

d. Lack of resources

c. Lack of consensus

49. The Colgate Venture Company is a separate unit inside the Colgate-Palmolive Corporation. The people who work in this unit are constantly trying to develop new products. By setting up this unit, Colgate is trying to support what activity within the firm?

a. Diversity

b. Technological advancement

c. Intrapreneurship

d. The incubation phase in the creative process

e. Process innovations

50. Which of the following is one of the major differences between the entrepreneur and the intrapreneur?

a. The kind of work being done

b. The degree of innovativeness

c. The amount of risk assumed

d. Talent as a manager

e. Personal background

第二部份：申論題（共兩題，每題十分，滿分二十分）

1. 何謂組織再生工程或組織再造工程(Business Reengineering)?

它對當今之經營管理有何啓示？

2. 企業應如何確保其科技性新產品之上市速度(Time-to-Market)?

經濟學

(一)試分析政府同時對於X財與Y財課徵不同稅率之租稅，則可能導致此二種財貨消費之影響。

(二)試分析說明市場需求增加，對於具有外部不經濟完全競爭市場之典型廠商與市場短期及長期均衡的影響。

(三)試比較分析完全競爭產品市場之廠商，對於完全競爭生產因素與不完全競爭生產因素需求量如何決定。

(四)試精簡說明影響貨幣市場供給與需求之主要因素並說明其影響方向與理由。

(五)試以完整總體經濟靜態模型，分析不同財源籌措方式下增加財政支出，對於所得、物價與利率之影響。

(六)解釋名詞：（每小題五分，共二十五分）

(a)Constant Elasticity of substitution production Function

(b)Pareto-ordering and pareto-optimum

(c)Natural Rate unemployment hypothesis

(d)Marginal Efficiency of Investment

(e)Ricardian Equivalence principle

應用統計（乙）

注意事項：

1. 本卷各問題皆以中華公司為分析對象，其資料可通用。

2. 解題時，請列示使用公式及計算過程，否則不予記分。

3. 解題時，若不只一種方法可循，以較簡潔有力者為佳，解題方法亦將列入計分考量。

一、中華公司主要部門之員工人數、性別及學歷分佈列於表1：

1. 公司每週日隨機指派一男性員工值班，請問值班者為製造部員工之機率為多少？(10%)
2. 公司擬於各部門分別隨機指派一名員工，參加產業公會舉辦之研習會，請問此三人中，至少二人具大專學歷之機率為多少？(10%)

表1：

部 門		業 務 部	製 造 部	研 發 部
員 工 人 數		20	30	10
男性員工比例		7/10	2/3	3/5
學 歷	大 專	8	6	6
	高中、職	10	14	4
	國中以下	2	10	0

二、中華公司之研發部，針對產品#001，發展出一套新的作業方法，為瞭解其效率是否較佳，由製造部隨機指派12名員工，分為A、B二組，A組採行新作業方法，B組仍採行原有作業方法，

1. 第一週，A、B二組員工之生產量列於表2，請問研發部能否據以建議公司改採新作業方法？(10%)

表2：

員 工 編 號	1	2	3	4	5	6
A組員工產量	30	31	34	30	33	34
B組員工產量	31	32	31	29	28	31

2. 第二週，B組員工亦改採新作業方法，其生產量列於表3，請問研發部能否據以支援前一週之推論。(10%)

表3：

員 工 編 號	1	2	3	4	5	6
B組員工產量	34	32	35	34	31	32

三、中華公司之研發部，一向由主管負責考核其工程師之績效，今擬試行由同僚互評績效，其計分方式均為1-10分，得分愈高者，績效愈佳，各工程師於兩種考核方式下之得分列於表4，

1. 請問兩種考核方式之結果是否一致？(15%)
2. 研發部之女工程師認為由同僚互評績效，對她們較為不利，請分析此看法是否可信？(15%)

表4：

工程師編號	1	2	3	4	5	6	7	8
性 別	男	男	女	男	女	女	男	女
主管考核得分	8	5	4	6	7	6	7	5
同僚互評得分	9	7	6	8	7	5	8	6

