

**I. Multiple Choice** (每題 3 分，共 60 分)

1. Capabilities refer to a company's
  - A) tangible resources.
  - B) intangible resources.
  - C) skills at coordinating its resources and putting them to productive use.
  - D) strategy as expressed in the firm's business model.
  
2. Using the value chain model, which of the following primary activities is performed *first*, as inputs are transformed into outputs?
  - A) Research and development
  - B) Marketing and sales
  - C) Human resources
  - D) Production
  
3. Economies of scale are
  - A) unit cost reductions associated with learning effects.
  - B) unit cost reductions associated with superior customer responsiveness.
  - C) realized when output is as large as possible.
  - D) unit cost reductions associated with a large-scale output.
  
4. Companies are now able to pursue cost leadership and differentiation simultaneously because
  - A) of the emergence of flexible manufacturing technologies and new information technologies.
  - B) markets have become more homogeneous.
  - C) industries have become consolidated.
  - D) barriers to entry have fallen.

5. Amazon.com and eBay are examples of companies that
- A) used the Internet to increase retail sales.
  - B) employed technology to consolidate what had previously been a fragmented industry.
  - C) pursue a cost-leadership model.
  - D) all of these choices.
6. Intellectual property refers to
- A) the product of a manufacturing activity.
  - B) a narrow range of intellectual pursuits.
  - C) the product of any intellectual and creative effort.
  - D) any idea produced for profit.
7. When a company performs a value creation activity in the optimal location for that activity, wherever in the world that might be, it is trying to capitalize on
- A) economies of scale.
  - B) economies of scope.
  - C) the transnational strategy.
  - D) location economies.
8. Which of the following is a benefit that firms should expect to gain from the use of horizontal integration?
- A) Expanded control over stages of the supply chain
  - B) Better realization of economies of scale
  - C) Shared risk with another firm
  - D) Reduced risk of holdup
9. Which diversification strategy is based on the idea that the company creates value by applying the distinctive competencies it developed in one line of business to another business activity?
- A) A technology acquisition strategy
  - B) Related diversification
  - C) A restructuring strategy
  - D) Total diversification

10. In applying agency theory to problems of corporate management, the principals are the
- A) employees.
  - B) CEO.
  - C) top management team.
  - D) stockholders.
11. Which of the following statements is an argument for decentralization?
- A) Decentralization can increase control.
  - B) Decentralization can facilitate coordination.
  - C) Decentralization ensures that decisions are consistent with organizational objectives.
  - D) Decentralization can avoid duplication of activities by various subunits within the organization.
12. In the case of a business enterprise, the major goals at the top of the organizational hierarchy are normally expressed in terms of:
- A) revenue.
  - B) expenses saved.
  - C) asset turnover.
  - D) profitability.
13. A large international corporation hung signs around its headquarters proclaiming that its culture embraced “trust” yet the same company required all employees to be searched whenever they entered or exited the building. “Trust” for this company is a(n):
- A) common value.
  - B) espoused value.
  - C) enacted value.
  - D) collaborative value.

14. A global software firm sells multimillion-dollar software to large Fortune 500 manufacturers. The firm has offices around the globe and often teams have members that are located in countries that are many time zones apart. Members of these teams get to meet several times a year at conferences or other firm events, but as a rule team meetings are held via phone conferences. The information given in this example suggests this software firm is likely using which type of teams?
- A) self-directed teams
  - B) virtual teams
  - C) supplemental teams
  - D) advisory teams
15. Examining the current stock of employees, how many people are currently employed in each job group with specific competencies, is which step in the human resource planning process?
- A) conducting a job analysis
  - B) estimating HR demand
  - C) documenting current HR supply
  - D) estimating future internal HR supply
16. Which of the following statements about seniority-based and membership-based pay is most accurate?
- A) Pay motivates job performance.
  - B) Membership-based rewards increase turnover.
  - C) Seniority-based pay encourages poor performers to seek work elsewhere.
  - D) Golden handcuffs can undermine job performance because employees resent being held captive by high pay in a job they dislike.
17. Chen owns Barefoot Grass, a landscaping firm. He hires people who truly enjoy working in the outdoors and use their knowledge of plants and artistic capabilities to design yards and outdoor living spaces for Barefoot's clients. Chen has studied many management models and the Employee-Customer-Profit-Chain Model is his favorite because Chen has found that by following the model and keeping his designers happy and satisfied with their jobs has consistently led to:
- A) a higher payroll.
  - B) a lower payroll.

- C) higher profits.
  - D) higher staff turnover.
18. Genentech is a biotech company that does research to find medicines that will help cancer patients. CM Wan, president of product development at Genentech is also trained as an oncologist. This \_\_\_\_\_ ultimately gave her power at Genentech.
- A) networking
  - B) expertise
  - C) control
  - D) abundant resource
19. Which of the following statements about the behavior perspective on leadership is most accurate?
- A) Generally absenteeism is worse in subordinates who work for leaders with low levels of people-oriented leadership behaviors.
  - B) The best leaders are those that are task-oriented.
  - C) Effective leaders such as Jack Welch are task-oriented and not people oriented.
  - D) All of the above statements are correct.
20. Chen has just taken over as the CEO of World Happiness Inc. He was hired to change the processes used in the organization as well as to make it more efficient in the hopes of increasing the return to the shareholders. Chen has worked with many people in the organization. For example, he visited each manufacturing site and spoke with the folks who work on the factory floor to better understand what they needed to do their work more effectively. Once he had a plan developed, he most likely communicated the new processes to the rest of the organization by using \_\_\_\_\_ communication.
- A) downward
  - B) upward
  - C) horizontal
  - D) personal

## II. 問答題（每題 10 分，共 40 分）

1. 蘋果電腦公司和 IBM 是世仇的競爭對象，而三星則是現今的競爭對手，但是在服務企業型客戶時卻選擇和 IBM 合作，在利用先進半導體製程開發與製造晶片時卻選擇和三星合作。為何明明是競爭對手卻又選擇合作？請提出你的看法。
2. 近年來，雲端科技及物聯網已大幅地影響了我們的日常生活，你認為對於企業而言，此二項新科技代表何種意義？又隱含何種新的商機？
3. 這幾年，台南小吃是台南蓬勃發展的觀光業，在網路媒體的推波助瀾下，已造就許多名店與排隊熱潮，例如海安路上的六千牛肉湯，已是半夜三點就需要前往排隊等候的熱門景點。除了美食的特色之外，台南小吃也隱約透露著歷史情懷並記錄著府城文化的演進。請你以文化創意的角度，任選一家你知道的台南小吃，簡單撰寫一份台南小吃與文創結合的行銷企劃案。
4. 在全球化與資訊化的浪潮下，世界各國普遍面臨年輕人失業率高及起薪偏低的情況。如果你有機會開創一份新事業，你會以何種心態、標準及薪資福利來招聘新員工，以期達到勞資雙方雙贏的局面？