



一、選擇題 共二十五題 每題二分

- () 1. A key difference between leadership and management is that leadership
- is less concerned with vision
 - is much more administrative in nature.
 - centers around inspiration and influence.
 - Is more scientific than is management.
- () 2. _____ is the basis on which jobs are grouped in order to accomplish organizational goals.
- Departmentalization
 - Centralization
 - Formalization
 - Coordination
- () 3. A person with high emotional intelligence is likely to
- become overly enthusiastic during a meeting.
 - make good connections with people.
 - be particularly well suited for performing analytical work.
 - avoid stressful situations involving people.
- () 4. All of the following factors indicate that a decentralized organization would be most effective EXCEPT when
- the environment is complex.
 - decisions are relatively minor.
 - the organization is facing a crisis.
 - the company is geographically dispersed.
- () 5. Achievement motivation refers to
- a desire to surpass productivity quotas.
 - Finding joy in accomplishment for its own sake.
 - Putting high energy into achieving work goals.
 - Sustaining a high level of energy for work.
- () 6. When a person tells his or her manager what the manager wants to hear, that individual is using which of the following barriers to effective interpersonal communication?
- Filtering
 - Selective perception
 - Feedback
 - Defensiveness



- () 7. A key point about charisma is that it is a(n)
- relationship between the leader and the group members.
 - Substitute for leadership skill.
 - Exploitation of group members.
 - Characteristic of democratic leaders.
- () 8. The interview, as a selection device, is most likely useful for which of the following types of occupations?
- Entry-level engineer
 - Accountants
 - Bank manager
 - Crane operator
- () 9. A leader who scored high on initiating structure would
- emphasize work scheduling and assigning tasks.
 - Disregard the feelings of team members.
 - Emphasize listening and personal warmth.
 - Strive to keep the group informed.
- () 10. In an organization, who is usually the change agent?
- CEO
 - Executive vice president
 - Any manager or nonmanager
 - Union leaders
- () 11. Participative management is likely to work the best with
- employees in a large bureaucracy
 - competent and intelligent people.
 - Shy and nonassertive employees.
 - Employees in small, entrepreneurial firms.
- () 12. _____ refers to the ability to combine ideas in a unique way or to make unusual associations between ideas.
- Innovation
 - Imagination
 - Creativity
 - Interpretive thinking
- () 13. The contingency approach to leadership explains that leaders are most effective when they
- plan for emergencies before they occur.



- b. Make their behavior contingent upon situational forces.
- c. Follow universal managerial principles when faced with contingencies.
- d. Create backup plans to deal with human resource problems.

- () 14. Which of the following reflects an attitude?
- a. The building is tall.
 - b. The movie was fun.
 - c. I get paid more than my spouse.
 - d. Ice cream is cold.
- () 15. According to an analysis in the leadership text, the downsizing era has given managers an opportunity to use _____ power more extensively.
- a. referent
 - b. coercive
 - c. expertise
 - d. leadership
- () 16. Which of the following is not a formal group?
- a. Command groups
 - b. Task forces
 - c. Self-managed teams
 - d. Business unit alliances
- () 17. Networking is considered an influence tactic because you can
- a. have lunch with influential people
 - b. link computers to increase your power.
 - c. Impress others by having a large number of contacts.
 - d. Call on support for your cause when needed.
- () 18. Enjoying friendship with coworkers satisfies what need?
- a. Physiological
 - b. Esteem
 - c. Social
 - d. Safety
- () 19. Teams are the most likely to be effective when
- a. the task to be done requires collective effort.
 - b. Ten or more people are assigned to the team.
 - c. The team does not have to deal with an urgent problem.