四、中華公司之員工福利委員會，建議公司採行週休二日制，經全面意見調查後，員工對此方案表示支持之人數分佈列於表5，請據以分析員工對週休二日制之態度。(30%)

表5：

性別	人數	部門	業務部	製造部	研發部
男			3	15	2
女			5	9	2

資料： $t_{0.05, 4}=2.132$ $t_{0.05, 5}=2.015$ $t_{0.05, 6}=1.943$
 $t_{0.05, 7}=1.895$ $t_{0.05, 8}=1.860$ $t_{0.05, 9}=1.833$
 $t_{0.05, 10}=1.812$ $t_{0.05, 11}=1.796$ $X^2_{0.05, 1}=3.84$
 $X^2_{0.05, 2}=5.99$ $X^2_{0.05, 3}=7.81$ $X^2_{0.05, 4}=9.49$
 $F_{0.05, 1, 10}=4.9646$ $F_{0.05, 1, 12}=4.7472$
 $F_{0.05, 1, 14}=4.6001$ $F_{0.05, 5, 5}=5.0503$

企業管理個案

請閱讀下列兩個個案並回答問題

壹、在揚大飯店

在揚大飯店是新港著名的三星級飯店，在軟體設施與硬體設備上均在同業水準之上。但長期以來，在經營上一直有個問題困擾著管理階層：像衛生紙、香皂、茶包等低價的消耗品的費用高居不下。按照正常估計，像在揚飯店規模的旅館每月消耗品約在五萬左右；但在揚飯店的消耗品卻高達十萬元，這意味著飯店每年必須額外多支付六十萬的成本。

總經理洪一權認為是該大刀闊斧、正視問題的時候。於是他責成人力資源經理高淑芬，要求她到各部門去調查，並在兩個月後提出一份詳實的調查報告與解決方案。

經過高經理明察暗訪之後，問題發生在客房部。原來這些消耗品一到客房部，就被某些服務生零星或成箱的偷回家去了，而服務生卻說是客人浪費所致。客房部經理蔡博文並不是不知道這種情形，以往也試圖以檢查制度來杜絕偷竊，但員工認為這種制度有不被尊重的感覺、工作士氣低落而成本也未有顯著下降。蔡經理向高經理訴苦，希望高經理設計出有效的方法來解決這個問題。

此外，在資材的管理上也有問題。資材部經理許育誠宣稱：為配合會計制度結轉上的方便，易耗品物料是以一次攤銷法。這給所有經手消耗品的人造成可乘之機。

問題

1. 請從學理的觀點分析在揚大飯店目前所遭遇的問題有那些，並嘗試分析這些問題的根本原因。(20%)
2. 請為高經理提出一套人事與組織的解決方案，並簡單說明這套解決方案的理論依據。(20%)

貳、明慧國際會議公司

為配合國際化潮流，台灣積極發展軟、硬體等基礎設施，希望成為亞太營運中心。按照觀光局統計，自開放觀光、減少簽證限制以來，來台旅客成長率都維持在3.5%以上，其中商務旅客的成長率約在5%左右；唯近來由於治安惡化、物價高漲與嚴重的交通問題使得來台旅客成長率有日漸趨緩的現象。

在這種國際事務互動日趨頻繁的情況下，在台舉行的國際會議次數成長驚人。單就台北國際會議中心的場地使用率達到70%，也就是說除去例假日，平均兩天就有一場國際會議在台舉行。醫學界與學術

界的年會是國際會議的始祖，規模多在150-200人左右，約佔市場35%且定期舉行；而最愛開會協調的公家機關、社團常會則佔市場佔有率的50%，在規模上就不如前者，人數約在70-90人左右；結合教育訓練與年度旅遊的企業同心營是近年來異軍突起的市場，雖然人數不多（在50人以下）只佔市場10%，但企業的預算較一般為高，成為各家躍躍欲試的新戰場。實際上一般人對於國際會議公司的認識並不多，此種行政事務以往大都由公司管理部或秘書處負責，據業者粗估此潛力市場大約為目前市場的五倍。

