



每個選題 2.5 分

一、 Vincent was getting accustomed to his surroundings in Taichung city government. His efforts at getting people to accept change had met with a little resistance due to his and his new boss's efforts and the hard work of his subordinates. But now the hard party really started, actually managing the change based on mayor Hu's instruction. What techniques could he and his agency's new director employ to most effectively implement changes that would result in increased productivity in his department? He considered changing three aspects of his agency: the structure, technology, and people:

- () 1. If the new agency director decided to remove layers in the agency and increase the span of managerial control, this would be considered changing the
- a. structural design b. selection process c. degree of centralization
d. structural components e. technological design
- () 2. If the agency director decided to shift away from a functional to a product design, this would be considered changing the
- a. structural design b. selection process c. degree of centralization
d. structural components e. technological design
- () 3. If Vincent decided to replace some employee work time with a telephone menu system, this would be considered changing the
- a. organizational structure b. technology c. people
d. organizational development e. attitudes
- () 4. Finally, Vincent decided his people could benefit from _____, a method of changing behavior through unstructured group interaction.
- a. survey feedback b. sensitivity training c. team building
d. intergroup development e. process consultation

二、 Mr. Wang has been Miss Chen's boss now for about six months. Recently, Chen had been recommending the firing of Peter, one of her own staff, for his repeated "inability to get along with others." Wang checked with Peter's coworkers, and none of them supported Chen's contention. In addition, several of Chen's peers had met with Wang. Word of Peter's fate was getting out, and they wanted to let Wang know that in the past Chen had singled out other employees for persecution. When asked for specific problems with Peter, Chen mentioned that in addition to his attitude he had been late several times recently. Wang knew that Peter lived far away from company and that others had been late due to poor weather. Wang did not know whether he should support Chen; his manager; or hold off and not fire Peter.

- () 5. Which factor of attribution theory was Wang concerned about when he asked Peter's coworkers about Chen's observations about his attitude problem?
- a. Consistency b. Repeatedness c. Consensus



- d. Distinctiveness e. Seriousness
- () 6. What factor of attribution theory was Wang concerned about when Chen's peers mentioned about her past history with subordinates?
- a. Consistency b. Repeatedness c. Consensus
d. Distinctiveness e. Seriousness
- () 7. What factor of attribution theory was Wang concerned about when he found that others besides Peter had been late to work because of the weather?
- a. Consistency b. Repeatedness c. Consensus
d. Distinctiveness e. Seriousness

三、 The employees at ABC Inc. are not working as hard as Tim, their supervisor, would like. The salespeople aren't meeting their sales quotas, and Tim can't seem to motivate them to try harder. Based upon expectancy theory, what should Tim do to try to put it into practice?

- () 8. Employees are never able to meet their sales quotas and believe that no matter how hard they work, they'll never meet them. They perceive the _____ of their success to be low.
- a. instrumentality b. expectancy c. valence
d. performance-reward linkage e. attractiveness of reward
- () 9. Employees believe that they can make their sales quotas, but aren't sure that management will really reward them when they do. They perceive the _____ to be low.
- a. instrumentality b. expectancy c. valence
d. performance-reward linkage e. attractiveness of reward
- () 10. Management has set the reward for meeting sales quotas at a lower level than last year. Employees perceive that the _____ is low.
- a. instrumentality b. expectancy c. valence
d. performance-reward linkage e. effort-performance linkage
- () 11. Tim has arranged for the bonus system to be changed so that the bonus for meeting sales quotas is much higher than it has ever been before. Tim has altered the _____
- a. instrumentality b. expectancy c. valence
d. performance-reward linkage e. effort-performance linkage

四、 Frank is the owner of a small company. He has read all of the latest popular management texts on leadership and strongly feels that it has improved his ability to manage and perform his job. He is always eager to share his knowledge with his managers, especially emerging issues in leadership and the differences between the



ways men and women lead.