- d. There are three layers of authority within the team.
- () 20. The job characteristics model provides guidance to managers concerning
- job redesign.
 - employee selection.
 - pay satisfaction.
 - strategic planning.
- () 21. The question, "If I work hard, will I get the job done?" illustrates which aspect of expectancy theory?
- Instrumentality
 - Valence
 - Performance-to-outcome expectancy
 - Expectancy
- () 22. An intellectual characteristic of creative people is that they
- are extraordinarily brilliant.
 - Tightly focus their interests.
 - Tune out the feelings of other people.
 - Maintain a youthful curiosity throughout their lives.
- () 23. People from a high-context culture (such as Hispanics) are likely to
- take messages out of context
 - become upset if you rely heavily on nonverbal messages
 - deemphasize nonverbal communication.
 - Emphasize nonverbal communication.
- () 24. A key part of *Knowledge management* in organizations is
- selecting intelligent people for key positions.
 - Spying on what competitors are doing.
 - Conducting training programs.
 - The systematic sharing of information.
- () 25. Effective management of diversity may offer a creativity advantage because
- minority groups tend to be more creative.
 - Dealing with diverse groups sharpens creativity.
 - Minority-group members are nonconformists.
 - Heterogeneous groups enhance creative decision making.



二、隨著全球化的浪潮，台灣企業也愈趨國際化，請回答下面兩題與國際化相關的議題。(15%)

(a) Hofstede 所提出的文化四構面為何？

(b) 你認為管理理論能放諸四海皆準嗎？試申論之。

三、在歷經若干年之後企業往往會走向衰敗，試論走向衰敗的綜合原因，以及如何避免衰敗過程的發生。(10%)

四、Peter Drucker 認為『A big decision error managers frequently make is failing to get a handle on the problem. Often, managers plunge in prematurely.』

試問：(15%)

(a) 為何多數的經營者會犯下這樣的錯誤？

(b) 請試將決策的情境分類。

五、現代企業面臨的倫理困境更勝以往，科技的進步帶來許多新的爭論，如暫時性複製，基因工程到網路隱私等。『企業在追求利潤極大的同時，也要承擔所負的全部社會責任』。請問此論述是否有可能矛盾之處，你同意這樣的論述嗎？(10%)



- 一、 衡量變數的特性有四種量尺，分別是(1)名義量尺 (nominal scale) (2) 次序量尺 (ordinal scale) (3)等距量尺 (interval scale) (4)比率量尺 (ratio scale)。以下有 10 個變數，請問其各屬於何種量尺？請回答(1) (2) (3) (4)即可。 10%

- a. 家庭人口數目 _____ b. 職棒排名 _____
c. 考績(甲乙丙丁) _____ d. 汽車銷售量 _____
e. 工作時數 _____ f. 政黨屬性 _____
g. 耗油量 _____ h. 主修科系 _____
i. 溫度 (°C) _____ j. 職災工安意外事故 _____

- 二、 以下有五個研究問題，請就下列 7 種統計方法中選擇最適當的一種。
〔註：也許適用的統計方法不只一種，但請選出最適當且一般最常用的一個答案〕 10%

(1)卡方檢定 (χ^2) (2)相關分析 (Pearson's r) (3)複迴歸 (multiple regression) (4) t 檢定(獨立樣本) (5) t 檢定(相依樣本) (6)單因子變異數分析 (One-way ANOVA) (7) 雙因子變異數分析 (Two-way ANOVA or factorial design)

- _____ a. 某行銷人員想瞭解三種不同的廣告〔A、B、C 三案〕對於消費者購買意願〔Likert 五點量表〕的影響，於是將消費者隨機分為 3 組，每組給予一種廣告，再測量其購買意願，請問以上宜採用何種統計方式？
- _____ b. 某研究人員想瞭解國內不同政黨屬性民眾對訂閱不同報紙〔中國時報、聯合報、自由時報、大成報〕的人口分配傾向，於是隨機抽樣了 1000 名民眾作調查。
- _____ c. 某研究人員想用身高〔cm〕和食量〔克/每天〕來預測體重〔kg〕。
- _____ d. 某研究人員想瞭解一種新型藥物對血壓的影響，於是選取 20 名高血壓病人，測量其服藥前和服藥後的血壓，以比較其前後差異性。



