

問答題 (每題25分, 300字內, 超出字數扣分)

一、 微軟公司(Microsoft)創辦人比爾·蓋茲(Bill Gates)於三月發表其個人第二本書：數位神經系統(Business : the Speed of Thought: Using A Digital Nervous System.)。

1. 試申其意。(8分)
2. 此項觀念對公司的管理將產生何種影響?(8分)
3. 台灣的中小企業如何因應才能提升競爭力?(9分)

二、“南許北王”，王永慶與許文龍對經營管理的看法有何異同？試比較之。並請舉例說明各種可以解釋兩者均獲致成功的管理理論。

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Multiple Choice: 50% (2% each)

請依題序作答於答案紙上。

Scenario A: (Choose the only one best answer)

The challenge from increased competition led Steven Wang, president of ABC Industries, to switch to an approach using computers to automate and integrate manufacturing components such as robots, machines, product design, and engineering analysis. ABC Industries has a structure with few rules, decentralization, a small ratio of administrators to workers, and a team-oriented organic approach. The company's products are enjoying high acceptance from the market, and growth is constant.

1. With an increase in environmental uncertainty, which of the following events should Steven not anticipate?
 - a. Departments will have greater differences.
 - b. To keep departments working together, the organization needs increased coordination.
 - c. Integrating managers will need to be hired to respond to the adaptation.
 - d. all of the above should be anticipated.
2. In which stage of the organization life cycle, does Steven's firm find itself currently?
 - a. introduction stage
 - b. growth stage
 - c. maturity stage
 - d. decline stage
3. The category of technology most representative of Steven's company is
 - a. unit and small batch
 - b. large batch and mass
 - c. nonroutine service
 - d. flexible manufacturing
4. The type of interdependence most characteristic of ABC Industries is
 - a. pooled
 - b. sequential
 - c. divisional
 - d. reciprocal
5. The type of coordinating mechanism most applicable is
 - a. direct supervision
 - b. standardization of work processes
 - c. standardization of skills
 - d. mutual adjustment

Scenario B: (Choose the only one best answer)

Sigma Electric sells and services electrical equipment for buildings as well as a garage or barn all the way up to a high rise office building or factory. The sales people are assigned to territories that include a variety of sales opportunities. Applying expectancy theory, identify the components of the sales contest which are influencing Chad.

6. Chad is in the running for Salesperson of the Year. He wants to see his picture on the Wall of Champions.
 - a. valence
 - b. instrumentality
 - c. expectancy
 - d. none of the above
7. The most substantial sales come from winning bids for electrical components in large commercial or industrial buildings but preparing the bid requires more work and skill than bids to home builders. Chad doesn't have much experience with bids.
 - a. His valence is low.
 - b. His instrumentality is high.
 - c. His expectancy is low.
 - d. His motivational force is high.
8. The other salesperson who has a good chance of winning has been with the company for five years longer and is a sentimental favorite. Chad believes some of the salespeople who don't have a chance to win might throw some end-of-the-year business her way.
 - a. valence
 - b. instrumentality
 - c. expectancy
 - d. none of the above
9. Chad wants the \$2,500 bonus for a good nest egg for a vacation home some day.
 - a. His valence is low.
 - b. His instrumentality is high.
 - c. His expectancy is low.
 - d. His motivational force is high.
10. In the past, sales totals of more than one million dollars was enough to win the Salesperson of the Year award. Chad's sales total \$1.1 million.
 - a. His valence is high.
 - b. His instrumentality is high.
 - c. His expectancy is low.
 - d. His motivational force is low.

Matching A:

Use the set of terms (from a to m) to identify the following sentences and phrases (from 11 to 20). (Note: Some terms may not be used. Some statements may require more than one answer.)

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| 11. Major goals, priorities, and plans for goal achievement. | a. retrenchment |
| 12. Views the corporation as a portfolio of businesses. | b. product life cycle |
| 13. Predicts strategic issues managers face as a product matures and gains market acceptance. | c. BCG matrix |
| 14. The information gleaned from environmental scanning. | d. strategy formulation |
| 15. Functional strategy focusing on the management of current and long-term assets. | e. strategy implementation |
| 16. Set of processes involved in determining the strategies of the organization. | f. financial strategy |
| 17. Grand strategy calling for significant increases in sales, assets, or other measures. | g. corporate strategy |
| 18. Organizations that develop their ability to discover and then to exploit new product and market opportunities. | h. prospectors |
| 19. SBUs with a relatively large share of a high-growth market. | i. environmental analysis |
| 20. Method by which strategies are operationalized within an organization. | j. cash cows |
| | k. growth strategy |
| | l. strategy |
| | m. stars |

Matching B:

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| 21. A loss of focus on the main goal | |
| 22. Can have a decided negative effect on employee motivation, even when rewards are desired | a. Unattainable goals |
| 23. Results from the fact that they provide handy benchmark against which to measure performance | b. Means-end inversion |
| 24. Problematic because it leads to situations where it is difficult to measure results | c. Overemphasis on quantitative goals |
| 25. Often cause people to focus on short-term results instead of the long-term results | d. Overemphasis on qualitative goals |
| | e. Improper reward systems |