

第一大題：單選題 25 題，每題 2.0 分，共 50 分。請選出最合適的答案。

※ 注意：請用 2B 鉛筆作答於答案卡，並先詳閱答案卡上之「畫記說明」。

1. Peter is the business head of a software development firm that wants to increase its market share to 35 percent in the next 5 years. The company feels that the best way to go about this is to acquire smaller firms that have a promising talent pool. In his capacity as a business head, Peter is required to plan how the company will arrange for the necessary finances for these acquisitions. Peter is engaging in _____ for the firm.
(A) standing planning
(B) production planning
(C) strategic planning
(D) tactical planning
(E) long term planning
2. As the regional manager of an accounting firm, Jenny is often required to attend ceremonial activities like attending a social function on behalf of the company or presiding at a farewell dinner of a departing employee. Which of the following is similar to the given scenario?
(A) As a marketing manager, Argo's accountability to the firm lies in seeking extensive information and remaining aware of crucial developments in the industry.
(B) One of Nina's responsibilities as a manager is to build contacts with important officials within and outside the industry.
(C) As the dean of a business school, Jack is always present at official functions like commencement ceremonies and convocations to give away diplomas.
(D) In his capacity as a manager, Dennis is often required to solve conflicts within the organization.
(E) None of the above.
3. Robert, a product manager, wants to increase the market share of his product. He is unsure about how to go about it, not knowing for sure how costs, price, the competition, and the quality of his product will interact to influence market share. Robert is operating under a condition of
(A) certainly
(B) uncertainty
(C) programmed decision
(D) non-programmed decision
(E) risk
4. Alex was hired as the director of a company manufacturing refrigerators at a time when the company was financially unstable. After analyzing the market carefully, Alex decided to change their marketing strategy. Alex's sound judgment did the trick, and the company turned around and became profitable within two years. What managerial skill did Alex show?
(A) interpersonal skills
(B) communication skills
(C) technical skills
(D) conceptual skills
(E) all of the above
5. Jimmy has been appointed as the business head of Grand Hotels and Spas. He is required to move to another country to oversee the establishment of the company's new properties there. He hires teams to handle the construction, outlay, and design of the hotels. However, authorities at the Ministry of Land and Resources are asking for payments in addition to the legally required fees in order for the projects to move ahead. Although Jimmy is against corruption, he makes these payments because a lot of employee jobs are at stake.
Refer to the scenario above, which of the following is similar to the given scenario?
I) As an owner of a retail store, Joseph decides to cut off his supplier in order to switch to a different supplier with lower prices.
II) Albert, who runs a sports goods company, declines an outsourcing contract from a shoes manufacturer after learning that working conditions at the factory were extremely poor.
III) Nina, a designer in Japan, refuses to pay for a damaged shipment of material that arrived via courier from India.
IV) Adam, CEO of a company, decides to pay a bribe because it allows his company to provide the greatest good for the greatest number of people.
V) A forest officer allows a tribal community living in the forest to cut trees for the tribe's personal use.

