選擇題（請選擇一個最適當的答案，每題二分，合計六十分。不倒扣）

1. The reason that a nation’s cultural differences are the most difficult to gain information about is because:
   甲、People tend to be sensitive about their own culture.
   乙、Providing this information to foreign organizations will reduce their own business competitive advantage.
   丙、There is little written on this issue.
   丁、Those “natives” are actually least capable of explaining the unique characteristics of their own culture.

2. A domestic and a foreign firm sharing the cost of developing new products or building production facilities in a foreign country is called a
   甲、Franchising agreement
   乙、Joint venture
   丙、Foreign subsidiary
   丁、Brokering agreement
   戊、Production agreement

3. ________ present(s) the greatest risk to an organization that is planning to go
international.
甲・Joint ventures
乙・Strategic alliances
丙・Licensing
丁・Foreign subsidiaries
戊・Franchising

4. Decision making is typically described as which of the following:
甲・Deciding what is correct.
乙・Putting preference on paper
丙・Choosing among alternatives
丁・Processing information to completion
戊・The end result of data collection

5. Which of the following is the step in the decision making process that follows “identifying a problem and decision criteria”?
甲・Allocating weights to the criteria
乙・Analyzing the alternatives
丙・Selecting the best alternative
丁・Implementing the alternatives
戊・Evaluating the decision’s effectiveness

6. Which of is important in effectively implementing the chosen alternative in the decision-making process?
甲・Getting upper management’s support.
乙・Double checking your analysis for potential errors.
丙・Allowing those impacted by the outcome to participate in the process.
丁・Ignoring criticism concerning your chosen alternative.
戊・Implementing your chosen alternative quickly.

7. In “bounded rationality,” managers construct ______ models that extract the essential features from problems.
甲・Multiple
乙・Binding
丙・Interactive
丁・Simplified
戊・Past

8. One purpose of planning is that it minimizes ______ and ______.
甲・Cost; time
乙・Time; personal needs
丙・Waste; redundancy
丁・Time; waste
9. Planning’s effect on managers is that it forces them to do which of the following?
   甲、React to change
   乙、Consider the impact of change
   丙、Respond indiscriminately
   丁、Plan on overlapping different activities
   戊、Develop bureaucratic models

10. Plans that apply to the entire organization, establish the organization’s overall objectives, and seek to position the organization in terms of its environment are called _______ plans.
   甲、Operational
   乙、Long-term
   丙、Strategic
   丁、Specific
   戊、Directional

11. Management by objectives (MBO) can be described by which of the following statements:
   甲、An autocratic system
   乙、A “bottom up” system
   丙、A “top down” system
   丁、Both a “top down” and a “bottom up” system.
   戊、A statistic system

12. Which of the following is an accurate statement concerning strategic management?
   甲、It is effective in both the private and the public sectors.
   乙、It does not lead to better organizational performance.
   丙、It has been around for more than forty years.
   丁、It grew out of the General Electric’s studies.
   戊、It was first developed by Peter Drucker.

13. A trucking company that grows by purchasing a chain of gasoline stations is engaged in what type of growth?
   甲、Merger
   乙、Acquisition
   丙、Vertical integration
   丁、Horizontal integration
   戊、Expansion

14. According to the BCG Matrix, the business group with low growth and low market share is termed as a
15. Michael Porter's competitive strategies framework identifies three generic competitive strategies: cost leadership, differentiation, and _______.
   甲、Depth
   乙、Breadth
   丙、Revenue growth
   丁、Focus
   戊、Acquisition

16. To whom a worker reports concerns which aspect of organizational structure?
   甲、Chain of command
   乙、Departmentalization
   丙、Pay structure
   丁、Line of command
   戊、Authority framework

17. Today's competitive business environment has greatly increased the importance of what type of departmentalization?
   甲、Geographic
   乙、Customer
   丙、Product
   丁、Process
   戊、Outcome

18. Which of the following factors describes an environment in which a high degree of decentralization is desired?
   甲、Environment is complex, uncertain.
   乙、Lower-level managers do not want to have a say in decisions.
   丙、Decisions are significant.
   丁、Company is large
   戊、Organization is facing a crisis or the risk of company failure.

19. Which of the following would likely be found in mechanistic organizations?
   甲、Wide span of control
   乙、Empowered employees
   丙、Decentralized responsibility
   丁、Few rules and/or regulations
   戊、Standardized job specialties
20. Job analysis is concerned with which of the following human resource planning aspects?
   甲. Deciding how well someone is performing his/her job
   乙. What behaviors are necessary to perform a job
   丙. Hiring someone to do a job.
   丁. Estimating pay on job level in an organization
   戌. Counting the number of jobs in an organization.

21. Providing training on developing cooperation, teamwork, and trust are examples of what form of skill training?
   甲. Problem-solving
   乙. Interpersonal
   丙. Behavioral
   丁. Cognitive
   戌. Technical

22. Which of the following is not a component of a compensation system?
   甲. Base wage and salaries
   乙. Wage and salary add-ons
   丙. Length of service
   丁. Incentive payments
   戌. Benefits and services

23. Contingency leadership theories focus on what issue that was missing from previous theories?
   甲. Employee consideration
   乙. Leader preference
   丙. Situations
   丁. Leader behaviors
   戌. Traits

24. According to Fielder, the two ways to improve leadership effectiveness are to change the situation to fit the leader or
   ---.
   甲. To train the employees
   乙. To change the leader
   丙. To train the leader
   丁. To apply systematic pressure
   戌. To enhance the reward system.

25. According to the path-goal theory, directive leadership will lead to higher employee satisfaction when there is --- within a work group.
   甲. Cohesiveness
   乙. High pressure
26. According to Warren Bennis, which of the following is not a personality characteristic attributed to charismatic leaders?
   甲. Compelling visions
   乙. Clearly communicate with followers
   丙. Demonstrate consistency in pursuit of their vision
   丁. Know and capitalize on their strengths
   戊. High need for affiliation

27. Controls provide a critical link back to the organizational function of ________?
   甲. Employee selection
   乙. Planning
   丙. Organizational culture
   丁. Manufacturing design
   戊. Directing

28. ________ is (are) an effective information source for showing relationships, but may ignore subjective factors.
   甲. Oral reports
   乙. Personal observation
   丙. Standardized tests
   丁. Written reports
   戊. Statistical reports

29. In the control process, which step follows “measuring actual performance”?
   甲. Establishing standards
   乙. Obtaining employee input to performance gaps
   丙. Comparing actual performance against a standard
   丁. Logging actual performance
   戊. Checking performance measurement for reliability.

30. Of the following, which is not a common source of information used by managers to measure performance?
    甲. Personal observation
    乙. Oral reports
    丙. Standardized tests
    丁. Statistical reports
    戊. Written reports
二、論述題（請以中文回答，每題十分，請力求字跡工整。評分
標準：1. 針對問題，回答層面完整。2. 敘述簡潔有條理。）

1. 何謂企業的環境？請分類並簡述台灣的科技廠商所面臨的企業環境有那些層面？

2. 學者指出「企業的外部環境會影響企業經營管理的特色」，請從這個觀點分析若我國政府真的實施「國家科技保護法」，並對科技人員進行登記、審核等管理措施，那麼我國科技廠商的經營管理特色會產生何種變化？

3. 領導者應具有那幾方面的素質？請簡述說明之。

4. 管理的一個著名定義是「透過別人並和別人一起實現組織的目標」。請說明管理者要如何做才能有效的達到這樣的管理境界？