) aggressiveness
- E) best practices

3) David, a new manager at AMC Inc. primarily worries about assembling and coordinating the human, financial, physical, and other resources needed to achieve his goals. Which function is David primarily concerned about?

- A) Organizing
- B) Leading
- C) Planning
- D) Controlling

4) When companies search for new ways to satisfy customers and distinguish their offering from others, they look at the _____ product, which encompasses all the possible augmentations and transformations of the product.

- A) consumption system
- B) expected
- C) potential
- D) augmented
- E) basic

(背面仍有題目,請繼續作答)

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5) A _____ is a criterion used to determine the degree to which an outcome is achieved.

- A) capability
- B) metric
- C) key performance indicator
- D) performance gauge

PART 2: Scenario Questions (30%)

There are five scenario questions contain in this part. Each scenario is independent of the others. Please select the most suitable answers for each question.

Scenario 1: Solutions

John is the new strategic manager for PwC consulting, a management consulting firm dedicated to assisting small businesses in the pursuit of success. He is currently in a meeting with Mark, who is the owner of a successful small business that creates computer displays for major companies. John is reviewing the business strategy at Mark's business and has some recommendations.

1) John told Mark that the value chain management approach radically changes organizational processes. Mark asked John if he could elaborate on this point a bit more. John said, "When managers decide to manage operations using value chain management, old processes are no longer appropriate. Managers must critically evaluate all organizational processes to determine _____."

- A) the organization's core competencies
- B) where value is being added
- C) where there are gaps in the value chain
- D) the needed critical skills

2) Mark seemed to understand the theory behind value chain management, but was curious about the requirements for a successful value chain. John informed Mark that the main requirements for successful value chain management include all of the following **except** _____.

- A) collaboration
- B) leadership
- C) employees
- D) competition

3) Mark asked John about the role of human resources in the value chain management process. John replied, "Employees are the most important resource of any organization, so not surprisingly, employees play a vital role in value chain management. The three main human resource requirements for value chain

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management are flexible job design, an effective hiring process, and _____."

- A) an effective firing process
 - B) goal compatible compensation plans
 - C) a commitment to management by objectives (MBO)
 - D) ongoing training
- 4) John told Mark that flexibility in job design means that jobs should be redesigned around work processes that _____.
- A) help organizations learn more about their customers
 - B) link functions charged with creating value to customers
 - C) solidify the commitment of members to the goals of their respective work unit
 - D) reveal customers' flexibility
- 5) John told Mark that an effective hiring process is important to value chain management because _____.
- A) value chain management requires highly experienced and knowledgeable employees
 - B) flexible job designs require flexible people to fill them
 - C) value chain management requires a diverse group of highly specialized employees
 - D) employees need to have the knowledge and tools they need to do their jobs efficiently
- 6) John told Mark, "Organizational culture is also a very important component of value chain management. Those cultural attitudes include sharing, openness, respect, and trust, and these attitudes must encompass not only employees, but _____ as well."
- A) extend to management
 - B) extend to customers
 - C) extend to external partners
 - D) their families
- 7) John wanted to convince Mark that the value chain was very important and practical. John briefly reviewed the results of a survey of manufacturers that had embarked on value chain management. Sharing the results of the survey with Mark, John indicated that _____ was a benefit that companies reported on this survey.
- A) increased sales
 - B) cost savings
 - C) increased market share
 - D) enhanced customer service

(背面仍有題目,請繼續作答)

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8) Mark asked John about the barriers commonly faced by organizations looking to implement value chain management. John replied that organizational barriers are among the most difficult for managers to reconcile. An example of such a barrier might include _____.

- A) reluctance to share information
- B) mutual trust
- C) the belief that when an organization collaborates, it no longer controls its own destiny
- D) employees' refusal to be flexible

Scenario 2: Jack 's Situation

Jack was not handling the change in his department well. The company had recently changed hands, and even though no jobs had been lost, people had been changing jobs and were being asked to move to different locations. The new leadership had a completely different outlook than management he had worked under for the past 21 years. Jack found that he was unable to concentrate at work and generally felt like he did not like his job anymore. At home he was getting headaches and having trouble sleeping, which only enhanced his feeling that things were not going to work out well for him. When he thought about it, he had always hated change. He had chosen this line of work partially because it was considered stable (boring to some) and predictable. Jack's new boss kept trying to convince him that he was a valuable employee and that new opportunities, along with salary increases, were in store in his future. Unfortunately, Jack felt like he never knew what to expect from day to day and what Jack really wanted was to have things return to the way they were.

9) If Jack 's manager noticed Jack's stress, which approach would he or she find to be the most useful in helping to reduce Jack's stress level?

- A) select better employees
- B) improve organizational communications
- C) redesign Jack's job to increase his workload
- D) redesign Jack's job to decrease his workload

10) Jack's coworker, Mary, is also feeling stress. Mary's stress, however, is not due to the new changes at work. Rather, Mary's stress is due to some rather large credit card bills she owes and her recent separation from her partner. Which of the following tactics would be most appropriate for the manager to use to help Mary reduce her stress level?

- A) improve organizational communication
- B) redesign Tammy's job to decrease her workload
- C) implement an management by objective (MBO) program
- D) provide employee counseling for Mary

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As a business expansion director, Jasmine's goal is to scout out potential locations and basically provide input on how her company should proceed with its planned expansion to South America. There are many options, including maintaining the businesses head office in Taiwan and sending over company representatives when necessary or establishing separate operations facilities abroad and hiring locals as managers.

11) If Jasmine's company decides to open another company in Brazil but maintain its management in Taiwan, it would be considered a _____.

- A) transnational corporation
- B) global company
- C) regional trade alliance
- D) multidomestic corporation

12) If Jasmine's company eliminates country-designated locations and reorganizes based on industry groups, it would best be considered a _____.

- A) borderless organization
- B) strategic partnership
- C) global business alliance
- D) multidomestic corporation

13) One section of Jasmine's company's business plan involves strategic alliances and joint ventures. This section is most likely focused on the _____ phase of the company's global business expansion.

- A) legal
- B) middle
- C) final
- D) preliminary

Scenario 4: The Balanced Scorecard

Eric is a manager with the UMC, a semiconductor manufacturer. Mr. Lee, Eric's boss and the VP of operations, has been asked by the organization's CEO to look into the balanced scorecard approach of performance management to see whether this would be appropriate for the organization. In turn, Mr. Lee has asked Eric to look into balanced scorecard approaches and report back to him.

14) The intent of the balanced scorecard is to _____.

- A) search for the best practices among competitors only

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- B) emphasize that all four areas are important to the organization's success
- C) identify which areas are most critical to the organization's success
- D) create a benchmark for the company

15) Eric reported that while the balanced scorecard approach to performance management makes good sense, _____.

- A) managers still tend to focus on areas that currently drive organizational success
- B) it is not widely accepted as a management tool
- C) studies have not consistently shown it to significantly improve firms' performance
- D) successful organizations tend to focus exclusively on their customers

PART 3: Essay Questions (60%)

Please answer the following four questions in English. Cite relevant theories and/or models to support your position if applicable.

1. "The manager's most basic responsibility is to focus people toward performance of work activities to achieve desired outcomes." What is your interpretation of this statement? Do you agree with this statement? Why or why not?
2. "Businesses are built on relationships." What do you think this statement means? What are implications for managing the external environment?
3. Continual improvement is a cornerstone of Total Quality Management (TQM). Is continual improvement possible? What challenges do organizations face in searching for ways to continually improve? How can managers deal with those challenges?
4. How information technology may help management activities be more effective and efficient? Explain your answer and support with practical examples.