

注意事項：

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1. 作答時請依序並清楚標明題號，逐一作答。2. 單選題答錯者，不倒扣。

壹、問答題（25%）

1. 請解釋何謂學習型組織（The Learning Organization）（5%）？學習型組織具有哪些特性？

（10%）

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2. 請比較官僚體制控制（Bureaucratic Control）與集團控制（Clan Control）之不同。（10%）

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貳、單選題（75%）（共 15 題，每題 5 分）

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

- Total Quality Management (TQM) differs from earlier management theories because TQM costs can be lowered while _____.
 - decreasing costs
 - increasing productivity
 - allowing reworked production to be handled by special teams assigned to this task
 - employees are laid off
- Which of the following describes the impact from inflation that managers must consider?
 - in small nations, inflation can reach 200 percent
 - it increases the price of labor
 - it decreases the price for raw materials, but increases the price for finished goods
 - the direction of its impact on the price of goods varies
- In the behavioral studies, group members' satisfaction levels were generally _____.
 - higher under an autocratic leader in the long run
 - improved when the leader was considerate of the outcomes
 - maintained when the leader was autocratic on the short run
 - higher under a democratic leader than under an autocratic one
- The willingness to exert high levels of effort to reach organizational goals based on the effort's ability to satisfy some individual need is _____.
 - motivation
 - leadership
 - effort management
 - need configuration

國立屏東科技大學 九十七 學年度碩士班甄試招生考試

企業管理系 企業經營概論 試題

5. Temporary groups created to accomplish a specific task are termed _____.
- a. command groups
 - b. cross-functional teams
 - c. self-directed teams
 - d. task force
6. The merging of the analyses of internal and external factors influencing the organization's strategy is known as _____.
- a. complete studies
 - b. organizational behavior and theory
 - c. definitional analysis
 - d. SWOT analysis
7. _____ and _____ are outcomes from a study of the external environment.
- a. Threats; weaknesses
 - b. Strengths; weaknesses
 - c. Weights; measures
 - d. Opportunities; threats

SCENARIOS AND QUESTIONS

Felcher & Sons, Inc., has recently decided to expand overseas with manufacturing plants in Singapore and Thailand and sales offices in the Far East, Europe and Australia. Terry Tate, VP of Operations for Felcher & Sons, has been tasked with bringing these new plants into compliance with ISO 9000 standards. Mr. Tate has asked that Steve be assigned to him temporarily to help oversee this process.

8. Mr. Tate asks Steve if he is familiar with ISO 9000. Steve admits that while he remembers hearing about it in school, he's not 100 percent sure what ISO 9000 really is. Mr. Tate tells him that ISO 9000 is _____.
- a. a quality standard that establishes a goal of no more than 3.4 defects per 10,000 units
 - b. a quality standard that establishes a goal of no more than 3.4 defects per 100,000 units
 - c. a quality standard that establishes a goal of no more than 3.4 defects per 1,000,000 units
 - d. a series of international quality management standards
9. Steve asks Mr. Tate why obtaining ISO 9000 is so important to Felcher & Sons, Inc. Mr. Tate responds that _____.
- a. this type of certification is a prerequisite for doing business internationally
 - b. quality is often a big problem for overseas plants because labor is less highly skilled
 - c. U.S. law requires manufacturers bring their operations into compliance by 2007
 - d. a and b

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SCENARIOS AND QUESTIONS

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Colleen invested a dollar in the Powerball Lottery and won \$60 million. Subsequently, she decides to start her own business.

10. Initially she begins a business that has a single-line business. She realizes that this organization will need a _____ strategy.
- business-level
 - organizational
 - operational-level
 - corporate-level

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11. Colleen decides that she wants to assemble lawn mowers. She decides that she wants a business to develop a distinctive edge in producing high-quality lawn mowers. This emphasis on quality is to be so strong that her company will have a _____ that will set her company apart from her competition.
- core competence
 - competitive power
 - legal propriety
 - competitive advantage

12. Colleen is successful after the first 3 years, and she is approached by a competitor who is nearing retirement age. The competitor is interested in selling his business to Colleen. For Colleen, this would be a(n) _____ strategy.
- unrelated diversification
 - horizontal integration
 - vertical integration
 - retrenchment

13. Before Colleen can purchase her competitor's business, she finds another business opportunity in a supplier who sells her wheels for lawnmowers. This would serve her as a(n) _____.
- unrelated diversification
 - horizontal integration
 - vertical integration
 - related diversification

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14. A business broker hears that Colleen is interested in purchasing a business and approaches her with an offer to sell her a company that owns a patent on a new roofing product and who installs this new roofing in the southwestern United States. If she buys this firm, she will be using a(n) _____ strategy.
- unrelated diversification
 - horizontal integration
 - vertical integration
 - related diversification

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15. No matter which business Colleen decides to buy, she intends to operate each business independently and allow each to determine its own strategy. This will mean that each company will be a(n) _____.
- a. operational unit
 - b. strategic business unit
 - c. competitive advantage
 - d. legal subunit

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