- () 12. Frank stopped Harry in the hall and just had to tell him about _____, that is an enthusiastic, self-confident leader whose personality and actions influence people to behave in certain ways.
- a. charismatic leadership b. transactional leadership
c. transformational leadership d. attributional leadership
e. situational leadership
- () 13. Frank stopped Sondra in the lunchroom and just had to tell her about _____, whereby followers make claims about heroic or extraordinary leadership abilities when they observe certain behaviors.
- a. charismatic leadership b. transactional leadership
c. transformational leadership d. attributional leadership
e. situational leadership
- () 14. Frank stopped Perry in the parking lot and just had to tell him about _____, where leaders guide or motivate their followers in the direction of established goals by clarifying role and task requirements.
- a. charismatic leadership b. transactional leadership
c. transformational leadership d. attributional leadership
e. situational leadership
- () 15. Frank stopped Steve in the parking lot and just had to tell him about _____, where leaders provide individualized consideration, intellectual stimulation, and possess charisma.
- a. charismatic leadership b. transactional leadership
c. transformational leadership d. attributional leadership
e. situational leadership
- () 16. Frank had to tell Sharon about the findings concerning women and leadership. Sharon was interested in the fact that all but which of the following is true concerning women and leadership?
- a. There are differences between how men and women lead.
b. Women utilize a democratic style more than men.
c. Women tend to share power less than men.
d. Women are less likely than men to use a directive style.
e. Women tend to utilize an autocratic style when they are in male-dominated jobs.

五.

Randy is the new strategic manager for McKinsey & Company, a management-consulting firm dedicated to assisting businesses in the pursuit of success. He is currently in a meeting with Rob, who is the owner of a successful small



business that creates computer displays for Top 500 companies. Randy is reviewing the business strategy at Rob's business and has some recommendations.

- () 17. Randy tells Rob that the concept of a value chain was first popularized by _____ in his 1985 book *Competitive Advantage: Creating and Sustaining Superior Performance*.
- a. Frederick Taylor b. Peter Drucker c. Bill Gates
d. Michael Porter e. Elton Mayo
- () 18. Noticing that Rob seemed a bit confused, Randy informed Rob that _____ is the process of managing the entire sequence of integrated activities and information about product flows.
- a. supply chain management b. value chain management
c. ethical chain management d. financial chain management
e. technological chain management
- () 19. Rob seemed to understand the theory, but was curious about the requirements for a successful value chain. Randy informed Rob that the main requirements for successful value chain management includes all of the following EXCEPT:
- a. collaboration b. leadership c. employees
d. organizational culture e. competition
- () 20. At the conclusion of the meeting, Randy wanted to convince Rob that the value chain was very important and practical. Randy briefly reviewed the results of a survey of manufacturers who had embarked on value chain management. Sharing the results of the survey with Rob, Randy indicated that _____ was the major benefit that companies reported on this survey.
- a. increased sales b. cost saving c. increased market share
d. inventory reductions e. improved customer service



Please answer the following scenario-questions (single answer). 每個選題 2.5 分

六. Case: Sweet Music

The C.F. Martin Guitar Company has been producing acoustic instruments considered to be among the finest in the world. Current CEO Christ Martin continues to be committed to the guitar maker's craft. He even travels to Martin dealerships around the world to hold instructional clinics. Few companies have had the staying power of Martin Guitar. Why? What are the keys to the company's success? A primary one has to be the managerial guidance and skills of a talented leader who has kept organizational members focused on important issues such as quality. C.F. Martin Company is an interesting blend of old and new. Although the equipment and tools may have changed over the years, employees remain true to the principle of high standards of musical excellence. However, the company is doing well under Chris's management. Revenues have continued to increase and in 2000 were close to \$60 million.

21. All of behaviors performed by Chris correspond to the management roles discovered in the late 1960s by which of the following management scientists?
- Herzberg
 - Skinner
 - Mintzberg
 - Fayol
 - Maslow
22. What management roles would Chris be playing as he visits Martin dealerships around the world?
- leader
 - disseminator
 - monitor
 - figurehead
 - All of the above are true.
23. What management roles would Chris be playing as he assesses the feasibility of new guitar models?
- leader
 - figurehead
 - monitor
 - disturbance handler
 - spokesperson



24. What management roles would Chris be playing as he keeps employees focused on the company's long-standing principles?
- a. monitor
 - b. liaison
 - c. disseminator
 - d. spokesperson
 - e. resource allocator
25. A human resource manager of the company attending a local Society for Human Resource Management meeting would be functioning in which role?
- a. informational
 - b. leader
 - c. liaison
 - d. disseminator
 - e. associational

七. Case: Framing a Good Decision

The Museum of Modern Art (MoMA) in New York City began a major remodeling and expansion construction project. To its decision maker, there were limited amount of information available regarding the choice of alternatives. Moreover, construction, relocation, or funding procurement related decisions had been made consequently. Early in the 1990s, museum director Glenn Lowry and museum trustees decided that MoMA should not be "a shrine to the twentieth century but rather a vital, forward-looking institution committed to the art of the present as well as to the great achievements of the modern tradition." With this guiding philosophy, the decision was made to expand the museum's facilities and radically alter its exhibit space. To accomplish these lofty goals, MoMA's decision makers directed that the planned expansion and renovation result in a building that would showcase the best of modern art in the most compelling way possible, respect the work of a diverse professional staff, and make judicious use of the institution's resources, both in the long run and in day-to-day operation. A series of decisions had to be made in pursuing the museum expansion. However, the museum personnel have not undergone a project of the size and complexity such as this expansion. And even just since beginning the project, many previously agreed-upon aspects of the project, that is, architectural design and construction costs, have changed dramatically. MoMA's decision makers decided on quantifiable problems that had a limited number of possible outcomes, such as what admission price to charge after the museum reopens with its expanded space. However, Director Lowry says that MoMA's is not taking on too much with this expansion. His goal unapologetically remains, "To be the No. 1 modern museum in the world."



