一、選擇題  

按題號與順序每五題成一橫行 (請務必如下表格式所示，否則不予計分) 填寫在答案本上，若未註明清楚而導致評分錯誤，請自行負責。 (此部份共 25 項，每題 2 分，佔 50%)

Multiple Choice:

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1. The _____ of the Quaker Oats Company is “to meet the needs of consumers through innovative marketing and manufacturing of healthful, good-tasting products that contribute to a healthy lifestyle and consumer well-being around the world, yielding above-average returns over time and for our shareholders.”
   a. operational goal
   b. tactical plan
   c. strategic plan
   d. mission
   e. operational plan

2. When implementing a differentiation strategy it is important to have
   a. marketing emphasize high-value distinction.
   b. control of funds without discouraging creativity.
   c. manufacturing adjust inventory.
   d. a culture focused on customer needs.
   e. All of the above

3. Which of the following is NOT a reason for using a licensing agreement as a means of entering international business?
   a. Low levels of risk
   b. High domestic production costs
   c. Government regulation
   d. Increased/extended profitability of technology
   e. Excessive transportation costs

4. Which of the following is the best example of environmental turbulence?
   a. A new company opens a store to compete in your market.
   b. Several customers find broken glass in the baby food your company produces.
   c. A competitor announces a new lifetime warranty program.
   d. A competitor announces development of a substitute for the product that has been your big seller.
   e. The sole supplier of one of your raw materials is shut down by a prolonged labor strike.
5. Which of the following statements characterizes the thinking that emerged from the Hawthorne studies?
   a. If jobs are properly designed and proper incentives provided, predictable results will follow.
   b. Workers will perform their jobs as they are told to and will maximize their output so as to increase their pay.
   c. Concern for the worker will lead to greater worker satisfaction, which will then lead to increased output.
   d. Workers generally dislike work and need to be closely supervised to ensure adequate productivity.
   e. People are motivated primarily by money.

6. When IKEA builds a new store in a foreign country it is using which approach to internationalization?
   a. Direct investment
   b. Joint venture
   c. Licensing
   d. Importing/exporting
   e. Franchising

7. Which of the following types of plans is least subject to change because of the time frame involved?
   a. Strategic
   b. Functional
   c. contingency
   d. Tactical
   e. Operational

8. The key to making effective decisions under conditions of risk is to
   a. recognize that information is not available and approach the situation intuitively.
   b. determine the probabilities associated with each alternative as accurately as possible.
   c. develop a rational system for ordering your choices in a hierarchy of importance.
   d. recognize that you do not know all of the alternatives related to the decision.
   e. identify the alternative(s) with completely predictable outcomes.

9. Which of these statements comparing large and small businesses is TRUE?
   a. Big businesses outnumber small businesses by a wide margin.
   b. Tax policies favor medium-sized businesses.
   c. Small businesses show consistently lower financial performance than big businesses.
   d. Business success creates jobs regardless of size.
   e. Small business formations are on the decline, but the rate for big businesses is increasing.

10. Achieving organizational goals efficiently and effectively
    a. is necessary to make logical decisions.
    b. is not necessary for successful management but is desirable.
    c. ensures that all employees will work together effectively.
    d. rarely occurs in private sector organizations.
    e. is the primary purpose of the management process.

11. Which of the following is NOT necessary for a Management By Objective (MBO) program to be effective?
    a. Clear goals assigned to employees by management
    b. Involvement by top management and subordinates
    c. An implementation consistent with overall organizational goals
    d. Employees understanding why MBO was adopted
    e. A formal goal setting process
12. Volvo television ads frequently show the company’s cars being subjected to crash tests in order to impress consumers with how well built the cars are and to create the impression that Volvos are among the safest cars on the market. What type of competitive business strategy is Volvo using?
   a. Analyzer
   b. Overall cost leadership
   c. Differentiation
   d. Focus
   e. Adaptation

13. Ford once supplied every part to its automobiles, except the rubber (it even tried to grow the trees, to no avail). This is an example of
   a. forward vertical integration.
   b. backward vertical integration.
   c. unrelated diversification.
   d. horizontal integration.
   e. a defender strategy.

