

I. Problems:

1. 試依管理學學理舉實例說明事業策略、生產/作業策略、與競爭優勢三者意義內涵，並詳論三者間關係？(25分)
2. 台科電公司係台灣電子業 OEM 廠商，其重要美國客戶對創新、品質、效率與對客戶快速反應有高度要求，近期將來台聽取台科電公司報告，假定您是台科電生產部門負責人，試依管理學學理，論述提出您將如何在管理實務上落實，以滿足客戶要求的具體作法？(25分)

參考用

II. Multiple Choice: (每小題 2.5 分)

Identify the letter of the choice that best completes the statement or answers the question.

1. Angela Cunningham is a member of a work team and has begun to develop a sense of belonging and commitment. She feels that the rules of behavior are widely shared and enforced by the members of the work team. What stage of team development has Cunningham's team reached?
 - a. forming stage
 - b. norming stage
 - c. performing stage
 - d. storming stage
2. When a few incidents or cases are viewed as representative of a larger population, even when they aren't, the law of _____ bias exists.
 - a. small numbers
 - b. large numbers
 - c. incidents
 - d. population concentration
3. Mark Hansen is a member of a manufacturing quality circle team. His team meets one or two hours a week on a continuing basis to discuss ways to improve quality, safety, and productivity. Mark would accurately describe and categorize his team as a type of _____ team.
 - a. cross-functional
 - b. problem-solving
 - c. eclectic
 - d. employee participation
4. Which of the following questions is **not** one that management must address when planning and formulating strategies that focus on customers?
 - a. Who will be served?
 - b. How will our technology needs change?
 - c. What customer needs will be satisfied?
 - d. How will customers' needs be satisfied?
5. Life insurance underwriters cannot determine *which* of their clients will die this year. However, their business success depends upon their ability to predict *how many* of those clients will die, based on population death rates in categories of age, gender, etc. Life insurance companies are using _____ to make their decisions about whom to insure and the premiums to charge.
 - a. uncertainty
 - b. alternative risk
 - c. objective probabilities
 - d. subjective probabilities
6. Faisal Karim, a management professor, attempts to decide why women and minorities are not moving faster into management positions. Karim is faced with a(n) _____ problem.
 - a. discrimination
 - b. common
 - c. racial
 - d. ambiguous
7. _____ occurs when a company enters the business of its suppliers, usually to control component quality, on-time delivery, or stable prices.
 - a. Horizontal integration
 - b. Concentric diversification
 - c. Forward integration
 - d. Backward integration
8. The level of satisficing can be raised by all of the following **except** _____.
 - a. setting lower organizational expectations
 - b. setting higher individual standards
 - c. using computer-based decision-making techniques
 - d. personal determination
9. The balanced scorecard looks at all of the following strategic perspectives **except** _____.
 - a. customer perspective
 - b. internal perspective
 - c. innovation perspective
 - d. competitive perspective
10. As a team's size increases, changes occur in the decision-making process. Which of the following is **not** one of the effects of increasing team size?
 - a. the team atmosphere is less friendly
 - b. demands on leader time and attention are greater
 - c. the team's tolerance of direction from the leader is greater
 - d. the team's decision making becomes more decentralized

注：背面有試題

國立中央大學97學年度碩士班考試入學試題卷

所別：工業管理研究所碩士班 甲組 科目：管理學 共 2 頁 第 2 頁

*請在試卷答案卷(卡)內作答

11. Taking part in an electric utilities industry restructuring simulation helped senior managers learn to do all of the following **except** _____.
 - a. discover that marginal cost was the main factor in determining how competitive they could be
 - b. forecast competitive strategies
 - c. discover that incremental cost was the main factor in determining how competitive they could be
 - d. forecast competitors' prices
12. _____ budgets focus on the expected flow of monetary receipts and expenditures and are usually developed at least once a year for each month of the year.
 - a. Cash
 - b. Sales
 - c. Net Income
 - d. Revenue
13. Carlyle Corporation decided to increase its spending on activities related to creating a more efficient version of its best selling product. This increase in spending is likely to be found in the _____ budget.
 - a. information systems
 - b. research and development
 - c. marketing
 - d. public relations
14. Trinidad Wolff is a computer programmer with a large data processing company. Wolff spends much of his day working as a team with Meghan Kincaid, who is a computer engineer who specializes in computer hardware design. Wolff and Kincaid have authority to make system-wide design decisions and their work as a team facilitates problem solving. Wolff and Kincaid work in a(n) _____ organization.
 - a. organic
 - b. network
 - c. mechanistic
 - d. virtual
15. Antwan Payne is a manager of the marketing department of Paradise Time Share Condominiums. Payne's subordinate, Chadwick Wolff, is having trouble locating information on the demographics of timeshare buyers. Payne asks Wolff to do the report for him because he doesn't know how to do it. Payne tells Wolff to check some trade magazines. Wolff is following the _____ principle for improving delegation of authority.
 - a. involve subordinates
 - b. expecting completed work
 - c. timely feedback
 - d. establish adequate controls
16. Which of the following is **not** one of the principal ways to implement a market development strategy?
 - a. develop new uses for current products
 - b. develop new uses for current facilities
 - c. enter new geographic markets
 - d. All of the above are principal ways to implement a market development strategy.
17. Which of the following is **not** generally viewed as one of the main components of knowledge management (KM)?
 - a. tacit knowledge
 - b. enabling technologies
 - c. information knowledge
 - d. explicit knowledge
18. Which of the following is **not** one of the basic rules that should be followed in a brainstorming session?
 - a. Quantity is wanted.
 - b. Criticism is encouraged.
 - c. Combination and improvement are sought.
 - d. Freewheeling is welcomed.
19. Which of the following is **not** an example of a differentiation strategy?
 - a. Wal-Mart-cost competitiveness
 - b. Mercedes-Benz-unique brand image
 - c. Lexus-customer service
 - d. BMW-innovative product design
20. David Nagle is trying to teach his son Jonathan how to ride a bike. David realizes that his knowledge of bike riding was developed from his own direct experiences with a bicycle and is subconsciously understood. He's having a difficult time explaining to Jonathan how to ride his new bike. David's knowledge of bike riding is _____.
 - a. explicit
 - b. common
 - c. tacit
 - d. enabling

參考用

注意：背面有試題