___ e. 某企管研究生想瞭解高階經理人之奇魅領導風格〔五點量表〕對員工忠誠度〔五點量表〕的影響。

三、 某教授教導一個大班級〔可視為常態分布〕，全班的原始期末考成績平均為 65 分， $s=15$ 分，某教授覺得全班考的太差，且高低分同學分布相差太遠，決定重新調整分數，提高平均數、縮小分數差距，於是將全班平均數調整為 75 分， $s=12$ 分，請問若有一同學的原始分數為 60 分，經過調整之後的新分數為_____分。 10%

四、 隨機抽取某大型企業內男性及女性主管各 5 人，調查其月薪如下：〔單位：萬元〕

女性主管 9, 12, 8, 10, 16

男性主管 16, 19, 12, 11, 22

a. 請問男女主管平均月薪差異的 95% 信賴區間為_____ 5%

b. 請問我們是否可作結論認為此大型企業在主管薪資給付上有性別歧視的現象？_____〔是/否〕。 1%

c. 原因？(1)_____ (2)_____ 4%

五、 以下是 10 位業務人員的成就動機分數和銷售量：

成就動機 55, 52, 51, 48, 44, 40, 37, 34, 32, 30

銷售量 94, 91, 88, 84, 86, 81, 85, 76, 79, 74

$n=10$ $\Sigma X^2=18,619$ $\Sigma Y^2=70,592$

a. 請計算相關係數 $r_{XY} =$ _____〔取到小數點後兩位〕以及 $r^2 =$ _____ 6%

b. 請解釋 r^2 的意義？_____ 4%



6. The classification of school academics (e.g. college of management, engineering, design, etc.) is an example of _____ measurement. (4%)
- (A) Nominal
 - (B) Ordinal
 - (C) Interval
 - (D) Ratio
 - (E) None of the above
7. Which of the following statement is/are false? (4%)
- (A) When the population follows a normal distribution, \bar{X} follows a normal distribution, too.
 - (B) \bar{X} is approximately normally distributed, when the sample size is large enough.
 - (C) When σ is unknown, \bar{X} follow a t -distribution.
8. Which of the following methods will enlarge the width of a confidence interval? (4%)
- (A) Increase the confidence coefficient.
 - (B) Increase the sample size.
 - (C) Have a larger sample variance.
9. When doing a hypothesis test, $H_0: \mu \leq 30$ vs. $H_1: \mu > 30$. Which of the following statements is/are incorrect? (4%)
- (A) The maximal value of the probability of making a type I error occurs when $\mu > 30$.
 - (B) When the p-value of the sample result is smaller than the significance level, the H_0 is rejected.
 - (C) If the significant level is smaller, then the power of the test is large.
10. When multicollinearity exists, which of the following statements is/are incorrect? (4%)
- (A) The overall F value is not likely to be significant.
 - (B) No predictions of the dependent variables should be made.
 - (C) The estimated regression coefficients tend to have large standard errors and small t values.
 - (D) R-squared will tend to be smaller than if no multicollinearity exist.



11. In brief, explain the following two situations when model selection. (10%)
- (A) How Mallows C_p can be utilized in the selection of the best subset model.
- (B) What are the disadvantages of using R^2 as a measure to compare competing models.
12. Given the following complete factorial sources and sum of square for an experiment with 3 level of Nitrogen (N) fertilizer and 5 herbicides (H) and 4 replication, complete the analysis of variance table below. The experiment is set up as split-plot in a completely randomized design with herbicides as whole plots and Nitrogen levels as subplots. Assume a fixed model. ($\alpha = 0.05$). (20%)

Source	SS
Rep	10
N	100
H	80
Rep x N	20
Rep x H	30
N x H	40
Rep x N x H	10

ANOVA (split-plot)

Source	df	SS	MS	F
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選擇題：(每題 2 分)

1. Identifying the quantity and quality of resources available to the organization is part of
 - A. strategic choice
 - B. strategy implementation
 - C. internal analysis
 - D. external analysis

