

※ 考生請注意：本試題不可使用計算機。請於答案卷(卡)作答，於本試題紙上作答者，不予計分。

一、選擇題 (每題 2%，共 70%)

Use the following to answer questions 1-4:

Match the following numbered items with the most correct response letter.

A response may be used once, more than once, or not at all.

- A. vertical communication
- B. horizontal communication
- C. noise
- D. nonverbal communication
- E. grapevine
- F. telecommuting

[範例]

The CEO sent an email to her vice presidents announcing a meeting in her office next Tuesday at 10 a.m.

答案: A

1. Employees of the firm were passing around gossip about the company holiday party
2. An assistant missed the gossip because he was working from home that day
3. The vice president of public relations entered the CEO's office and made mental notes on where to put cameras for an upcoming interview
4. The operations vice president stood up and began using jargon that some were not familiar with

Use the following to answer questions 5-8:

Match the following numbered items with the most correct response letter.

A response may be used once, more than once, or not at all.

- A. Conceptual skills
- B. Technical skills
- C. Diagnostic skills
- D. Interpersonal skills
- E. Decision-making skills

5. Preparing a personal income tax return
6. Persuading others to work harder
7. Noticing a decline in sales when competitor's sales increased slightly
8. Monitoring the political climate and its potential effect on business

Use the following to answer questions 9-13:

Match the following numbered items with the most correct response letter.

A response may be used once, more than once, or not at all. You are contemplating opening a dry cleaning business in a commuter town. Assess the following information using SWOT analysis.

- A. Strength
- B. Weakness
- C. Opportunity
- D. Threat

9. The current competition is a locally owned and operated cleaner with limited capacity for expansion.
 10. Your business will offer home pick-up and delivery.
 11. You have no dry cleaning experience.
 12. The demographics for the area show a high proportion of managers and executives.
 13. A college campus in town could be a good source for part-time drivers.
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14. Stephanie makes handcrafted jewelry. She knows her inventory and how long it takes her to make each piece of jewelry. She knows how many days she has to fill an order. She is making a _____ budget.
 - A) capital expenditure
 - B) master
 - C) space
 - D) labor
 - E) personnel
 15. When the price of oil came down, demand for full size SUVs increased. Automakers make more profit on large vehicles than small vehicles. Automakers chose to increase production of full size SUVs. The increase in production was which step in the rational decision making model?
 - A) Develop a set of rational alternatives
 - B) Evaluate the possible alternatives
 - C) Implement the chosen alternative
 - D) Recognize and define the decision situation
 - E) Evaluate decision effectiveness

16. A(n) _____ strategy requires little initial investment, is heavily regulated, and provides little opportunity to modify products for local conditions.~
- A) importing/exporting
 - B) licensing
 - C) joint venture
 - D) direct investment
 - E) global sourcing
17. Which of the following is NOT generally considered to be a role performed by small businesses?
- A) Creation of new jobs
 - B) Development of new products
 - C) Manufacture of materials for large businesses
 - D) Distribution of products made by large businesses
 - E) Provision of capital for expansion of large businesses
18. The process of linking together the activities of the various parts of an organization to promote harmonious movement toward organizational goals is called
- A) centralization.
 - B) specialization.
 - C) decentralization.
 - D) coordination.
 - E) delegation.
19. The purpose of a functional form of organizational structure is to:
- A) A firm's activities are grouped according to common functions
 - B) Design specific tasks in a large organization
 - C) To deal with environmental change quickly
 - D) Create high interaction among functional groups
20. Which of the following is cited as a common reason employees often resist change?
- A) They don't understand the reasons for the change
 - B) They believe it will increase their workload
 - C) They have received a poor performance evaluation
 - D) They are dissatisfied with their compensation level
21. Which of the following is an action a leader might take in order to better understand culture?
- A) Study what happens when the organization tackles a problem
 - B) Tell employees what kind of culture is expected in the organization
 - C) Post the mission statement in a clearly visible location
 - D) Make sure all employees have copies of their job descriptions

