

第一大題：選擇題考生應作答於「答案卡」，共 30 題，每題 2 分

1. **Glen is in charge of the purchasing department at his company. He needs to translate the broad strategy of increasing company profits by 5 percent into specific goals and plans that are relevant to his department. What type of planning must Glen do?**
 - A) operational
 - B) tactical
 - C) traditional
 - D) contingency
 - E) strategic

2. **"To fly what others only imagine" is an example of a**
 - A) strategic vision statement
 - B) mission statement
 - C) low-cost strategy
 - D) scenario
 - E) domain selection

3. **The managers at Foolproof Fabricators believe that several of the product ideas being considered have the potential of becoming iconic brands that will distinguish Foolproof from its competitors, which is one of their high-priority goals. In which of the following stages of the formal planning processes is Foolproof involved?**
 - A) goal and plan selection
 - B) implementation
 - C) monitor and control
 - D) alternative goals and plans
 - E) goal and plan evaluation

4. **A human resources manager deals with an employee named Henrietta, who is making a sexual harassment claim against another employee named Joe. Which of the following actions taken by the manager would most likely enable unethical behavior?**
 - A) evaluating Henrietta's claim according to a written code of ethics set up by the company
 - B) emphasizing an efficient end to the incident to minimize any harm it might cause to the company's public image
 - C) using procedures formalized by the ethics committee to aid the effective processing of harassment cases
 - D) using the company's strong ethical stand to support a thorough examination of Henrietta's claim
 - E) making sure both sides of the issue are thoroughly investigated

5. **Going beyond legal compliance with ADA standards and training people to understand that individuals with disabilities have valued abilities is an example of a(n) _____ ethics program.**
 - A) compliance-based
 - B) integrity-based
 - C) egoism-based
 - D) competency-based
 - E) utilitarianism-based

見背面

6. After years of hearing about how much he hates his job at a grill and bar, Raja's friends all tell him he should strike out on his own and start his own restaurant. Raja is unsure, however, and needs some convincing. What is one truthful statement they might use to entice him into becoming an entrepreneur?
- A) Opening a restaurant is a great way to make a quick profit
 - B) If you own your own restaurant, you will never have to look for a job
 - C) Think of how satisfying it will feel to watch the restaurant grow in popularity
 - D) If you start the restaurant now, you will be able to retire before you are 30
 - E) Once you hire a few servers, you will be able to sit back and relax
7. For the past several years, CloudComm has hired a firm in India to handle its technical customer support. Recently, CloudComm hired a California-based company to do those services instead. This change is an example of
- A) offshoring
 - B) outsourcing
 - C) inshoring
 - D) insourcing
 - E) off sourcing
8. Reuben's boss recently took him off probation because Reuben had met performance standards that he and his boss had agreed upon. This is an example of a _____ reinforcement.
- A) tertiary
 - B) negative
 - C) neutral
 - D) primary
 - E) positive
9. When Kumquat, a contemporary sportswear company, tries to open its clothing stores in a new country, it learns that local rules require a certain percentage of its products be manufactured locally. This example fits into which category of pressures for local responsiveness?
- A) differences in distribution channels
 - B) differences in traditional practices
 - C) economic and political demands
 - D) differences in consumer tastes
 - E) global market integration
10. Thunderbolt Gaming Systems of San Jose, California, operates in a number of related fields, including computer gaming, virtual reality, simulation platforms, and other high-tech applications. In all likelihood, Thunderbolt Gaming Systems is an organization
- A) with a high degree of differentiation
 - B) in an industry whose paradigms change little
 - C) in a relatively stable environment
 - D) with the potential for standardization problems
 - E) that employs strict rules of formalization
11. Anthony and Roberto are employed at the same company and often work on the same products. However, they are assigned to separate units, and they perform very specific, different jobs that contribute to the larger task. This is an example of