2. On which of Hofstede's value dimensions does the U.S. rank highest?
 - A. Masculinity
 - B. Individualism
 - C. Patriotism
 - D. Power distance

3. Levels of culture of concern to international managers include:
 - A. Organization
 - B. Business
 - C. National
 - D. All of the above

4. High power distance countries have norms, values, and beliefs such as:
 - A. It is best to exercise power privately
 - B. Everyone has a place, some are high and some are low
 - C. Leaders are made and not born
 - D. A leader should develop his or her subordinates

5. People from _____ countries would probably feel most comfortable with an autocratic (theory X) task directed style of leadership:
 - A. high power distance
 - B. high uncertainty avoidance
 - C. high masculinity
 - D. all of the above

6. Generic strategies
 - A. represent basic ways that domestic and multinational companies keep and achieve competitive advantage
 - B. occur when a company can outmatch its rivals in attracting and maintaining its customers
 - C. are all based on finding ways to provide superior value to the customer
 - D. none of the above

7. Support activities include
 - A. research and development
 - B. service repair
 - C. output logistics
 - D. none of the above

8. Corporate level strategies
 - A. are similar to the generic strategies
 - B. pertain to the operation of corporate divisions
 - C. are concerned with how single business companies choose strategies
 - D. are concerned with how companies choose their mixtures of different businesses

9. In the BCG Matrix, "Cash Cows" are
 - A. businesses in a slow-growth industry where the company has a strong market share position
 - B. businesses in a fast growing industry where the company has a strong market share position
 - C. businesses in a slow-growth industry where the company has a weak market share position
 - D. businesses in a fast growing industry where the company has a weak market share position



10. International franchising
- when multinationals make a project fully operational and train local managers and workers before the owner takes control
 - is a comprehensive licensing agreement where the franchiser grants to the franchisee the use of a whole business operation
 - is the use of intermediaries or go-between firms to provide the knowledge and contacts necessary to sell overseas
 - none of the above
11. An entrepreneur
- creates new ventures that seek profit and growth
 - can accurately predict the risks and uncertainties of his/her ventures
 - is seldom the primary force behind a company's decision to go international
 - all of the above
12. The functional structure is considered most efficient when:
- An organization gets too large
 - When the organization is in the mature phase of the life cycle
 - When organization have few products
 - When customers need special functions
13. Organizations that are designed with mixtures of structures that are the best to implement their strategies are
- geographic structure
 - functional structure
 - hybrid structure
 - product structure
14. The Japanese *Keiretsu* can best be described as:
- Symbolically the opposite of a close knit family
 - A web of trading partners based on financial or production relationships
 - An outlawed form of organizational run secretly in Japan
 - None of the above
15. The best method of assessing strategic alliance performance is:
- There is no one best method
 - ROI
 - ROA
 - Total sales revenue
16. When facing an ethical question, the manager who uses legal analysis criteria
- focuses on meeting the needs of other constituents beyond stakeholders
 - focuses on doing the right things
 - focuses on only meeting the laws of the country in which the company is operating
 - is primarily interested in the decision that is best for the company's profits
17. Utilitarianism, as a form of ethical philosophy,
- is a moral language proposed by Donaldson
 - is one form of deontological ethical theory
 - argues that actions by themselves have a good or bad morality regardless of their consequences
 - argues that what is good or moral comes from acts that produce the greatest good for the greatest number of people