一般而言國際會議的流程如下，但依不同的會議類型強調的重點不同。如：醫學年會對於文件的專有名詞要求百分之百正確；公司同心營卻希望在歡愉的氣氛中達到訓練的效果；公家機關最注重門面，對於會場的佈置與安排、長官貴賓的接待，聯誼晚會的設計上要求就比較高。因此，每一家國際會議公司就必需依不同客戶的需要發展出不同的服務，得十八般武藝樣樣俱全。

特定議題→決定開會時間／地點→對與會成員發出通知→安排與會成員接機、用餐及住宿問題→佈置會場→開會時的同步翻譯、大會文稿→開會後的聯誼活動→安排成員返國事宜→會議記錄的製作與寄發

目前台灣約有六家專業籌組國際會議公司為客戶提供以上服務。這些國際會議公司相同的特色如下：公司規模小（6-15人）、組織成員年輕（28）、高學歷（多為大學或研究所）、公司經營者背景多為相關產業（旅館、旅行業、口譯人才）……等等。一般國際會議公司的收費方式分成兩種：按與會人數計算（每人約500美金）與議會（整個活動收取固定費用、但盈虧自理），整套服務的收費較單一項目的

收費合理，但在一般人的印象中仍覺收費偏高。

明慧國際會議公司是在產業內成立最早的公司，78年由明慧旅行社獨立出來，對於旅行業的週邊業務富有相當經驗，亦是國內會議公司中第一家取得ICCA（國際專業會議公司組織）認證的成員，原本以醫學年會為主要客戶。近兩年許多重要年會都被鈺晶國際會議公司搶走，董事長認為有必要擴大客戶基礎的必要。

目前公司成員有六人，平均年齡為35歲（兩位專案經理為外文系、護理系畢業，其餘專案助理多為觀光科畢業），組織成員流動率很高（鈺晶國際會議公司即是由兩位醫護系畢業及口譯員工離職後所合組而成），同業挖角的問題一直深深困擾著董事長翟秀蕙小姐。

問題

1. 請分析明慧國際會議公司所面臨的經營環境與未來發展潛力，您認為國際會議產業關鍵性成功因素應為何？（25%）
2. 請為崔董事長擬一個公司經營策略，界定該公司的營運範圍，該公司最重要的核心資源與事業夥伴應為何？請申述之。（35%）

經濟學

- (一)何謂無差異曲線(indifference curve)?此曲線具有何種特性?試以經濟直覺說明之。(15分)
- (二)試簡要說明生產技術?邊際產出遞減,內部不經濟及外部不經濟等假設與廠商成本函數變動間之關係。(15分)
- (三)試比較完全競爭與獨佔兩種市場結構對於經濟福利之影響。(15分)
- (四)試簡要說明影響社會投資水準之主要因素,並請說明其影響方向與理由。(15分)

(五)試分析說明台幣貶值，可能透過何種管道影響國內之所得物價與利率水準。(15分)

(六)解釋名詞：(每小題五分，共二十五分)

(1)Cob-web model

(2)Giffen goods

(3)Life-Cycle Consumption Hypothesis

(4)Phillips' Curve

(5)Open-market operations

問題分析與決策

本科目考試旨在測驗考生「問題分析與決策」之能力，首先請問讀近日關於科技產業發展的報導（見二頁附件），回答第一、二、三題。

一、我國科技產業面對那些問題？(15分)

二、為增進對我國科技產業問題的了解，您認為需要再蒐集那些資料？可透過那些管道或方式？(20分)

三、根據您所提出我國科技產業的問題，請列述所有可能的解決方案。(35分)

以下問題乃測試考生之一般創意思考：

四、請針對乒乓球（桌球），列出所有可能的用途。(30分)

商學總論

一、簡答（每題六分，共十題）

1. TQC

2. 資本市場

3. 再生工程(Re-engineering)

4. 智慧財產權

5. 行銷組合(Marketing Mix)

6. 便利品(Convenience products)

7. LIFO

8. 工作分析(Job Analysis)

9. MBO

10. 公平交易法

二、高科技產業近年來的發展相當快速，此項成果係民間企業與政府共同努力所致，請列舉十項有助於高科技產業發展的政府政策，並簡單加以評論之。(二十分)

