

一、選擇題（每小題五分；在答案紙上標出題號與答案，例如 (1) B (2) A... (5) D)

1. The Internet is having an impact on determining whom an organization's competitors are because it has _____.
 - A. defined the common markets for organizations
 - B. made certain products invaluable to customer
 - C. virtually eliminated the need for shopping malls
 - D. virtually eliminated geographic boundaries
2. TQM differs from earlier management theories because _____.
 - A. employee layoffs are considered acceptable provided that morale remains stable
 - B. high quality and low costs are both seen as important to productivity
 - C. reworked production items are handled by special teams assigned to this task
 - D. low costs are viewed as the only road to increased productivity
3. Whereas _____ is concerned with the means of getting things done, _____ is concerned with the ends, or attainment of organizational goals.
 - A. effectiveness ; efficiency
 - B. effectiveness ; goal attainment
 - C. efficiency ; effectiveness
 - D. goal attainment ; efficiency
4. A way that organizations can show their commitment to being green is through adopting the _____.
 - A. ISO 9000 standards
 - B. ISO 14000 standards
 - C. ISO 14001 standards
 - D. ISO 26000 standards
5. MBO is a management system in which the first steps are setting specific performance goals that are _____.
 - A. Established that can be easily accomplished
 - B. Jointly determined by employees and their managers
 - C. Determined by top management with clarity so that the objectives are clear to even the most incompetent employee
 - D. Developed in such a manner that the employees are self-directed and do not need supervision

二、假設你是一家成功的美式速食連鎖餐廳的總經理。過去五年你的經營非常成功，但是最近公司的營收與獲利出現停滯不前的現象。有人建議你應該增加菜單內容，提供更多新菜式供顧客選擇。你的供應商老闆張先生年紀非常大，最近打算退休，遺憾的是他的五個兒子都不想繼承家族事業。張先生擔心如果公司若被大型配銷商收購，許多員工將可能遭到遣散的命運。張先生要你考慮買下他的公司並且繼續現有的營運。你最近看中一個中餐連鎖速食餐廳，有思想要收購，然後更名繼續經營。另外，最近由於工資高漲，流行 DIY，你在無意中得知當地有一家擁有七家分店的五金行準備出售，你覺得這也是一項不錯的投資。你近來經常在苦思未來要如做才能再續公司嘉績，增加菜單內容？買下上游供應商？開新且不一樣的餐廳或 DIY 的五金連鎖事業？或是還有哪些可行的策略呢？

問題：請說明你現在所面對的各種投資機會分別屬於哪一種策略？在制定策略性決策的過程中你可以利用哪些策略分析技術？你會選擇其中哪一種策略？為什麼？

三、請分別說明組織結構設計的六大重要元素 (work specification、departmentalization、chain of command、span of control、centralization/decentralization、formalization)；並說明步入二十一世紀，組織結構設計出現在這六大元素上的新趨勢。

四、假設你是一家公司的主管，剛剛被指示要對公司新任總經理提出公司財務健全性的報告。總經理要你至少給他下列幾個具體數據，好讓他了解公司目前的財務現狀：(1) 公司資產利用效率；(2) 公司支付債務利息能力；(3) 公司償付短期債務能力；(4) 公司運用資產的效率與效果。

問題：請草擬這一份報告，內容包括說明你利用什麼工具來完成這一份報告，並請詳細列出各項數據的計算根據。(二十五分)