18. A mission statement generally contains all of the following *except*
- A. a statement of the company's major strategies.
 - B. a statement of the company's business.
 - C. a statement of the company's major goals.
 - D. a statement of the corporate philosophy.
19. Which of the following is not a governance mechanism used to align the interests of managers and stockholders?
- A. Stockholder meetings
 - B. The board of directors
 - C. Stock-based compensation schemes
 - D. The mission statement
20. Which of the following is not one of Porter's five competitive forces?
- A. Threat of new entrants
 - B. Rivalry among established firms
 - C. Height of exit barriers
 - D. Bargaining power of suppliers
21. Cost leadership is most appropriate when
- A. the power of buyers is low and barriers to entry are high.
 - B. customers have very different needs and uses for the industry's products.
 - C. product innovation is the key competitive factor.
 - D. industry rivalry is high and customers are very sensitive to prices.
22. Which of the following strategies does not entail stealing a competitor's existing customers?
- A. Market penetration
 - B. Market development
 - C. Product proliferation
 - D. Leadership
23. Which of the following strategies facilitates the implementation of a just-in-time inventory system?
- A. Vertical integration
 - B. Short-term contracts
 - C. Unrelated diversification
 - D. Diversification based on transferring competencies
24. Which of the following is not a purpose of organizational design?
- A. Strategy implementation
 - B. Coordination of employee activities
 - C. Employee motivation
 - D. Strategy formulation
25. Which of the following is not an advantage of decentralization?
- A. Communication problems are significantly reduced.
 - B. It frees top managers from day-to-day operations.
 - C. It increases the company's adaptability to local situations.
 - D. Strategy can be formulated and implemented independently at the subunit level.



26. Which of the following formal groups are essentially independent groups, that, in addition to their regular job, take on tasks such as hiring, performance evaluations, etc.?
- business unit alliances
 - command groups
 - self-functional teams
 - cross-functional teams
27. The type of conflicts that the interactionist says support the goals of the organization are known as
- goal-oriented conflicts
 - strategic conflicts
 - natural conflicts
 - functional conflicts
28. Which of the following is true concerning the effectiveness of individual decision making over group decision making?
- Individuals tend to be more accurate.
 - Individuals are always outperformed by groups.
 - Groups are less creative than individuals.
 - Groups are more accepting of the final decision.
29. Which of the following is true concerning effective teams?
- Strong technical skills are more important than interpersonal skills.
 - Strong interpersonal skills are more important than technical skills
 - Members must have both strong technical and interpersonal skills.
 - Allowing the team to teach technical skills is important.
30. Which of the following is not true concerning high achievers?
- They perform best when the success probability is fifty-fifty.
 - They dislike gambling when the odds are high.
 - They like a high probability of success.
 - They like goals that cause themselves to stretch a bit.
31. Reinforcement theorists believe that behavior results from which of the following?
- external consequences
 - internal personality traits
 - setting high goals
 - intrinsic satisfiers
32. Which of the following personality variables moderates the relationship between job dimensions and outcomes according to the job characteristics model?
- need for achievement
 - growth need
 - locus of control
 - risk taking
33. If a manager seeks equity by rethinking his situation and deciding that "on second thought my office is nicer because it has better carpet," this manager is seeking equity through which of the following methods?
- increasing his outcomes
 - decreasing comparison other outcomes
 - leaving the situation
 - distorting others' outcomes
34. The belief that having a high grade point average is critical in obtaining a good job is explained by which expectancy theory linkage?
- instrumentality
 - expectancy
 - goal setting to achievement
 - valence



35. What type of job scheduling option would allow two different employees to share one forty-hour-a-week system's analyst position?
- compressed work week
 - job sharing
 - flextime
 - telecommuting
36. According to Fiedler, if a group situation was rated as highly unfavorable and was led by a relationship leader, the group's performance could be improved by:
- restructuring tasks.
 - changing the leader's style
 - retraining followers
 - empowering employees
37. According to the path-goal theory, a leader's behavior is _____ to the extent that it makes the satisfaction of subordinates' need contingent on effective performance and provides coaching and guidance.
- motivational
 - acceptable
 - compatible
 - transactional
38. The major difference between Vroom-Yetton's Consultative II and Group II leadership styles is
- obtaining information from subordinates.
 - meeting as a group.
 - consensus.
 - power.
39. If a previously successful company goes bankrupt, and the employees see their C.E.O. as ineffective and unintelligent, regardless of the real impact he/she had on organizational performance, this would be consistent with which leadership theory?
- path-goal
 - situational
 - contingency
 - attribution
40. According to Warren Bennis, which of the following is not a personality characteristic attributed to charismatic leaders?
- high need for affiliation
 - compelling vision
 - clearly communicate with followers
 - demonstrate consistency in pursuit of their vision
41. Which of the following is an accurate statement about transformational leader?
- They clarify task requirements.
 - They exhibit more than just charisma.
 - They focus on tasks and pay little attention to followers.
 - They are poor motivators.
42. Which of the following is an accurate statement about the differences between gender and leadership style?
- Males and females do not use different styles.
 - Men are more democratic than women.
 - Women encourage more participation.
 - Men share power more than women.



