

是非題(每題2.5分,共20分):請回答「是」或「非」,並加以解釋。沒有解釋,不予記分。

1. Feedback controls are desirable because they allow management to prevent problems rather than cure them later.
2. Reinforcement theory ignores the inner state of the individual and concentrates solely on what happens to a person when he/she takes some action.
3. To have power in an organization, one must have a position of formal authority.
4. Strategic planning is a concept that applies only to business organizations.
5. The acceptance view of authority was developed by Max Weber.
6. Both scientific management and general administrative theorists viewed organizations as machines.
7. Groupthink means that group members will feel free to have different views from other group members.
8. According to Fiedler, to improve leader effectiveness a manager can change his/her leader style.

貳:問答題(共80分)

一、有效的控制是促使企業達成設定目標之重要手段,試說明下列各項:

1. 進行控制活動時應注意那些原則?
2. 試評估「成本中心」、「費用中心」、「投資中心」及「利潤中心」之特性、使用時機及優劣點?
3. 在進行績效之衡量與控制時,應如何才能避免:(1)短期導向;(2)行為替代;及(3)局部最適化之現象?

(20%)

二、企業要能夠有效地推動有關業務、組織之運作能力常常是關鍵因素:

1. 試由SWOT之角度評估為何「策略必須跟隨環境」,而「組織必須跟隨策略」,試舉例說明實務上應如何「跟隨」?
2. 試說明在組織發展與策略運作之不同階段,公司之組織結構與管理風格應如何調整才能達成策略配合(Strategic fit)之效果?

(20%)

三、國際化與自由化為現今企業經營不可避免之趨勢:

1. 試說明在管理活動與企業功能性活動方面,企業應如何因應國際化與自由化之潮流?
2. 試說明「國內企業專業經理人」與「海外子公司專業經理人」在工作內容、管理技巧、領導方式及組織運作等方面有何不同?

(10%)

四、請評述「金錢」各在下列相關激勵理論所扮演之角色:

- (1) the hierarchy of needs theory
- (2) motivation-hygiene theory
- (3) equity theory, (4) expectancy theory.

(15%)

五、請分別敘述下列人物或事件對管理理論發展之影響:

- (1) Henri Fayol
- (2) The Hawthorne Studies
- (3) World War II

(15%)