

一、是非題 (每題2分，共40分)

1. In the symbolic view of management, managers are seen as directly responsible for an organization's success or failure.
2. An increasing body of evidence suggests that strong cultures are associated with high organizational performance.
3. A drawback of the geocentric perspective is that it is inflexible.
4. Managers with an ethnocentric attitude would not trust foreign employees with key decisions or technology.
5. The difference between an organization's social obligation and social responsiveness is the legal aspect.
6. In MBO, or management by objectives, goals are often less well-defined, giving managers and employees more flexibility to respond to changing conditions.
7. In today's dynamic business environment, successful firms recognize that planning is an ongoing process, not a tablet of rules cast in stone.
8. The BCG matrix evaluates an organization's various businesses to identify which ones offer high potential and which drain organizational resources.
9. Changing structure includes any change in structural variables such as reporting relationships, coordination mechanisms, employee empowerment, or job redesign.
10. Maslow argued that each level in the needs hierarchy must be substantially satisfied before the next is activated.
11. Broader span of control may lead to a decentralized firm with relative multiple layers of management.
12. In a dynamic and unstable industry, the first task for managers is the pursuit of efficiency.
13. Japanese Yen's (the currency of Japan) recent depreciation probably increases the Japanese firms' incentives to direct invest manufacturing facilities in Taiwan.
14. Foreign direct investment (FDI) is one of the international entry modes; it is characterized by lowest risk, highest cost, and highest involvement.
15. In order to improve the market performance in the foreign markets significantly, a firm can increase its involvement of foreign markets by foreign direct investment (FDI) which is characterized by lowest risk, lowest cost, and highest involvement.
16. In order to improve the market adaptation in the foreign markets significantly, a firm can increase its involvement of foreign markets to enhance the managerial abilities by find a local cooperative partners through contracts or joint venture.

17. “Carrefour’s toilet paper (家樂福牌衛生紙)” is a well-known private brand in Taiwan. In order to enhance the product competitiveness, private brands holding by distributors often devote their resources to promotion or advertising efforts.
18. Product differentiation is a method for firms to escape the perfect competition market by having some control over pricing.
19. The philosophy of firm’s founder or top manager is usually the source of its organizational culture.
20. The entrepreneurs often pay attention to indentifying opportunities in the early stage of entrepreneurship. Consequently, the managerial issues of internal organization are often ignored by entrepreneurs. Besides lack of capital, this is the main reason of failure in entrepreneurship.

二、選擇題(每題2分，共40分)

1. Managers may be able to expand their areas of discretion by _____.
 - (A) telling their employees what to do;
 - (B) changing and influencing their organization's culture and environment;
 - (C) electing new government officials at the national level;
 - (D) changing employers and working for a different boss.
2. All organizational cultures consist of each of the following except _____.
 - (A) shared values;
 - (B) principles;
 - (C) innovation;
 - (D) traditions.
3. The World Trade Organization is centered around which of the following?
 - (A) public protests;
 - (B) economic sanctions;
 - (C) trade agreements;
 - (D) peace treaties.
4. In the later stages of doing business globally, if an organization is ready to make a more direct investment, it might utilize _____.
 - (A) foreign subsidiaries;
 - (B) strategic alliances;
 - (C) joint ventures;
 - (D) all of the above.

5. _____ departmentalization is used more in recent years to better monitor the needs of customers and to respond to changes in those needs.
- (A) Needs-based;
 - (B) Functional;
 - (C) Process;
 - (D) Customer.
6. An assessment tool that defines jobs and the behaviors necessary to perform them is called _____.
- (A) job analysis;
 - (B) job description;
 - (C) human resource inventory;
 - (D) job specifications.
7. The cognitive dissonance theory proposed that the desire to reduce dissonance is determined by _____.
- (A) importance, influence, and rewards;
 - (B) economics, politics, and organizational structure;
 - (C) stability, position, and power;
 - (D) awareness, status, and punishments.
8. In the Big Five Model of personality, _____ refers to the degree to which someone is good-natured, cooperative, and trusting.
- (A) extraversion;
 - (B) agreeableness;
 - (C) conscientiousness;
 - (D) emotional stability.
9. Transactional leaders are leaders who guide _____.
- (A) and direct groups towards their goals and tasks;
 - (B) and clarify the followers' goals and task requirements;
 - (C) or clarify the group's goals and roles;
 - (D) or motivate their followers in the direction of established goals by clarifying role and task requirements.
10. Which of the following is a performance measurement tool that looks at four areas that contribute to a company's performance?
- (A) market value added;
 - (B) economic valued added;
 - (C) balanced scorecard;
 - (D) information control.