三、科技在企業內的應用日漸普遍，請簡述科技對組織與管理產生那些影響？面對此項挑戰，未來的企業經理人應具備那些能力？如何加以培訓？(二十分)

國立政治大學科技管理研究所碩士班

研究生入學考試試題

八十三學年度

經濟學(甲)

簡答題，請就每題先回答“是”、“非”或“不確定”，再說明原因，說明原者不予計分。

(一)台灣於民國50年迄80年間，平均每戶所得上升，但同期間每戶平均小孩人數減少，因此，根據經濟淦濟的定義，我們知道小孩是劣

等財(inferior goods)(5%)

(二)水比金子便宜，是因水的總效用較金子為低。(5%)

(三)百勝客披薩店正推出買一個大披薩免費贈送一相同尺吋的披薩，

該店此舉將使得人們名目所得不變，實質所得上升及消費披薩數量增加。

(四)在政府財政負擔相同情況下，政府對軍人的三種福利措施中：

(1)直接發給實物補貼(如：米、油)(2)設立軍人福利中心，提供市價便宜的民生必需品(3)調整軍人薪資所得，是以調整軍人薪資所得(4)對軍人福提升最多。(10%)

(五)在Kecyns的簡單模型中，平衡預算乘數為1，即當政府增加支出的同時從人們手中收進等相稅，則經濟體系的所得將與政府支出做同幅度的成長，據此，我們應鼓勵政府積極參與各項公共投資，以不斷帶動經濟成長。(10%)

(六)允許廠商自由進入市場，將使市場競爭更趨激烈，終至許多廠商

倒閉，形成一家獨占局面。(10%)

(七)政府為因應六年國建支出，可以下列方式來融資財源(1)增稅(2)發行公債由民眾購買(3)發行公債由中央行購買，而此三種方法中，以第(1)種方式刺激物價上漲壓力最小，而以第(3)種方式，國建支出帶動經濟成長的效困最大。(10%)

(八)若我國的生產函數為 $Y = K^{3/5} L^{2/5}$ ，Y=支出，K=資本，L=勞動力。且根據資料顯示我國今年資本成長率為率5%，而勞動力則呈現-2%的負成長，因此，若我們中央行能將貨幣供給成長率，控制在4%之內，則通貨膨脹率於其它情況不變下將超過2%。(10%)

(九)某生參加政大研究所入學考試尚有6小時，其應考科目有經濟學、統計及管理學，依經驗知其分配給各科讀書時間與各科得分具下列關係，若該所對經濟學50%的加重計分，則根據下表，該生應配給各科的時間分別為經濟學4小時、統計1小時，以使其總分最高。(10%)

投入時間	經濟學	統計學	管理學
0	20	40	80
1	40	52	91
2	50	62	95
3	58	71	97
4	65	72	98
5	67	83	99
6	68	86	99

(十)政府一方面利用新聞媒體宣傳不抽煙，另一方面又對種煙草農民進行煙草保證價格收購，政府以二政策將造成香煙市場中需求減少及供給增加，此將促使煙價進一步下跌，誘使更多的人因煙價下跌而抽煙。(10%)

(十一)若您受雇為市場規劃最有效率的警員聘雇人數(efficient number of offices)，就該市市長提供您的資訊知：

(a)該市A、B二類人，每類有20名市民，且各類居民之各邊際收益函數為：

$$MB^A = 100 - 10G, \quad MB^B = 20G$$

G= 警察人數

(b)雇用警力的邊際私人成本為

$$LMC = 220 + 290G$$

則依上訊息您發覺您將建議政府只雇用二名警力，且若政府依每人邊際收益(MB)高低，向民眾收稅來支付警力支出，則政府將會有盈餘。(10%)

微積分

壹. 作圖: $y = e^{-(x-1)^2} + 1$ $x \in \mathbb{R}$,
 $y = \sqrt{\frac{x^3}{x-a}}$ $x \in \mathbb{R}, a > 0$,
 $z = x \cdot y$ $x, y \in \mathbb{R}$,

貳. 求極限 $\lim_{x \rightarrow 0} \frac{x}{\sqrt{1+x \sin x} - \sqrt{\cos x}}$
 $= \lim_{x \rightarrow \infty} (x - e^x)^{\frac{2}{x}}$

叁. $x_n = 1 + \frac{1}{\sqrt{2}} + \frac{1}{\sqrt{3}} + \dots + \frac{1}{\sqrt{n}} - 2\sqrt{n}$,
 數列 $\{x_n\}$ 是否收斂? 為什麼?