43. Selecting control criteria is important because
 - A. the wrong criteria can cause dysfunctional behavior
 - B. the criteria determines what employees strive for
 - C. employees can sense when criteria are invalid
 - D. Both a and b are true.
44. Which of the following is true relative to control?
 - A. Small organizations rely more on formal control systems.
 - B. As organizational size increases, formal control systems are replaced by direct supervision.
 - C. Concurrent control through direct supervision is the most cost efficient process in small organizations.
 - D. Small organizations typically rely on highly formalized and impersonal feedforward controls.
45. Standards of performance are created
 - A. in the control process.
 - B. after the control process.
 - C. in the measurement process.
 - D. during the planning process.
46. Which of the following is a behavioral control technique whereby new employees receive information which defines which behaviors are acceptable and which are not?
 - A. orientation
 - B. organizational rewards
 - C. job design
 - D. organizational culture
47. Which of the performance appraisal methods is preferred for assessing managers and professional employees?
 - A. written essay
 - B. management by objectives
 - C. paired comparisons
 - D. individual ranking
48. Within the organization you support a process of using measures that look at performance relative to how the firm is doing in four areas: financial, customers, internal processes, and people/innovation/growth assets. This approach is known as
 - A. workforce diversity
 - B. balanced approach
 - C. organizational behavior
 - D. entrepreneurship
49. The three primary organizational barriers to value chain management are: refusal or reluctance to share information, reluctance to
 - A. shake up the status quo, and security issues.
 - B. be flexible, and have a customer focus at all times.
 - C. focus on the customer, and communicate with the supplier.
 - D. shake up the suppliers, and focus on the customer.
50. The theory that describes the uncomfortable feeling brought on by any incompatibility or inconsistency between behavior and attitudes is called
 - A. tangential indifference.
 - B. cognitive dissonance.
 - C. behavioral analysis.
 - D. affective dissonance.



每題 10%；並請詳列計算過程

1. 若 $f(x) = \frac{e^x - e^{-x}}{e^x + e^{-x}}$ ，試求其反函數？
2. 若 $f(x) = x|x|$ ，試問 f 在原點是否可微 (differentiable)？
3. 若 $f(x) = \exp(-x^2)$ ，試求 $\int_0^{\infty} f(x) dx$ ？
4. 若 $x^2 - y^2 = 9$ ，試求與其正交 (orthogonal) 之函數族？
5. 試求 $\lim_{n \rightarrow \infty} \sum_{k=1}^n \frac{n}{n^2 + k^2}$ ？
6. If $f(x) = \frac{\lambda^x}{x!} \exp(-\lambda)$, $x = 0, 1, 2, \dots$, is a probability mass function, find its Mean and Variance.
7. Find the power series expansion of $f(x) = \frac{1}{2} \ln \frac{1-x}{1+x}$, $|x| < 1$.
8. Find the Consumer's surplus at the point of market equilibrium, if the Demand and the Supply are $D(q) = 25 - q^2$, $S(q) = 5q^2 + 1$, respectively.
9. Money is transferred into an account continuously at the rate of \$1500 per year. If the account earns interest at the rate of 7% compounded continuously, what is the Future Value of the account 5 years from now?
10. Maximizes the production function $Q(x, y) = Cx^\alpha y^\beta$, with $\alpha + \beta = 1$, subject to the fixed cost $px + qy = k$.