見背面

- (A) only I
(B) only III
(C) only V
(D) both II and IV
(E) both IV and V.
6. In corporate social responsibility scenarios, Pixel Inc is planning to upgrade its technology infrastructure in half year. However, this move is likely to render more than half of its workforce redundant and a massive layoff is expected. Which of the following statements is true in this scenario?
(A) The magnitude of the consequence is high.
(B) The concentration of effect is low.
(C) There is a high degree of social consensus.
(D) The probability of effect is low.
(E) The temporal immediacy is low.
7. When Mary arrived from Mexico to study in the U.S., she noticed a difference between the students in Mexico and the students in the U.S. The American students felt comfortable asking questions, they were eager to share a thought or an opinion, and in some instances they even contradicted the teacher. According to Hofstede's national culture study, Mary comes from a country that has _____.
(A) individualism
(B) longer time horizon
(C) high power distance
(D) strong uncertainty avoidance
(E) quality of life
8. FarmChoice is a company that distributes fruits in South East Asia and is planning to enter the Middle East market. As the risks are greater when entering new markets, FarmChoice's decides to join hands with another firm that has mutually desirable goals. This way, they can share the costs and have access to each other's resources. Which of the following ways is FarmChoice's implementing to enter a new market?
(A) exporting
(B) creating a strategic alliance
(C) licensing
(D) acquiring a local firm
(E) establishing a foreign subsidiary
9. Senior executives at NEC were unwilling to listen to younger scientists who said that LCD technology would appeal to customers who wanted computer monitors with high resolution and a smaller desktop footprint. According to Lewin's theory of change, this scenario depicts problems at the _____ of the change process.
(A) unfreezing stage
(B) changing stage
(C) refreezing stage
(D) engagement stage
(E) both A and B
10. BlueDeer is a company that manufactures clothes. It has a lot of competitors in the market. However, it only builds its strength around market segments that the other companies avoid. It can be said that BlueDeer understands the _____ in its industry.
(A) threat of substitutes
(B) supplier power
(C) entry barriers
(D) rivalry among existing firms
(E) buyer power
11. PetroCo is a premier provider of oil field consultancy services in Dubai. Its consultants are experts on local conditions. Recent discoveries of metal deposits in its region have spawned attractive new markets outside of the oil field, which PetroCo has been

- unable to exploit. Other global companies with advanced technology have been attracted by this new markets. If PetroCo conducts a SWOT analysis, what would be one of its weaknesses?
- (A) lack of access to cutting-edge technology
 - (B) recent discoveries of metal deposits
 - (C) detailed knowledge of local oil markets
 - (D) entry of international companies into the market
 - (E) lack of competitive advantage of nations.
12. In the assembly line of an automobile manufacturer, the car engine is installed first. After this, the product is passed on to the next stage where it is fitted with the hood. The product then goes on to the third step in the process where the wheels are fitted. The above situation, where the finished product of one step becomes the raw material for the next, is an example of _____
- (A) pooled interdependence.
 - (B) sequential interdependence.
 - (C) reciprocal interdependence.
 - (D) task interdependence.
 - (E) both pooled and sequential interdependence.
13. _____ organizations tend to be slower at making decisions and responding to changes in the business environment. As a result, these organizations tend to be best suited to stable external environments.
- (A) Simple and dynamic
 - (B) Static and decentralized
 - (C) Flat and wide
 - (D) Tall and formal
 - (E) Learning
14. Kenny is a production supervisor in an automobile manufacturing firm. After evaluating Kenny's managerial capabilities, some members of the senior management team feel that average productivity would improve if more workers are assigned to him. However, some managers have doubt about Kenny's ability to handle more workers. Which of the following statements, if true, would weaken the argument favoring the increase of Kenny's span of control?
- (A) Kenny has a reputation of handling interpersonal conflicts effectively.
 - (B) Performance reports from the last few years show that teams that were closely monitored had higher productivity.
 - (C) Kenny's team consists of highly experienced and skilled labor.
 - (D) Market trends indicate that the demand for automobiles is expected to increase substantially over the next few years.
 - (E) Kenny is receiving increasing complaints about interpersonal conflicts within the team.
15. A manager motivates his subordinates to work toward achieving the organizational goals even by foregoing their personal welfare. He does this by modeling the behaviors through his actions. He has created an image of a self-sacrificing leader through his actions. This manager is a(n) _____ leader.
- (A) transactional
 - (B) informational
 - (C) situational
 - (D) charismatic
 - (E) transformational
16. AcePlus Company is an auto parts manufacturer. Recently it has a number of vacancies at lower management levels and wants to fill the positions from within the company itself rather than recruit externally. The company plans to e-mail the job specifications to all employees and post the jobs on company's Web site. Which of the following, if true, will strengthen the company's decision?
- (A) The majority of its employees have only a basic level of education.
 - (B) The company recently instituted a technical skills improvement program for shop floor employees.
 - (C) The company favors a paternalistic managerial style and its organization culture tends to be rigid and controlling.
 - (D) It has been brought to the management's notice that several top performing entry level employees have received offers from rival companies.
 - (E) The company is looking for employees with formal and advanced skills.

