注意：請於答案紙上依序標明第幾部分、第幾題後作答，以利閱卷進行。

第I部分：選擇題，請在答案紙上標明題號後作答，每列請回答五題 (38 points)

1. Conceptual skills relate to a manager’s ability to
   a. solve detailed problems in groups.
   b. take a strategic view of how the part of the organization function.
   c. correctly evaluate organizational problems.
   d. understand and interact effectively with others in the organization.
   e. Both a and b.

2. Doing a job in a way that achieves results without wasting any resources is referred to as being ______.
   a. effective.
   b. efficient
   c. conservative
   d. Both a and b.

3. Jennifer assigns George a project to be completed by the end of the month and then holds periodic meetings with him to review his progress. Which of the management functions is Jennifer performing?
   a. planning
   b. leading
   c. controlling
   d. organizing

4. The fact that in the United States employees are generally not in fear or awe of their managers is an example of which of the following dimensions of national culture?
   a. power distance
   b. uncertainty avoidance
   c. space acceptance
   d. individualism versus collectivism

5. Telecommuting will change the relationship between managers and employees. Managers can expect
   a. that employees need greater managerial time.
   b. that tighter controls are needed.
   c. greater employee involvement in decision making.
   d. employees will be less productive.

6. In general, entrepreneurs are better able than managers in a traditional hierarchical organization to
   a. lead.
   b. organize.
   c. respond to a changing environment.
   d. respond to a static environment.

7. A large chemical company not only disposes of all toxic waste properly as outlined by law, but it also spends $1 million dollars each year on research to determine better processes for all businesses to use in disposing of toxic wastes. This company is exhibiting which of the following?
   a. social responsibility
   b. social obligation
   c. moral obligation
   d. social responsiveness

8. Acme Plastics is an organization that is becoming more diverse. As a result, management has been adapting its human resource practices to reflect this change in all of the following ways but which one?
   a. provide diversity training
   b. promote and retain more white males
   c. encourage vendor diversity
   d. hire and promote more minorities

9. There is a clear chain of cause-and-effect running from employee ______ and behavior to customer attitudes and ______ to an organization’s revenues and ______.
   a. perceptions; behavior; successes
   b. attitudes; behavior; profits
   c. needs; wants; profits
   d. dissatisfaction; needs; image

Application of Porter's Competitive Strategy (No10~No13)

Stacie sighed. Her general manager had just left after giving her the latest assignment—readdress the competitive advantage of their company. By Friday's meeting, Stacie was to have developed three differing strategies the business could use in order to maintain its competitive advantage. Its computer business was slowly losing market share to its competitors, and everyone realized something needed to be done. Stacie glanced through the article by Michael Porter that her manager had left with her. According to Porter, there were three differing types of strategies they could choose from. Stacie began wondering if there was a way they could make their computers cheaper, which would allow them to then sell at a lower price. If they could reduce price by $100 a machine, they would be the industry leaders in price. Stacie wondered if they could find any lower-priced suppliers for the more expensive parts of their computers. She knew that their computers appealed particularly to small business owners due in part to price. They were able to offer the lower price because their computers were not as powerful or fast as some machines, but did contain the necessary word processing, database, and spreadsheet capabilities necessary for a typical small business owner. The lack of frills with the solid three program capabilities, plus their known reputation for quality had worked for them in the past. Stacie wondered if perhaps they needed to look at a smaller segment of the market, maybe small businesses with large accounts receivables that would fully utilize their specific database. She knew that would cut their market by 1/8 but maybe achieving a definite market niche would help. Stacie began compiling her report for Friday's meeting.

10. The source of competitive advantage that makes the focused strategy possible by creating unique features for a growing market segment is referred to as a
    a. core capability.
    b. strategic resource.
11. As the market for larger desktop computers was replaced by smaller portable hand-held models, there has been a decline in sales of traditional models regardless of how much the price is reduced. At this point, what type of strategy should be pursued by Stacey’s group?
   a. cost-leadership strategy
   b. differentiation strategy
   c. focus strategy
   d. retrenchment strategy

12. The competitive advantage based upon their known reputation among small business owners for a computer with few frills, but the capabilities of performing word processing, databases, and spreadsheets would be known as a
   a. cost-leadership strategy
   b. differentiation strategy
   c. focus strategy
   d. retrenchment strategy

13. Stacie knew that in order to keep its competitive advantage, her company would have to do which of the following?
   a. remain profitable
   b. lower price
   c. take constant action
   d. hire new management

14. In a SWOT analysis, dependence upon one supplier is an example of a
   a. strength
   b. weakness
   c. opportunity
   d. threat

15. Which type of chart can schedule capacity by workstations?
   a. load
   b. forecasting
   c. Gantt
   d. zero-based budgeting

16. Managers can change an organization’s structure. Which of the following is not a change in structure?
   a. work methods
   b. authority relationships
   c. job redesign
   d. spans of control

17. Which of the following is considered a personal stressor?
   a. role ambiguity
   b. financial problems
   c. reengineering
   d. role conflict

18. A(n) ______ business transcends national boundaries and decentralizes decision making in each operation to the local level.
   a. international
   b. domestic
   c. multinational
   d. transnational

19. Which of the following is NOT a method of managing quality?
   a. Continuous improvement
   b. Kanban
   c. Flexible manufacturing
   d. Just-in-time

