

# 國立彰化師範大學 98 學年度碩士班招生考試試題

系所：行銷與流通管理研究所

科目：管理學

☆☆請在答案紙上作答☆☆

共 2 頁，第 1 頁

## PART I .企業經營模擬題(選擇題) (10 分)

Jeremy has noticed that the people within his organization make decisions in very different ways. Jackie is rational and has a low tolerance for ambiguity. She is efficient and generally makes decisions that are applicable to the short term. Andy tends to be very broad in his outlook and looks at many alternatives before making a decision. He generally focuses on the long term. Alexandra thinks intuitively and works well with others. She is open to suggestions and concerned about her coworkers. Jeremy himself wants to have complete information before making a decision and always carefully considers many alternatives.

1. Every decision maker in Jeremy's organization brings a unique set of \_\_\_\_\_ to his or her problem solving efforts.
  - a. brain patterns
  - b. experiences
  - c. preconceived notions
  - d. personal characteristics
2. Jeremy's decision-making style can be characterized as \_\_\_\_\_.
  - a. directive
  - b. analytic
  - c. conceptual
  - d. behavioral
3. The directive style of decision making is used by \_\_\_\_\_.
  - a. Jeremy
  - b. Jackie
  - c. Alexandra
  - d. Andy
4. The conceptual style of decision making is preferred by \_\_\_\_\_.
  - a. Jeremy
  - b. Jackie
  - c. Alexandra
  - d. Andy

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5. The four decision-making styles seen in this question can be diagrammed as having two dimensions: way of thinking and \_\_\_\_\_.

- a. tolerance for ambiguity
- b. time frame
- c. way of living
- d. tolerance for intuition

**PART II. 問答題:**請以中文作答，並盡量將答案以條列方式呈現，各題項配分如各題所示。

1. In a short essay, list and explain the six key elements in designing an organization's structure. (20 分)
2. In a short essay, define management by objectives (MBO) and list four elements of this type of goal setting. What are some problems associated with this approach? (20 分)
3. Explain the term "first mover" and then identify the strategic advantages and disadvantages of being a first mover in the market. (10 分)
4. What is "ISO 9000"? Why many organizations pursue it as a quality goal? (10 分)
5. List and discuss the three competitive strategies, according to Michael Porter. Include specific examples of companies that pursue each of the three competitive strategies. (30 分)