17. InterMoney is a company that sells ATMs, as well as owns, operates, and manages ATMs for independent financial institutions in Taiwan. InterMoney follows a vertical organizational structure, and managers at different levels are given different levels of authority to control employees. The managers at InterMoney obtain _____ power due to the vertical structure and operations.
- (A) expert
 - (B) referent
 - (C) legitimate
 - (D) reward
 - (E) coercive
18. Which of the following situations can be seen as an application of leader-member exchange (LMX) theory?
- (A) A manager continually attempts to accomplish operational efficiency by rewarding only the better performers.
 - (B) Sabina, operations manager of a firm, successfully persuades employees to do well by offering rewards in exchange of good performance.
 - (C) Robert, the manager of a pharmaceutical company, performs a part of the operational tasks all by himself.
 - (D) Alex, the factory manager of a manufacturer, continually attempts to maintain a good relationship with the factory workers.
 - (E) Both C and D applied.
19. To begin motivating an apathetic associate, a manager informally questions her about her satisfaction with her job's ability to provide safety, social interaction, self-respect, and opportunities for growth. What theory of motivation is this manager most likely trying to apply in working with the associate?
- (A) Hierarchy of need theory
 - (B) Expectancy theory
 - (C) Equity theory
 - (D) Theory X and Theory Y
 - (E) Path-Goal Theory
20. A manager wishes to improve the job performance of a group of manufacturing workers in the factory. Based on Herzberg's theory, _____ would be an appropriate motivator.
- (A) providing them with a better health care plan
 - (B) setting up a break room where coworkers could socialize
 - (C) offering them opportunities for achievement and recognition
 - (D) redecorating their offices so that they are pleasant and comfortable
 - (E) changing the bonus system
21. Charles, a finance manager of an IT company, devises a new child education benefit plan to partly sponsor the primary education of their employees' children. Within the context of the job characteristics model, this is an example of _____.
- (A) autonomy
 - (B) task identity
 - (C) skill variety
 - (D) task significance
 - (E) feedback from the job
22. Which of the following is the best example of selective perception acting as a barrier to interpersonal communication?
- (A) A subordinate employee does not make eye contact with his manager when speaking to him.
 - (B) A customer focuses only on the product's price and ignores the salesperson's advice on quality.
 - (C) An employee agrees with his boss' suggestions even though he believes his boss is wrong.
 - (D) An employee misinterprets a colleague's sincere compliment as mockery.
 - (E) A customer believes that products made in Germany will have high quality because Germans are skillful and well-disciplined.
23. Jenny has just briefed her group of nine about their roles and responsibilities, but she notices that the members are not yet very comfortable exchanging information with each other. She also observes that the members frequently end up arguing with each other because each has a different idea of how the group should function. Jenny's group is in the _____ stage of group development.
- (A) storming
 - (B) norming

- (C) performing
- (D) forming
- (E) acting

24. Cindy, a manager at a textile company, is bothered by a lack in quality of products manufactured by her company. Cindy hopes to infuse quality into the company through continuous improvement by involving everyone who works there. This describes which control philosophy?
- (A) Balanced scorecard
 - (B) Six sigma
 - (C) Benchmarking
 - (D) Quality circle
 - (E) Total quality management
25. A design team recently took on eight more people to cope with a sudden increase of workload. However, the management noticed that productivity did not increase significantly after the new members joined, and even decreased in some cases. This can be attributed to _____.
- (A) group conflict
 - (B) social loafing
 - (C) job enlargement
 - (D) job enrichment
 - (E) person-job misfit

第二大題：個案分析，每題 25 分，共 50 分。

※ 注意：請於試卷內之「非選擇題作答區」標明題號依序作答。

請在閱讀個案後，分析並回答以下問題：

1. 請評述新盛公司前執行長伊森的領導風格。伊森屬於哪一種類型的領導者？你認為新盛公司目前所面臨的問題與伊森的領導模式有何關聯性？
2. 你認為新執行長菲碧該怎麼做：依顧問公司的建議進行組織重整、沿用伊森的領導模式、採納生產部門主管喬治的建議、或是其他？為什麼？