14. ______ are a group of small investors seeking to make profits on companies with rapid growth potential.
   a. Intrapreneurs
   b. Hierarchical allies
   c. Stakeholders
   d. Venture capitalists
   e. Bondholders

15. Why is quality an important management issue?
   a. Quality can be used as a basis for competition.
   b. Enhancing quality lowers costs.
   c. Improving quality tends to increase productivity.
   d. Making higher-quality products generally results in less waste.
   e. All of the above

16. At the beginning of the planning-controlling process, planning
   a. plays a major role in shaping the control process.
   b. is temporarily unrelated to the control process.
   c. is shaped by the control system requirements.
   d. decreases organizational flexibility.
   e. increases the accuracy of organizational processes.

17. Because Coca-Cola distributes its products in Israel, several Arab nations have banned the product. Which general area of social responsibility is most affected by this product ban?
   a. General social welfare
   b. The natural environment
   c. Organizational stakeholders
   d. The task environment
   e. The internal cultural environment

18. Which of the following strategies would generally follow a bureaucratic design?
   a. Prospector
   b. Defender
   c. Analyzer
   d. Reactor
   e. Inspector
19. The primary reason for delegation is to
a. increase subordinate motivation.
b. make performance appraisals easier to evaluate.
c. incorporate the unity of command principle.
d. enable managers to get more work done.
e. increase the span of management.

20. Which of the following is a reason that virtually every organization is affected by the international dimension?
   a. A flexible currency exchange rate
   b. A large number of people immigrating from their homelands to other parts of the world
   c. Political unrest in various countries
   d. The expansion of workforces
   e. Advances in transportation and communication technology

21. The existence of which of the following factors would most likely make the implementation of a matrix organization design inadvisable?
   a. Several similar businesses owned by one corporation
   b. Strong pressure from the environment for more than one structural design
   c. A need to process large amounts of information
   d. A shortage of personnel with strong marketing skills
   e. A lack of funds to hire adequate staff personnel

22. Which of the following BEST represents the outcome of the work done to determine what personal traits can be used to predict leader effectiveness?
   a. Researchers were unable to identify more than a small number of traits.
   b. The studies were quite successful, and we can now hire leaders based on results of tests that detect certain appropriate traits.
   c. A very long list of traits and the presence of alternative explanations for results made the studies of little value.
   d. The trait studies were much more successful than the studies of leader behaviors that preceded them.
   e. Research has proven that the identification of leadership traits is a better method for selecting a leader than either the Fiedler study or the path-goal theory.

23. Which of the following statements is NOT a fundamental assumption of organization development?
   a. Employees have strong social needs.
   b. Employees normally take an adversarial stance with respect to the organization.
   c. Organization design affects individual and group behavior.
   d. Management-employee cooperation/collaboration is needed.
   e. Employees have strong growth needs.

24. An employee with high self-esteem is likely to
   a. seek higher status jobs.
   b. be confident in his ability to perform.
   c. derive intrinsic satisfaction from accomplishments.
   d. believe she is a worthwhile person.
   e. All of the above

25. According to the expectancy theory, motivation determines
   a. Effort-to-performance expectancy
   b. Performance-to-reward expectancy
   c. Effort-to-performance expectancy and performance-to-reward expectancy
   d. Effort-to-performance expectancy and valence of outcomes
   e. Effort-to-performance expectancy, performance-to-reward expectancy, and valence of outcomes
二、解釋名詞 (20%)
1. 比馬龍效應 (Pygmalion effect)
2. 工作特性模式 (Job Characteristics Model)
3. 學習型組織 (Learning Organization)
4. 物聯網 (Internet of Things)

三、論述題 (30%)
1. 隨著 Facebook、LINE、Instagram 等社群的興起，請問企業對此該如何調整其經營方式？請引用相關管理理論，進行評論與分析 (15%)。

2. 近年國內外許多企業進行企業併購，請分別舉出一個併購成功與併購失敗的案例，並應用相關管理理論，分析其成功與失敗之原因 (15%)。