26. What types of problems do you see MOMA managers dealing with in this story?
- routine
 - standard
 - well-structured
 - poorly structured
 - conventional
27. The decision conditions surrounding the MOMA expansion are best characterized as
- certainty
 - risk
 - uncertainty
 - conventional
 - none of the above are true
28. Regarding the decisions that had to be made in pursuing the museum expansion, what might be used as the company decided on quantifiable problems that had a limited number of possible outcomes, such as what admission price to charge after the museum reopens with its expanded space?
- Intuitive decision making
 - Boundedly rational decision making
 - Perfectly rational decision making
 - Fundamental rational decision making
 - None of the above are true
29. What might best be used as managers made construction, relocation, or funding procurement decisions?
- Intuitive decision making
 - Boundedly rational decision making
 - Perfectly rational decision making
 - Fundamental rational decision making
 - None of the above are true
30. What might best be used as the company's decision makers decided on a whether or not the museum clientele will support a museum whose stated mission is "To be the No. 1 modern museum in the world"?
- Intuitive decision making
 - Boundedly rational decision making
 - Perfectly rational decision making
 - Fundamental rational decision making
 - None of the above are true



八. Case: Advance, Ltd Co.

Advance, Ltd Co. is noted in its industry for the number and quality of new products it introduces. Henry has been asked to review the organization's structure to determine whether it is optimal for the company's strategy. As an engineer, Henry was trained to understand machinery's and hardware's roles in enhancing organizational productivity. Ever the perfectionist, Henry has decided to enhance his understanding of business management by reading some books.

31. What type of organizational structure should Henry's company have to support its current strategy?

- a. organic
- b. mechanistic
- c. mechanistic and organic mix
- d. centralized
- e. none of the above is true

32. What type of structural characteristics would support the company's current strategy?

- a. clear chain of command
- b. wide spans of control
- c. high formalization
- d. high specialization
- e. none of the above are true

33. From reading management related books, Henry has got more ideas about organization design. For instance, structure is related to the size of the organization, in that larger organizations have more

- a. specialization
- b. departmentalization
- c. centralization
- d. all of the above are true
- e. only a and b are true

34. Henry also expanded his reading list to include *Psychology and Industrial Efficiency*, authored by _____, the creator of the field of industrial psychology.

- a. Hugo Munsterberg
- b. Robert Owen
- c. Mary Parker Follett
- d. Chester Barnard



e. Peter Hawthorne

35. Henry was surprised to learn that using group-based projects was not a contemporary concept. In fact, _____ was an early 1900's social philosopher who thought that organizations should be based on a group ethic and that managers should view themselves as partners of the common group.

a. Hugo Munsterberg

b. Robert Owen

c. Mary Parker Follett

d. Chester Barnard

e. Peter Hawthorne

九. Case: New Established Company

Imagine that you are the president of a new established company. You have divided the jobs done by your department through work specialization and are now trying to decide how to best group them for efficiency and service to the customer. You are considering grouping activities by functions, product, process or customer.

36. You have decided that since you are a novice at departmentalization, you will go with the most popular method. You will probably choose _____ departmentalization.

a. function

b. product

c. process

d. customer

e. none of the above

37. Your plant is organized into five departments: casting, tubing, finishing, packing, and shipping. This is an example of _____ departmentalization.

a. function

b. product

c. process

d. customer

e. none of the above

38. You find that there seems to be a common set of problems among certain types of buyers of your product. You will probably choose _____ departmentalization.

a. function

b. product



國立雲林科技大學

系所：企管系

九十一學年度研究所碩士班入學考試試題

科目：管理學

c. process

d. customer

e. none of the above

十. Case: John's Plan

John is planning to break his large organization into many small business units in order to stimulate innovation and to improve accountability. He wants to select the right people to manage each unit. Each unit will be independently responsible for its own business performance, marketing and new product development.