新盛是一家全球知名的義肢與外科植入物製造商，以技術創新和卓越產品品質著稱。公司在執行長底下設有研發部門、銷售與行銷部門、以及生產部門。

新盛已故的前執行長伊森深具傳奇色彩，受到許多人敬重和喜愛，新盛可說是他的心血結晶。伊森在新盛是從銷售人員做起，一路當到執行長退休，卻在退休後不到一年驟逝。伊森主修歷史，喜歡說自己沒有科學頭腦，但其實他喜歡花時間和外科醫師與研究人員交談。他有一種特殊技能，能結合對技術的興趣，以及對客戶需求的了解。伊森常在出差之後，帶回許多有關新產品的構想。他會直接去找研發部門負責人開始進行專案，很少和新盛的高階團隊討論那些構想，以及它們是否符合公司的宏大策略。此外，伊森非常注重產品品質，特地從豐田挖角喬治擔任生產部門主管，而喬治也不負所望，引進豐田的許多品管實務，助公司贏得國家品質獎。

但在伊森退休前的那三年中，新盛業績大幅下降，由於其他公司找到繞過新盛專利的做法，並自行開發出有競爭力的產品，新盛的利潤率已不如以往豐厚。更糟的是，公司似乎已失去創新的優勢，過去四年來，公司沒有推出任何重大的新產品。

伊森退休前曾向董事會力薦讓喬治接班，然而董事會卻向外求才，選定兼具技術背景和行銷長才的菲碧為新執行長。菲碧原為醫療技術公司輝達的營運長，擅長看出哪些新產品會成功，並透過和輝達的科學長密切合作，確保研發團隊能專注在開發具有商業價值的產品。

見背面

菲碧一到新盛上任就知道必須徹底改變公司的創新方式。在一次與喬治會面中，喬治說：「我們向來太依賴伊森提供構想，他不太相信公司裡的人能想出那些構想，所以我們不曾真正去培養那種能力。公司同仁只關注要達成自己單位的財務目標，因此不太需要去回應研發部門的產品開發計畫。此外，他們不相信研發部門對市場潛力的預估。伊森推動構想時，我們都會響應，因為伊森是上司，他就是那種人。但他走了，現在誰願意去冒險？」

喬治又說：「我們一年前拿到一份顧問公司的報告，他們提出一個組織重整的構想。但伊森不理會那份報告。他說，真正的好構想需要熱情，而他是熱情長。我個人則認為問題在於動機，公司需要更強的誘因，促使大家突破窠臼思考。」

當晚，菲碧閱讀顧問公司的報告。報告的建議之一，是公司應該將開發新產品的決策權，由研發部門移交給跨部門新產品開發團隊，並由高階行銷人員擔任團隊領導人。團隊成員包括研發部門一些實驗科學家、一位相當高階的製造工程師，以及製造產品的工廠經理和一位銷售人員。

過去伊森在界定新產品的商機和推動公司開發產品方面，向來扮演絕對主導的角色，行銷部門缺乏做這種工作的經驗和人才。因此，顧問的第二個建議是設立一個直屬執行長的策略行銷部門。這個新部門負責找出商機，並領導產品開發流程。

顧問的第三個建議則是要讓員工同時對部門主管和新產品開發團隊主管負責，並且根據新產品的及時性與獲利能力，來衡量團隊領導人與成員，所有激勵措施都是根據績效來提供獎金。

最後，顧問強烈敦促伊森和其他高階主管，不要那麼深入參與開發新產品的細節工作，顧問認為執行長和其他高階主管只需要參與制定策略、選擇新產品組合、檢討團隊進展，並根據新出現的資訊，持續重新訂定各專案的優先順序、重新分配經費與人員。

菲碧看完報告後，心想：要依顧問公司的建議進行大規模組織重整，起碼得花五年。問題是，公司和董事會有耐心等那麼久嗎？她是否應該沿用伊森的領導模式，挑選一個產品，並強力推動到產生成果？還是要依喬治所說，讓經理人的薪酬有更高比重取決於銷售金額與獲利？

「想想看，走哪一條路？」菲碧大聲地自言自語。