肆. 積分 - $\int_0^3 \frac{dx}{(x-1)^{2/3}}$
 $= \int_0^{\infty} e^{-x^2} dx$
 $= \int_0^1 e^{-x^2} dx$ 求其近似值 (準 = 位數即了).

伍、要製一無蓋水箱，可裝4立方公尺，問長寬高各多少？若底面用兩層，結果又各多少？

陸、函數 $f(x)$ 的不定積分是什麼？又與 (a, b) 間的完積分有何不同？
 試各舉一例，說明在管理學（或經濟學）上之應用。（Indefinite integration）

管理學

第一部分：選擇題

(共五十題，按答對題減十再乘以二計算，滿分八十分，答錯不倒扣)

1. The primary purpose of the management process is to
 - a. develop organization goals make logical decisions.
 - b. organize the various functions in a logical manner.
 - c. ensure that all employees are working together effectively.
 - d. achieve organizational goals efficiently and effectively.
 - e. make sure things go as planned.
2. When Jack Welch of GE allowed each division head within the company more freedom to run his or operation as though it were a
 - a. planning.
 - b. organizing.
 - c. leading.
 - d. controlling.
 - e. analyzing.

3. Ann Thomas is a shift supervisor in a fast-food restaurant. She has noted that way the serving line is set up causes people to get in each other's way and other inefficiencies. Without asking her boss, she takes it upon herself to rearrange the line to make it more efficient. What role is she fulfilling?

- a. Leader
- b. Figurehead
- c. Liaison
- d. Resource allocator
- e. Entrepreneur

4. Ed Smith is a plant manager for Bell Electronics. The morning he presented two retiring employees with certificate of appreciation and gold watches. What managerial role was Ed fulfilling?

- a. Leader
- b. Disseminator
- c. Figurehead
- d. Resource allocator
- e. Spokesperson

5. Dave White is often heard saying that the way to motivate workers is to provide them with attractive wage and benefit packages. What school of thought does his view reflect?

- a. Quantitative
- b. Behavioral
- c. Classical
- d. Contingency
- e. Systems

6. At United Parcel Service, each task that operating employees perform is carefully studied in order to promote maximum motion studies, to standardize work methods. What approach to management is UPS using?

- a. The classical UPS using?
- b. Management science
- c. The behavioral perspective
- d. Contingency theory
- e. Scientific management

7. Quaker Oats recently bought several businesses that they felt would be more compatible with the company's main business. What was Quaker Oats hoping to gain by the interaction of these new businesses and its primary business?

- a. Open systems gain
- b. Closed systems reversal
- c. Synergy
- d. Entropy
- e. Leverage

8. Joe Smith is overheard telling one of his friends, "You always think the way to solve a problem is to develop a mathematical model that is supposed to represent the situation. It just doesn't work that way. You have to use your head and try different approaches under different circumstances." What theory is Joe advocating?

- a. Administrative management
- b. Behavioral management
- c. Quantitative management
- d. Systems
- e. Contingency

9. Alladin Lamp Company recently changed some of its old personnel policies. As a result, it now attempts to provide long-term employment for all its employees, has attempted to increase employee involvement in decision making, and is showing greater concern for the overall welfare of its employees. What management approach is this?

- a. Theory A
- b. Theory Y
- c. Type Z
- d. Contingency theory
- e. Systems theory

10. Many organizations now have units which monitor a host of magazines and newspapers looking for stories which may have an impact on the organization. Which of the following do these units represent?