11. Which is not the reason for the formation of “matrix organization”?
 - (A) functional organization can increase flexibility;
 - (B) enhancing coordination of the functional department;
 - (C) decreasing organizational conflicts;
 - (D) project-team organization can enhance efficiency.
12. Which situation is not suitable for “flat organization”?
 - (A) unstable and unpredictable environment;
 - (B) effectiveness orientation;
 - (C) facilitating internal consistency;
 - (D) participating decision-making.
13. Which is the first important task for product managers to prepare the new product development?
 - (A) evaluating the market demand;
 - (B) building the marketing channel;
 - (C) negotiating with the manufacturing managers;
 - (D) deciding the price of new product.
14. Which is the most important requirement for implementing knowledge management within a firm?
 - (A) introducing the information systems to manage employees’ knowledge;
 - (B) encouraging employees to share their knowledge;
 - (C) reducing the employee turnover;
 - (D) delivering the knowledge of top managers to the first line employees.
15. Which international entry mode is not appropriate for a firm to protect its own knowhow from being grabbed?
 - (A) licensing or franchising;
 - (B) merger & acquisition;
 - (C) foreign direct investment;
 - (D) none of the above.
16. If you are an owner of a new small business, proposing a business plan to convince the external financial sources of feasibility and profitability is critical. Which analytical tool is appropriate for you to prepare your business plan?
 - (A) net present value and break-even analysis;
 - (B) SWOT analysis and industry analysis;
 - (C) market positioning and pricing;
 - (D) all of the above.

17. Managers must understand the assumptions while operating the analytical tools to cope with managerial problems. Which is not the assumption behind the Porter's Five Forces Model?
- (A) a focal firm attempts to cooperate with its competitors to provide a complete service for their customers;
 - (B) this model can not explain the dynamics of a specific industry;
 - (C) an outside-in thinking of strategy formulation;
 - (D) emphasizing a focal firm's bargaining power.
18. Which is not the managerial challenge induced from the operation of "virtual organization"?
- (A) it is disadvantageous to achieve effectiveness;
 - (B) higher transaction costs;
 - (C) partner selection is significant;
 - (D) having sufficient managerial expertise to operate it.
19. Apple Inc (蘋果電腦) often releases its manufacturing order of popular product—iPhone for Taiwanese contract manufacturers. Which is not the benefit for Apple Inc to outsource its manufacturing activities?
- (A) increasing its profit;
 - (B) withdrawing its involvement from low value-added activities;
 - (C) reducing manufacturing efforts to enhance its innovation capabilities;
 - (D) none of the above.
20. There are several models in Apple's iPad mini, such as 16GB, 32GB, and 64GB. Additionally, customers can choose a favorable color, such as black or white, these traits above belong to _____ of iPad mini?
- (A) product mix;
 - (B) market segmentation;
 - (C) product line;
 - (D) target market.

三、問答題(每題10分，共20分)

1. 請試圖從競合策略、創新策略與行銷策略三個構面，分析並比較三星、蘋果與宏達電此三家公司在手機市場上競爭優勢之演變。
2. 請比較市場拉動(Market Pull)與市場推動(Market Push)兩股市場力量有何差異？並說明哪些產業特徵適合由市場拉動力量主導？哪些產業特徵適合由市場推動力量主導？請各舉一實例說明之。