1. Short answers: 40 pts (five questions and 8 points each)

   Compare and contrast following management theory and terminologies:

   1. Hersey and Blanchard's situational leadership theory versus path-goal theory
   2. Herzberg's two-factor theory and Mcclelland's three-needs theory
   3. Feedforward control, concurrent control and feedback control
   4. Value chain management versus supply chain management
   5. Strategic goal versus financial goal

2. Essay questions: 60pts

   1. Uncertainty is a challenge that a manager has to handle for decision making. Assume you are the manager of Tainan branch office of CHT to determine four strategies (S1, S2, S3, S4) for promoting MOD service throughout Tainan city. In this case, you know that the cable TV operator also has four competitive actions (CA1, CA2, CA3, CA4) against your promotion at the same region. You have no previous knowledge to figure out possibilities of success for any of the four strategies. But you could formulate a payoff matrix as table1 to show various strategies and resulting profit, depending competitive action adopting by the cable TV operator.

      A. If you are an optimist, which strategy would be adopted and what is your payoff. (5 pts)

      B. If you are a pessimist and adopt maxmin choice, which strategy would be adopted and what is your payoff. (5 pts)

      C. The payoff matrix can be converted into regret matrix. Convert table1 from payoff matrix into a regret matrix and adopt minimax choice to decide which strategy will be your choice and what is your regret. (9pts)

      Table 1: payoff matrix

Payoff		Cable TV	Competitive	Action
CHT Strategy	CA1	CA2	CA3	CA4
S1	5	8	6	4
S2	7	11	9	5
S3	13	10	18	14
S4	6	7	12	17

   2. According to your understanding of Taiwan telecommunication industry, try to select a telecom operator and analyze its internal factor evaluation matrix and external factor evaluation matrix, (7 pts each) and then formulate two suitable strategies based on SWOT analysis. (12 pts)

   3. Explain the meaning of boundaryless organization. (7 pts) Apply this concept into telecommunication industry for an example. (8 pts)