- a. Management information systems
- b. Boundary spanning
- c. Organizational control
- d. Environmental scanning
- e. Strategic planning

11. At 3M, managers are expected to generate a significant part of the company's income from products that did not exist five years ago. The managers are evaluated on the degree to which they meet this standard. What model of organizational effectiveness does this represent?

- a. System resource
- b. Goal
- c. Internal process
- d. Strategic constituencies
- e. Organization design

12. Auto manufacturers are required to attain a certain average fuel-efficiency level for their cars. They try to attain the mandated levels, but they also try to get deadline extensions. The automakers' approach to social responsibility is

- a. obligation.
- b. response.
- c. contribution.
- d. obstruction.
- e. opposition.

13. Baker Enterprises manufacture its products in the United States but purchases many of its raw materials and components in foreign countries. It makes its products in the United States and three other countries. According to the classification scheme in the text, Baker is a/an

- a. domestic business.
- b. international business.
- c. multinational business.
- d. intercontinental business.
- e. global business.

14. Elmore Incorporated has just signed an agreement to furnish its technology to a foreign company that will manufacture Elmore's product, sell it in the foreign country, and pay Elmore a specified percentage of its sales. The kind of arrangement is known as a

- a. a joint venture/strategic alliance.
- b. licensing.
- c. direct investment.

- d. exporting.
- e. global involvement.

15. Japanese businesses have moved of their production to Thailand because labor costs are much cheaper. The text would suggest this is an example of

- a. efficient business practices.
- b. a strategic alliance.
- c. licensing.
- d. outsourcing.
- e. exporting.

16. If a U.S. company furnishes the facilities and equipment and a firm from Greece furnishes the operating capital and they join together to build ships for international commerce, they are involved in

- a. importing/exporting.
- b. licensing.
- c. a joint venture/strategic alliance.
- d. direct investment.
- e. outsourcing.

17. After General Electric wrote a long-range plan designed to reduce the number of different businesses the company was in, another plan was written that dealt specifically with selling the small-appliance to Black and Decker. What kind of plan is the second plan?

- a. Strategic
- b. Departmental
- c. Functional
- d. Operational
- e. Tactical

18. Julie Barnes was just hired by XYZ corporation. During her first week on the job, she was required to attend an orientation program. The information presented during this program would most likely fall into which of the following categories?

- a. Programs
- b. Policies
- c. Projects
- d. Standard operating procedures
- e. Rules and regulations

19. Quaker Oats sold its three nonfood businesses and replaced them with firms in the food industry. Which element of corporate strategy does this choice compete in the food industry specifically address?

- a. Scope
- b. Resource deployment
- c. Distinctive competence
- d. Synergy
- e. Alignment

20. In their book *In Search of Excellence*, Peters and Waterman found that successful companies "stuck to their knitting." In other words, they concentrated on those things they do well. To which component of organizational strategy does this idea most directly relate?

- a. Scope
- b. Resource deployment
- c. Distinctive competence
- d. Synergy
- e. Innovation

21. In 1987, Allegis Corporation consisted of United Air Lines, Hertz Rent-a-Car, and Westin Hotels. United had purchased and combined these firms into one corporation because it was thought they could accomplish more joined together than they could operating as separate units. Which component of strategy does this represent?

- a. Scope
- b. Resource deployment
- c. Distinctive competence
- d. Synergy
- e. Innovation

22. Quaker Oats purchased a small company that provides biscuit mix to fast-food chains. The purchase was made partly because it would provide an additional

outlet for products produced in other Quaker plants. To which element of strategy is this advantageous meshing of the two businesses most closely related?

- a. Scope
- b. Resource deployment
- c. Distinctive competence
- d. Synergy
- e. Innovation

23. Because it did not have enough plant capacity to produce all the engines needed, Chrysler Motor Company managers made a decision to have the Mitsubishi Corporation manufacture some of the engines used in its minivans. This decision represents a/an

- a. business strategy.
- b. corporate strategy.
- c. functional strategy.
- d. overall strategy.
- e. combination strategy.

24. Texas Instruments got into the watch business as a result of developing a technology that radically changed the nature of wristwatches. Its strategy included use of new equipment and automation to drive down costs. This example best represents which component of strategy?

