

**一、選擇題(每題 4 分，共 20 分)**

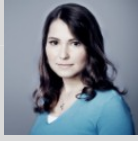
1. 馬斯洛(Abraham Maslow)所提出需求層次理論中，不包括下列哪一類需求？  
(A) 生理需求 (B) 安全需求 (C) 心理需求 (D) 自我實現需求
2. 所謂的虛擬團隊並不具備下列哪一個特徵？  
(A) 團隊成員間彼此不太熟悉  
(B) 團隊成員間會運用資訊科技完成工作任務  
(C) 團隊成員所具備的能力往往不會互相重疊  
(D) 團隊任務完成後會轉為正式團隊
3. 不同的企業間建立夥伴關係以結合資源、能耐與核心競爭力，並從這樣的夥伴關係中獲得利益的過程稱為：  
(A) 策略聯盟 (B) 企業併購 (C) 海外授權 (D) 流程再造
4. 下列何者比較不會維護或傳遞組織文化的可能來源？  
(A) 組織的名稱  
(B) 創辦人的價值  
(C) 典禮與儀式  
(D) 組織成員共通的語言
5. 常見的組織溝通網路的形式中，哪一種溝通網路形式的特性是「組織的所有訊息都透過領導者傳遞」？  
(A) 輪狀式(wheel) (B) 網狀式(all-channel) (C) Y字式 (D) 鏈狀式(chain)

**二、名詞解釋(每題 6 分，共 30 分)**

- (一) 交易型領導(Transactional Leadership)
- (二) 企業社會責任(Corporate Social Responsibility)
- (三) 決策中的有限理性(Bounded Rationality)
- (四) BCG矩陣中的問題企業(Question Marks)
- (五) 霍桑效應(Hawthorne Effect)

三、申論題 (配分如各題所示，共 50 分)

Please read the news reported and then answer the questions in a short essay.



**NEWS TITLE:**

**CEOs say the trade war is killing business confidence**

By Ivana Kottasová, CNN Business

Updated 1759 GMT (0159 HKT) January 21, 2019

<https://edition.cnn.com/2019/01/21/business/trade-war-ceo-davos/index.html>

**Davos, Switzerland (CNN Business)** Rising populism, policy uncertainty and trade conflicts have led to a sharp drop in confidence among global CEOs.

The share of chief executives who think the global economy will slow over the next year has jumped to nearly 30% from 5% in 2018, according to a survey of 1,300 top business leaders by audit giant PwC. The wave of pessimism extends to company earnings. Just 35% of CEOs said they are "very confident" about their growth prospects over the next 12 months, a sharp decline from 42% last year. "CEOs' views of the global economy mirror the major economic outlooks, which are adjusting their forecasts downward in 2019," Bob Moritz, global chairman at PwC, said in a statement. "With the rise of trade tension and protectionism it stands to reason that confidence is waning."

IMF cuts global growth forecast and warns of trade war and Brexit risks. The report was published to coincide with the annual meeting of the World Economic Forum in Davos, Switzerland, where chief executives rub shoulders with central bankers, politicians and regulators. One major topic of discussion this year is the global economic slowdown and its implications for companies and governments.

**CEO stress**

PwC said there was "broad consistency" in what keeps corporate leaders awake at night. CEOs around the world cited policy uncertainty, potential shortages of skilled workers and over-regulation as major risks. While trade conflicts worry company bosses around the world, CEOs in the United States and China are particularly concerned by the confrontation between their two countries. In North America, 44% of CEOs are "extremely concerned" about trade conflicts, compared to 38% in Asia-Pacific, the PwC survey showed.

**Investment shift**

Business leaders in China are also rethinking their focus on the United States. While 59% of Chinese CEOs said last year that the United States was the most important foreign market for their company's growth, that number dropped to 17% this year.

"The turn away from the US market and shift in Chinese investment to other countries are reactions to the uncertainty surrounding the ongoing trade dispute between the United States and China," said Moritz.

**ESSAY. Please write your answer in the separate sheet of paper.**

- 1. In a short essay, list and explain the five components of the external environment. (15 分)**
- 2. In a short essay, discuss how does the external environment impact manager's decisions in the news reported below? (15 分)**
- 3. Environments differ in their amount of environmental uncertainty, which relates to the degree of change in an organization's environment and the degree of complexity in that environment. In a short essay, discuss the uncertainty of the news below, and what strategies you'll adopted if you are a manger? (20 分)**