39. What characteristic will John look for in successful candidates for the positions?

a. management by delegation and supervision

b. orientation toward short-term goals

c. motivated by promotions

d. independent

e. none of the above

40. If John hires entrepreneurial types for the company's managers, he would expect that they would prefer to take ___ risks.

a. no

b. calculated

c. very limited

d. extreme

e. maximum



1. 廠商交貨 6 台冰箱，其中 2 台為瑕疵品，買主將陸續檢查此 6 台冰箱，請計算以下狀況發生機率：
 - (a) 在檢查第 4 台冰箱時，發現第 2 台瑕疵品的機率為何？(2%)
 - (b) 買主不需檢查 4 台以上的冰箱就發現這 2 台瑕疵品的機率為何？(5%)
 - (c) 在檢查前 2 台時剛好發現 1 台瑕疵品，則在檢查第 3 或第 4 台時發現第 2 台瑕疵品的機率為何？(5%)
2. A 公司過去上市新產品成功率為 40%，成功上市新產品可使該公司獲利 700 萬元；但失敗將損失 450 萬元；且根據過去經驗，A 公司若事先進行市場調查，有 90% 成功產品的市調結果是好的，而 70% 失敗產品則事先就有不好的市調結果。請回答下列問題：
 - (a) 計算好、壞二種市場調查結果預測新產品成敗的準確率。(4%)
 - (b) 依貝氏決策理論估計 A 公司市場調查所得的資訊價值，並畫出決策樹。(14%)
 - (c) 說明 A 公司市場調查的合理成本。(2%)
3. 請依 Cube-Square Rule 估計 8 吋與 12 吋晶圓廠的效益，並比較其生產力差異，並依此觀點說明 8 吋晶圓廠外移大陸是否具有經濟或生產力上的合理性？(8%)
4. 二家相同規模的鄰近醫院具有相似的血液需求量，二家醫院都怕缺血影響民眾就醫意願或引發糾紛，因此每個月總是庫存 50 公升血液，使發生缺血的機會僅 5%；但血液僅有一個月有效期，過期未用即需棄置，發生高額成本，而且因兩家相近，若一家發生缺血，即代表另一家血液庫存耗損量增加。請討論：
 - (a) 二家醫院進行聯合庫存的可行性如何？(2%)
 - (b) 若二家醫院依現有血液存量水準進行聯合庫存，缺血率為何？(3%)
 - (c) 二家醫院實施聯合庫存後，想要維持 5% 的缺血率，二家必須維持之血液總庫存為多少？(5%)



5. Under what kind of conditions (please give an example for each sampling method) would you recommend: (a) A simple random sample (b) A cluster sample (c) A stratified sample (d) A systematic sample [20%]
6. Consider independent random samples X_1, X_2, \dots, X_n from normal distribution $N(\mu_1, \sigma_1^2)$; and Y_1, Y_2, \dots, Y_m from normal distribution $N(\mu_2, \sigma_2^2)$, where all μ_1, μ_2, σ_1^2 and σ_2^2 are unknown, please identify (a) variance (b) degree of freedom (c) test statistic, of any situations when compare two samples means [30%]



I. 名詞解釋 (每題3分, 共30分)

1. 「ABC」存量管制
2. MBO (目標管理)
3. 經濟預測之「領先經濟指標法」
4. 決策過程中常用到的「資本預算法」
5. 激勵的「期望理論」
6. 「工作豐富化」(job enrichment) vs. 「工作擴大化」(job enlargement)
7. 費德勒氏之「領導權變理論」(contingency theory of leadership)
8. PERT 網路圖
9. Empowerment (灌能)
10. Span of Control (控制幅度)

II. 申論題 (70分)

1. 管理決策有哪幾種模式？其程序或步驟各為何？(10分)
2. 何謂組織的控制活動通常包括哪些作業及程序？控制作業通常有哪些原則需要依循？(15分)
3. 矩陣式組織通常為企業在不增加人員情形下，而由各職能部門指派成員，在專案管理人領導下所形成之臨時性組織。通常矩陣式組織會面臨哪些管理上的困難？組織應從哪些方面著手解決這些問題？(15分)
4. 通常一個企業在面對顧客服務要快速及高品質時，多半會將「官僚階層式」組織架構重整為「扁平式」組織架構，請分析這樣的調整會遇到哪些問題？試從整體流程、任務特性、權力結構、人力資源管理系統、溝通機制方面著手進行問題分析及解決方案。(15分)
5. 試說明動機理論中之「二因子理論」及「公平理論」在實務管理工作中如何運用？請分別從各種管理制度之設計、管理者之領導行為等著手具體舉例說明(15分)