- a. Synergy

- b. Scope
- c. Resource deployment
- d. Competitive response
- e. Distinctive competence

25. Which of the following would give a corporate planner information helpful in identifying organizational weaknesses?

- a. Forecast decline in GNP the next year.
- b. Distinct shift in customer preferences.
- c. Increased customer complaints about product quality.
- d. A competitor liquidating its business.
- e. Strict regulations related to the company's primary product pending in Congress.

26. The Mansford Corporation provides temporary employees such as lab and x-ray technicians to hospitals when they are needed to replace absent employees. There is a growing demand for such services, and Mansford has built a rather large cash surplus. What grand strategy would be appropriate for Mansford?

- a. Analyzer
- b. Defender
- c. Growth
- d. Retrenchment
- e. Stability

27. The aircraft engine division of General Electric competes with Pratt & Whitney and has its own mission and a strategy that often differs considerably from other parts of the corporation. What would this division be called in the business portfolio approach to strategy?
- Independent business
 - Strategic business unit
 - Tactical business element
 - Functional area
 - Competitive unit
28. When Raytheon used revenues generated from its defense contract operations to finance operations in some of its other businesses, it was using the defense operations as a
- star.
 - question mark.
 - cash cow.
 - dog.
 - defender.
29. 3-M is a company with a strong core of old standby products, but at the same time it requires that a relatively high percentage of its annual business comes from products that did not exist five years ago. Using the adaptation model of business strategy, 3-M would be classed as a/an

- defender.
 - prospector.
 - analyzer.
 - reactor.
 - aggressor.
30. If the marketing department adopts a strategy calling for substantial test marketing, aggressive advertising campaigns, and inducing consumer product trials, which of the following is most likely the business strategy being used by the company as a whole?
- Analyzer
 - Defender
 - Prospector
 - Cost leadership
 - Focus
31. Television ads for the new Hypermart stores being opened by Sam Walton show Sony television sets being chopped into two pieces by a sword-wielding Samurai warrior. The accompanying dialogue says "You can go elsewhere and spend more or get considerably less Sony." What competitive strategy does this approach represent?
- Differentiation
 - Focus
 - Overall cost leadership

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What competitive strategy does this approach represent?

- Differentiation
- Focus
- Overall cost leadership

d. Analyzer

e. Prospector

32. Volvo television ads frequently show the company's cars being subjected to crash tests, to impress consumers with how well built the cars are and to create the impression that Volvos are among the safest cars on the market.

What competitive business strategy does this represent?

a. Differentiation

b. Overall cost leadership

c. Focus

d. Analyzer

e. Adaptation

33. Managers at General Electric made a decision to sell off the corporation's small-appliance division to Black and Decker. Which of the following is the most accurate classification of this decision?

a. Routine

b. Efficient

c. Cynergistic

d. Programmed

e. Nonprogrammed

34. You need a psychology course for graduation. There are five different courses you could take. You look at the schedule of courses and choose the first course you come

to that will fit your personal class schedule. What would Herbert Simon call what you have just done?

1. Bounded rationality

b. Irrational decision making

c. Optimization

d. Satisficing

e. Means-end inversion

35. Joe recently purchased a new full-sized pickup truck. He could probably have done very well with a smaller vehicle, but he wanted the one he bought. He did not even look at many of the vehicles competitors offered. What model of decision making does Joe's behavior represent?

a. Classical

b. Rational

c. Administrative

d. Scientific

e. Regressive

36. Mary Sloane just mailed a questionnaire to a group of people scattered across the country. She asked them to predict when a new technology will be available for use in industry. When she gets the responses, she will consolidate them and mail back the results to the group. She will continue this process until a consensus develops. What group decision-making technique does this represent?

- a. Nominal
- b. Interacting
- c. Delphi
- d. Reciprocating
- e. Reactive

37. Several years ago, the Penn Central Railroad went bankrupt because of a series of very poor managerial decisions. In retrospect, it would seem that there was entirely too much emphasis in the group on presenting a united front and on the group reaching a consensus decision. As a result, many excellent decision alternatives were never considered. What disadvantage of group decision making does this represent?

