

系所組別： 工業與資訊管理學系乙組

考試科目： 管理學

考試日期：0308，節次：2

※ 考生請注意：本試題 可 不可 使用計算機

A1. (14%) Please describe the criteria for ethical decision making, and how managers can do to create and sustain an ethical organization.

A2. (14%) Please describe the process of management by objectives (MBO), and state its pros and cons.

A3. (8%) The debate of affirmative action has been fairly intense in recent years. Please comment on the following sentence:

“The emphasis on affirmative action today is more on diversity programs that seek to include everyone, rather than affirmative action and compliance programs that tend to spotlight race, which many claim leads to tensions and divisiveness.”

A4. (14%) Please describe three effective organizational development (OD) activities for organizational changes, and state the stages of OD.

B. Suppose you are a manager leading 10 operation assembly lines in a cellular phone manufacturing company in Taiwan. Each assembly line is consisted of 20 employees, thus, you are leading 200 subordinates. Due to the global economic crisis, the company asked you to shut down half assembly lines, lay off 60 subordinates, and re-organize the remaining assembly lines into high-performance assembly teams.

B1. During the process of shutting down half assembly lines, what obstacles may happen? What can you do to overcome those obstacles you identified? Please identify the obstacles and solutions specifically and in depth. (20%)

B2. What management theories can you apply in re-organizing the remaining assembly lines into high-performance assembly teams? Please describe the theories specifically and in depth. (10%)

B3. The re-organizaition of assembly lines may have negative effects on those who are not being laid off, what are they? What management strategies can you adopt to handle those negative effects? Please address the effects and strategies specifically and in depth. (20%)