22. A scientist has a large grant from a pharmaceutical company that funds research on their new cancer drug. After conducting the research, the scientist learns that the new cancer drug is a less effective treatment for most tumors compared to many cancer drugs on the market. After the scientist shares this information with the company, they encourage him to “reanalyze the data” in order to find different results. The company suggests that if different results are not found they will withdraw all research funding from the scientist. Which of the following is the scientist facing?
- A) A conflict of interest
 - B) A trade secret violation
 - C) A privacy violation
 - D) Whistle-blowing allegations
23. Because the iPhone has a strong hold on the smartphone market, Research in Motion (RIM), the maker of the BlackBerry decides that it must take a different tactic to woo customers. Rather than competing directly with the iPhone on features such as the number of applications and the graphical interface, RIM decides to make their product maximally compatible with software used in business such as Outlook Express. Which of the following approaches, drawn from game theory, has RIM implemented?
- A) Changing the players
 - B) Changing the added values
 - C) Changing perceptions through tactics
 - D) Changing the scope of competition
24. Starbucks provides its partners who work in coffee shops outstanding training and development to ensure all have superior product knowledge. This outstanding knowledge of the product enables Starbucks’ partners to better serve customer needs by recommending products that customers might enjoy. Which aspect of organization design is Starbucks focusing on to enhance the customer experience?
- A) Coordination
 - B) Cooperation
 - C) Capability development
 - D) Connection
25. Which of the following might be a goal for change for an organization?
- A) To increase sales by 5%
 - B) To open a new plant
 - C) To identify a merger opportunity
 - D) To improve customer satisfaction
 - E) All of these.

26. When a subordinate has outstanding performance and his or her supervisor publicly praises it, the supervisor is using
- A) positive reinforcement.
 - B) punishment.
 - C) avoidance.
 - D) extinction.
 - E) an intrinsic reward.
27. When a supervisor inspects facilities each morning at 9:00 am, what schedule of reinforcement is she using?
- A) Continuous
 - B) Fixed-interval
 - C) Fixed-ratio
 - D) Variable-ratio
 - E) Variable-interval
28. Which stakeholders must managers concern themselves with due to increased interest in Corporate Social Responsibility?
- A) Shareholders only
 - B) Shareholders and the environment only
 - C) Shareholders, the environment, and the community
 - D) Managers no longer need to be concerned with stakeholders
29. Which of the following is true about a firm's task environment?
- A) It includes the sociocultural environment surrounding the firm
 - B) It includes both competitors and suppliers
 - C) It is more important to firm performance than the general environment
 - D) It is relatively stable over time if a firm maintains its same product line
30. On a firm's website, they indicate the following: *We exist not only to make a profit but to provide employment at living wages to employees in all walks of life.* This is an example of which of the following?
- A) Vision
 - B) Mission
 - C) Strategic Plan
 - D) Core Competencies

31. In which of the following life-cycles of a business is standardization most important?

- A) Start up
- B) Growth
- C) Decline
- D) Equally important in all stages

32. According to Peter Drucker, an effective leader is someone

- A) Who uses a specific leadership style
- B) Who develops a company vision for profitability.
- C) Whose leadership style enables them to obtain results.
- D) Who manages stakeholders very well.

33. Morality is the standard people use to:

- A) Judge what is right or wrong, good or evil
- B) Judge moral standards and their effect on behavior and conduct.
- C) The ability to be a good person
- D) Judge the intentions of a firm as it applies to CSR

34. Performance appraisals are part of _____ control.

- A) human
- B) information
- C) financial
- D) quality

35. A decentralized organization will excel at which guideline for increasing speed?

- A) Start from scratch
- B) Minimize the number of approvals needed to do something
- C) Do not ignore distribution
- D) Integrate speed into the organization's culture

二、簡答題 (30%)

1. Describe the four management functions. Which of the functions of management is the most important? Support your answer. (15%)

2. Compare and contrast strategic, tactical, and operational plans. Give an example of each. (15%)