- a. Domination
- b. Compromise
- c. Irrationality
- d. Groupthink
- e. Coalitions

38. You have fixed costs of \$500,000 and variable costs of \$3 per unit. Your product sells for \$7 per unit and you predict sales of 200,000 units. What is the breakeven point?

- a. 166,667 units
- b. \$166,117

- c. \$123,000
- d. 125,000 units
- e. 25,000 units

39. Dave Dalton's business has grown from what was a one-person operation to one that employs 150 people. Dave has decided to reorganize the company by putting all the production people in one department, the marketers in another, and so on. What form of departmentalization is he using?

- a. Functional
- b. Product
- c. Location
- d. Customer
- e. Sequence

40. Ann is trying to decide how many subordinates to assign to one of the first-line supervisors, and she has the following information: The subordinates are well qualified, they are all working on very similar tasks, and they are all located in one small area of the plant. On the other hand, the supervisor in question has a large quantity of paperwork to do each day. What should Ann do?

- a. She cannot determine proper span from this information.
- b. It would appear that she should use a broad span of control.

- c. It would appear that she should use a narrow span of control.
- d. It is hard to say. Half the factors dictate a broad and half a narrow span of control.
- e. It really does not matter which way she chooses to go.
41. Essex Incorporated owns a pizza chain, an insurance company, a chain of convenience stores, and a hardware chain. Each business is run by a general manager, and the overall performance of each business is evaluated by the Essex corporate staff. As of late, financial performance has been less than desirable. Which form of organization design does Essex have?
- a. Conglomerate (H-form)
 - b. Divisional (M-form)
 - c. Functional (U-form)
 - d. Hybrid
 - e. Matrix
42. Allentown Incorporated has three different businesses, all of which are related to various aspects of the hardware business. The managers are allowed a fairly high degree of autonomy in their operations, yet they coordinate their activities as needed. Purchasing is highly centralized, but many other functions are quite decentralized. What form of organization design does

- Allentown employ?
- a. Conglomerate (H-form)
 - b. Divisional (M-form)
 - c. Functional (U-form)
 - d. Matrix
 - e. Hybrid
43. Ann is a member of the marketing department and is assigned to several product teams as the market research specialist. She is responsible to the directors of the various teams to which she is assigned and also takes orders from the director of marketing. What organization design does Ann's company apparently use?
- a. Conglomerate
 - b. Divisional
 - c. Functional
 - d. Hybrid
 - e. Matrix
44. Quaker Oats owns a number of companies, all of which are related to its primary area of expertise, namely, the food business. On the other hand, it also owns Fisher-Price Toys. Which of the following organization designs would be logical for Quaker Oats?
- a. Conglomerate
 - b. Departmental

c. Functional

d. Hybrid

e. Matrix

45. Which of the following would NOT come under the broad heading of organization change by means of changing strategy?

a. Quaker Oats sells its Joseph Banks Clothing chain and uses the money to buy the Golden Grain Corporation.

b. A change from being a "prospector" to being an "analyzer."

c. Timex Corporation begins marketing watches through drugstores and discount stores rather than jewelry stores.

d. Chrysler changes from producing engines in-house to having them produced by a Japanese firm.

e. Changing the job specifications for a number of positions in the organization.

46. While mowing the grass one day, Paul figured out a way to package the product he had been working on for the past week. Paul is probably in which phase of the creative process?

a. Preparation

b. Incubation

c. Insight

d. Verification

e. Validation

47. At dinner Doug became angry with Kim because she never really listened to what he was saying. Instead she stared into space and seemed to be thinking of something else. Kim may be in which of the following phases of the creative process?

a. Preparation

b. Incubation

c. Insight

d. Verification

e. Validation

48. Beth just finished presenting her ideas for a new product at a meeting of her co-workers. While they all agreed that it was a good idea, they were not sure if they should move ahead with it. Some of the reasons they cited included too much competition with current products, difficulty in locating new suppliers, and the number of changes required in the current procedures. Beth's idea is falling prey to which of the following reasons for failing to innovate?

a. Resistance to change

b. Inflexibility

c. Inability to recognize opportunities