第 II 部分：問答題，請在答案紙上標明題號後作答
(12 points)

1. 康寧公司導入 ERP
   康寧公司(Owens Corning)在 1992 年導入 ERP 系統，初期它做過許多有關組織再造的工作。1997 年安裝 ERP 系統時遇到困難，當年三月，康寧公司在安裝 SAP 系統的主要部份，且將 16 個客戶服務中心重疊成一個；當年剩餘的時間都花在系統的重建，以及修補與客戶之間受損的關係。

   要使 ERP 系統完全發揮效益需有整合的流程，然而部門與地區經理都不願與新系統配合，因為他們希望保留企業流程再造前的權力；因此他們拒絕使用新軟體或者將系統調整成只適用於非常有限的需求。經營高層的回答之道是將公司重組成跨功能部門的團隊，由流程管理者管理。訂單在部門之間履行的流程被標準化，這些部門共享許多客戶。在流程再造之前，每個部門處理同一張訂單時都要重複相同的文書工作，流程再造之後客戶只須交付一張訂單，收到一份報價與支付一張帳單。新企業組織在使用 ERP 之後使企業動起來，造成大量後勤費用。報告指出，康寧公司估計在使用 ERP 之後，每年省下 5000 萬美元。

   討論問題：
   1. 康寧公司安裝 ERP 之後，請說明為何許多管理者不願配合？除了前者的原因之外，一般而言，實際上還有哪些拒絕改變的原因或理由？要化解這些阻力除了組織的手段之外，康寧公司還可採取哪些措施？
   2. 根據個案相關內容，請從團隊組織(team-based structure)的觀點解釋康寧公司成功實施變革的原因。
III. 第三部份: 單選題 (每題 2 分，共 30 分)

For each of the following choose the answer that most completely answers the question.

1. In general, the more highly skilled the organization's workforce and the more the workers are required to work together in teams, the ________ likely the organization will use a _________ structure.
   a. less; flexible
   b. more; formalized
   c. more; flexible
   d. none of the above

2. An assessment that defines the jobs and behaviors necessary to perform the job is known as a ________.
   a. job description
   b. job analysis
   c. goal-oriented job definition
   d. job specification

3. According to Hackman and Oldham's Job Characteristics Theory, the ________ workers feel that their work is meaningful and that they are responsible for the work outcomes, the ________ motivating the work becomes and the ________ likely the worker is to be satisfied by the work.
   a. more; less; less
   b. more; more; less
   c. more; more; more
   d. less; less; more

4. According to Kurt Lewin, increasing the driving forces, which direct behavior away from the status quo, is a means of doing which of the following?
   a. unfreezing
   b. changing
   c. restraining forces
   d. refreezing

5. Which of the following is not a cultural value that supports innovation?
   a. acceptance of ambiguity
   b. tolerance for the impractical
   c. high external controls
   d. focus on ends, not means

6. In attribution theory, an employee who underestimates the influence of external factors and overestimates the influence of internal factors, a person is said to have ________.
   a. attribution error
   b. self-serving bias

7. A computer programmer who does her job well because she enjoys solving complicated computer problems is said to be:
   a. extrinsically motivated.
   b. negatively reinforced.
   c. experiencing extinction.
   d. intrinsically motivated.

8. Theory Y assumes that people inherently ____________.
   a. want to work and exercise self-direction
   b. avoid responsibility and need to be closely controlled
   c. need satisfaction of need to belong more than anything else
   d. work to satisfy hygiene factors

9. A theory that suggests that employees compare their inputs and outcomes from a job to the ratio of input to outcomes of relevant others is known as ________.
   a. action motivation
   b. goal setting
   c. reinforcement theory
   d. equity theory

10. ____________ is the degree to which a job provides substantial freedom, independence, and discretion to the individual in scheduling the work and determining the procedures to be used in carrying it out.
    a. Task significance
    b. Task identity
    c. Skill variety
    d. Autonomy

11. Omar, a marketing manager, has extensive former experience as a product line manager, advises a subordinate on a marketing plan, Omar has which type of power in this situation?
    a. Coercive power
    b. Empowerment power
    c. Expert power
    d. Consideration power

12. Which of the following describes the leadership style in which a leader tends to centralize authority, dictate work methods, make unilateral decisions, and limit employee participation?
    a. cultural style
    b. autocratic style
    c. democratic style
    d. laissez-faire style
13. A group of managers work very hard to be sure that they agree on important issues instead of working toward an accurate assessment of the situation. We say that this group suffers from:
   a. an informal group.
   b. a friendship group.
   c. synergy.
   d. groupthink.

14. Research by Fiedler uncovered three contingency dimensions that define the key __________.
   a. situational factors for determining leader effectiveness
   b. follower factors for determining leader effectiveness
   c. leader behavioral style factors for determining leader effectiveness
   d. situational factors for determining follower effectiveness.

15. Hersey and Blanchard’s situational leadership theory is a contingency theory that __________.
   a. focuses on the followers’ situation
   b. depends on the followers’ situation
   c. focuses on followers’ readiness
   d. matches the situation with the followers’ ability

IV. 第四部份: 解釋名詞, (每題 4 分，共 20 分)

Define and explain the following terms.
1. Business Intelligence
2. Expectancy Theory
3. Capital Asset Pricing Model
4. OLAP
5. MBO