- 一、以您的工作經驗或對您所熟悉企業的觀察，您認為台灣企業本質上，其資源能力的強勢與弱勢（5%）？處在當前愈來愈需要採用高度知識化、科技化的經營理念與管理方法的產業環境，必須以更優異的產品、服務，面對國際間低成本生產競爭、及追趕工業化國家產業發展的雙方面困境，從「公司國際化或新事業投資層次」（5%）及行銷、製造、研究發展、人力資源、資訊科技等方面（15%），應有何管理調整，才能正確的因應上述經營壓力。

- 二、企業愈來愈重視以電子商務系統，進行線上服務顧客、採購商品，及組織內跨部門作業協調與溝通，您認為此一發展趨勢，對：(1)企業服務顧客的效率與互動關係（5%），(2)企業內部溝通協調（5%），分別會產生何種影響；企業的管理系統，包括規劃、組織、任用、領導、控制，應有何調整才能發揮資訊時代虛擬組織的效率（15%）。



三、請針對以下的報導回答下列問題：(35%)

從奇異公司決定調整企業體質，只保留「不是第一、就是第二」的部門之後，裁員不再只是垂死公司的自救之道，也成為運作良好的公司平常刪減支出和增加營收的方式。這種行為的背後，有一個強而有力的說法支撐著，那就是「組織再造」。

被忽略的流程再造

1993 年錢辟 (James Champy) 與韓默 (Michael Hammer) 合著《改造企業》(Reengineering the Corporation) 一書發行以來，全球銷售超過 250 萬冊，並高居《紐約時報》暢銷書排行榜超過一年，其影響力銳不可當，並直接或間接的，提供許多企業在進行組織精簡、併購、關廠、裁員等行為時，有了一個正面而合理化的理由。

然而，透過組織精簡、裁員之後，企業體質真的改善了嗎？競爭力真的因此提高了嗎？恐怕未必然。組織再造的核心工作之一——流程再造，是一個龐大、複雜，且須持續關注的一件事，但絕大多數的企業卻寧可選擇以外包、併購，或結束部門等「速效」性的做法，代替在流程改造的細部工程中投入時間與精力。

因此，許多人認為，過去所謂的改造企業，或組織再造，只是以降低成本為焦點，犧牲了員工與顧客的利益，得到好處的只有股東而已。以日本銀行界的例子而言，許多銀行合併之後，員工便因再造之名而遭裁減。至於留下來的員工，必須負荷更多的工作，於是顧客服務的品質自然就每況愈下。

此外，許多企業進行所謂的組織再造之後，在提高生產力與營業額的目的方面，其成效也不如預期。

因裁員惡化的勞資關係

美國「勞動力」(Workforce) 雜誌曾做過一項研究：以組織再造之名，進行裁員後，只有 34% 的公司生產力增加了；而營收增加的企業，也只占 32%，而這些企業的產品或服務的品質，卻因不佳的勞資關係，深受影響。

「勞動力」雜誌的統計結果令人困惑，因為，假設企業改造是對的，假設組織再造是企業革新必然的過程，又假設以流程為核心議題的工作設計是企業改造的不二法門，那麼為何事實會與預期的結果相差那麼多？

1. 請問以上針對「組織再造是為透過流程再造來改變企業體質，從而降低成本增加企業競爭力」之分析，您有甚麼看法？
2. 針對作者在最後所問的「假設企業改造是對的，組織再造是企業革新必然的過程，又假設以流程為核心議題的工作設計是企業改造的不二法門，那麼為何事實會與預期結果相差那麼多？」，提出您個人的看法。

四、請針對近年來一些新的管理名詞，以您個人在實務工作中之觀察及經驗，來解釋其意義：(各 5%)

1. 供應鏈管理 (Supply-Chain management) vs 價格鏈管理 (Value-Chain management)
2. 客戶關係管理 (Customer-Relation Management)
3. 知識管理 (Knowledge management)