每題 10 分

- 1) Show that the equation $x^5 + 4x^3 - 7x + 14 = 0$ has at least one real solution.
- 2) Let f be differentiable and let $f'(x_0) = m$.
Find $f'(-x_0)$ if f is an odd function.
- 3) Find the local extreme values of $f(x) = \frac{1}{3}x^3 - x^2 - 3x + 4$ on $(-\infty, \infty)$.
- 4) Evaluate $\lim_{n \rightarrow \infty} \sum_{i=1}^n \left(1 + \frac{2i}{n}\right)^2 \frac{2}{n}$.
- 5) Find the first five terms of the Taylor series for e^x based at the point $x = 2$.
- 6) 若 $f(x) = \begin{cases} x^2, & x \in Q, \\ x, & x \notin Q. \end{cases}$ 試問 f 在何處連續?
- 7) 若 $f(x) = \exp(-x^2)$, 試求 $\int_0^{\infty} f(x) dx$.
- 8) 試解 $\frac{dP}{dt} = B(K - P)$, 其中 $B, K > 0$, 且 $P(0) = 3K$.
- 9) 若所得分配函數為 $I(x) = .8x + .2x^3$, $0 \leq x \leq 1$;
試求其 Gini 指數 (Gini's Index).
- 10) 若生產函數為 $Q = AL^\alpha K^{1-\alpha}$, 其中 $A, L, K > 0$, 且 $0 < \alpha < 1$.
試證明 $\frac{\partial Q}{\partial L} \cdot L + \frac{\partial Q}{\partial K} \cdot K = Q$, 並解釋其意義



★答題注意事項：

1. 請答題時能夠有條理及針對問題回答，並保持字跡整潔清楚。
2. 答題之題號請註明清楚。

一、中美公司於民國七十年在台灣彰化縣，由魏文化總經理所創立，他服役退伍後曾擔任其他行業的業務人員二年後，認為五金零件是民生必需品應會有生意，因此向親朋好友籌資成立公司，生產各式的皮件用扣環、扣子等產品，配合台灣經濟成長，加上所設計的產品形式很多樣化及符合歐美社會之流行潮流，價格也合理，所以生意越做越大，並外銷至美、歐等地區，逐漸營業收入是以外銷給國際知名皮件廠為主（並擁有公司自有品牌之產品，但比重僅約營業額的 10%），除了自行接單，也透過台灣的貿易商賣至國外的客戶，賺取了不少利潤，公司員工人數也成長至 80 人（不含外包人數）。但是至民國八十九年後，由於政經、科技環境的急速變化，使得台灣的加工成本、原料成本、土地成本等急速的提升，產業競爭態勢大變，使得中美公司的利潤大幅減少。

同時因為中美公司的員工年齡老化，早期老員工的教育程度不高，流動率也低，使得公司引進新的知識、新的科技以提升生產力及產品升級的計畫進行緩慢，尤其資訊網路科技的使用，許多主要競爭同業均快速的採用以配合國外知名客戶的需求，但是中美公司因人員的問題而無法順利引進，而且隨著公司的各部門之間的專業分工之後，反而各部門產生本位主義，公司花在溝通協調及處理衝突的時間日增，且經常未能迅速處理顧客的意見而喪失取得訂單之機會。加上因為許多台灣競爭同業紛紛至國外（如大陸）等地投資，許多中美公司之客戶的訂單被同業搶走，因此魏文化總經理極為憂心，急思進行公司的變革，但是他不知要如何著手，假設您是管理顧問並具有企業管理之專業知識，您會建議他如何做較佳？請為中美公司擬定公司變革之計畫書。（35%）

二、台灣電子資訊產業中，晶圓代工是最重要的競爭優勢來源之一，最近八吋晶圓廠赴大陸投資，成為各方爭議之焦點，請您從企業管理的相關理論觀點，來分析，政府是否應同意台灣晶圓代工廠赴大陸投資（需說明理由）？（15%）



三、請以貴公司（機構）的經營性質為例，評估貴公司導入「網路科技」後：

1. 對顧客的服務，對內部的部門協調合作，對上游供應商的成本、品質控制，有無具體的改進效益。

2. 您認為「網路科技」對台灣企業的國際化、與競爭力的影響。

3. 導入網路科技時的障礙與解決之道。(30%)

四、當企業逐步的將高成本的工廠或作業部門外移後，必然有一些跨部門的協調合作；國外部的主管或同仁的甄選、任用、考核等管理事務；請說明

1. 母公司與海外部門的組織層級（結構圖），可有何種設計、優缺點何在。

2. 派駐海外的主管之甄選、任用、考核、升遷、獎懲方式。(20%)