- A) concentration
 - B) integration
 - C) specification
 - D) specialization
 - E) centralization
12. Which model should a company adopt when pressures for local responsiveness are high and pressures for global integration are low?
- A) global
 - B) international
 - C) multinational
 - D) transnational
 - E) intranational
13. While working at Advance Corp., Samantha has created a new venture based solely on her idea and Enterprisers' proprietary technology. Samantha can be described as a(n)
- A) intrapreneur
 - B) independent entrepreneur
 - C) sole proprietor
 - D) venture capitalist
 - E) franchisee
14. You are the president of Old Salt, a manufacturer of various snack chips. You decide to change your business approach in a way that adheres more closely to the paradigm of corporate social responsibility. Which of the following actions would you take?
- A) You push for the deregulation of your industry to avoid filling out reports
 - B) You price your pita chip line so that it sells below cost
 - C) You sponsor a game that people can win by buying your product
 - D) You change your company's packaging to a more eco-friendly material
 - E) You institute a policy to discourage workplace disruptions by whistleblowers
15. Radical Returns Inc., a company that prepares individual tax returns, has finally agreed to utilize the IRS system that enables returns to be transmitted electronically rather than through mail. Almost every other firm in the United States is utilizing the system because it has been proven reliable. The company has accepted the new technology only after a number of threats of account withdrawal from key customers. For this reason, the company would be classified as
- A) an innovator
 - B) an early adopter
 - C) part of the early majority
 - D) part of the late majority
 - E) part of the early minority
16. When an employee exhibits certain undesirable behavior that managers wish to discourage, managers strive to disentangle the linkage between the undesirable behavior and its positive outcome that encourages the repetition of such behavior in the future. What type of operant conditioning method is this?

見背面

- A) punishment
 - B) positive reinforcement
 - C) negative reinforcement
 - D) extinction
 - E) avoidance
17. Which of the following financial indicators is not a major measure of business operational risk in financial statements?
- A) debt-to-equity ratio
 - B) return on investment
 - C) current ratio
 - D) average collection period
 - E) quick ratio
18. Which of the following models is not a primary tool for external environmental analysis?
- A) BCG matrix
 - B) Porter five forces analysis
 - C) Porter diamond model
 - D) PEST analysis
 - E) industry life cycle analysis
19. Which of the following is NOT one of the internal environment factors of a business?
- A) brand reputation
 - B) organizational structure
 - C) alliance partners
 - D) cash
 - E) organizational culture
20. Which aspects of the workers can be evaluated by managers during the so-called performance assessment?
- A) behavior and results
 - B) trait, behavior, and result
 - C) feedback, behavior, and result
 - D) feedback and result
 - E) trait, feedback, behavior, and result
21. When an employee A believes she should have been promoted but discovers that another employee B has been promoted instead, she feels it's unfair. What type of organizational justice issue does the perceived unfair promotion result represent?
- A) procedural justice
 - B) distributive justice
 - C) interactional justice
 - D) retributive justice
 - E) economic Justice
22. According to the path-goal theory, please select the leadership style that corresponds to the following description: "The leader is adept at asking and listening to subordinates' opinions, and is enthusiastic about obtaining suggestions from subordinates."

- A) achievement-oriented
B) supportive
C) charismatic
D) directive
E) participative
23. According to the equity theory, when an employee perceives an unfair situation of equal work but unequal pay, which of the following behaviors is less likely as a response?
A) changing one's own job inputs
B) attempting to change the inputs of the reference person
C) persuading others to collectively change their job inputs
D) selecting another colleague as the new reference person
E) forcing the reference person to leave
24. In Chinese culture, Taoist philosophy embraces the concept of 'wu-wei,' which translates to 'the doctrine of non-action' or 'governing by doing nothing'. Which leadership style mentioned in the managerial grid framework is closest to this concept?
A) The status quo style
B) The team style
C) The impoverished leadership style
D) The paternalistic style
E) The produce-or-perish style
25. Managers in their organizations often need to play diverse roles based on project and team requirements. According to H. Mintzberg's concept of three managerial roles, which of the following roles belongs to the interpersonal role?
A) disturbance handler
B) disseminator
C) monitor
D) negotiator
E) liaison
26. According to the resource-based view, which of the following options is NOT a characteristic that an important resource of an organizational entity should possess?
A) valuable
B) rare
C) scalable
D) inimitable
E) non-substitutable
27. Which of the following is considered a 'tactical plan'?
A) deciding to undertake the digital transformation of the business
B) improving the manufacturing process to enhance efficiency
C) setting various preventive measures for coping with seasonal climate disasters
D) preparing alternative plans in advance in case of unexpected negative events deviating from the original plan
E) deciding to invest additional resources and R&D effort for the new product design to meet new customer demands of specific corporate clients

28. Which of the following is less likely to occur after a high level of group cohesiveness is achieved within an internal team of an organization?
- A) unwilling to leave the group
 - B) high task involvement by team members
 - C) difficulty in coordinating with other internal teams
 - D) team members being less expressive of their true thoughts
 - E) very strict screening of new members
29. Which two dimensions are used as the primary analytical framework in the BCG Matrix, a tool frequently employed to assist in analyzing the product portfolio within a business?
- A) product profit margin and product sales volume
 - B) market growth rate and product sales volume
 - C) market share and product sales volume
 - D) market growth rate and market share
 - E) product profit margin and market share
30. When an automobile brand that primarily targets the mass market begins acquiring to develop a new product line with higher quality and higher unit prices, driving revenue growth towards a more upscale market, which type of growth strategy does this strategy fall under?
- A) horizontal integration
 - B) upstream vertical integration
 - C) downstream vertical integration
 - D) related diversification
 - E) unrelated diversification

第二大題申論題請作答於「答案卷」，共 2 題，1 題 20 分：

請閱讀以下敘述後，依照試題指示進行分析並回答問題。

全球環保法規逐漸嚴格，各國陸續宣布禁售燃油車。台灣國發會提出淨零碳排政策，計畫到 2030 年新車銷售中 35% 為電動車，並在 2040 年實現全面電動化，追隨英國、丹麥、瑞典等國的目標（2030 年前禁售燃油車），而日本、韓國、中國、泰國等則瞄準 2035 年。這全球趨勢預料將推動電動車市場長期增長。國內電動運具的發展預計將帶動約 375 億的民間投資，創造約 9,000 億元的產值。電動機車與燃油機車在產業鏈組成上高度重疊，電動機車與燃油機車在零件上的最大不同主要在動力系統和後續排放的處理系統。電動機車的興盛非但不會對燃油機車的產業鏈產生消滅或取代效果，相反地，由於電動機車的可擴展性，對於前端的關聯性產業以及零售通路，皆可帶來可觀的乘數效果，帶動產值共同成長。

台灣眾多知名廠商已投入相關技術和產品，其中 Gogoro 可說是眾多相關廠商中在該領域成功開疆闢土的台灣新創品牌。截至 2023 年，Gogoro 的用戶數突破了 280 萬，佈點全球 45 個都會城市，並發表超過 55 款電動機車。換電站部分全台有 87% 的覆蓋率，超過 12,472 個機櫃，六都內騎車 3 分鐘一站，以及 130 萬顆智慧電池的投入。Gogoro 非常注重體驗行銷，使用了遊戲化概念的徽章蒐集、快閃遊樂園的體驗活動增加顧客黏著度和消費滿意度。地點便利、造型美觀、操作流暢的「智慧能量」服務共享平台，更是其良好服務流程的重要部分。「潮流」、「創新」、「環保」等正面標籤就是品牌想要打造的印象。然而，它發展的過程至今仍不斷面對許多挑戰，包括政府補貼問題（經濟部工業局每輛最高 7000 元、環境部汰舊獎勵金 2800 元，但最大宗的地方政府補助目前僅五個縣市有補助）、後勤維修量能問題，以及最近在網路社群炎上的電池老舊斷電問題（2023 年 11 月至今，傳出已有超過 500 名車主行駛途中突然斷電，釀成追撞或自摔事故）。

台灣機車市場相對其他國家較大，2016-2022 年平均銷售 88.5 萬台，去年 12 月機車銷量達 9 萬 6,086 台，其中三陽 3 萬 6,479 台，市占率 38%，回到 11 月之前的增長，市占率也重回第一，2023 全年市占率達 38.4%。主要是因為三陽強打全車系汰舊加碼 3000 元，以及加值服務免等待交車，帶動 12 月銷量大幅提升，更占 12 月台灣新車的 66.6%，然光陽執行長柯俊斌估，若汰舊補助政策不延續，2024 年機車市場料將衰退逾 10%，恐不到 75 萬輛。而競爭對手光陽新車款 K1 125 自從 11 月推出帶動銷量提升後，12 月機車銷量 3 萬 4,013 台。第三名為山葉的 13,815 輛、市佔率 14.4%。第四名為 Gogoro 的 6,017 輛、市佔率 6.3%。據交通部公路總局截至 2023 年 11 月統計，國內電動機車登記數達 69.6 萬輛，而整體機車總數 1454 萬輛，占比僅 4.8%，國內運具電動化比例確實仍然較低。

第一題：

請就以上資料，以及你所認識的台灣機車市場和電動機車產業，針對 Gogoro 所在的產業進行波特五力分析，並做出該分析的結論。評分重點為分析邏輯、和是否正確使用分析架構，請以五力分析圖來條列整理你的分析，詳述最後分析結論的推導過程，並明確的指出你的結論。

第二題：

請就以上資料，以及你所認識的台灣機車市場和電動機車產業，針對 Gogoro 這家企業，推測其主要的競爭策略為何？請使用波特競爭策略的分類架構分析，請援引相關的事實來佐證你的分析。沒有提供推論過程，直接做出分析結論者不予給分。

試題隨卷繳回