

系所組別：國際企業研究所乙組

考試科目：管理學

考試日期：0308，節次：3

※ 考生請注意：本試題 可 不可 使用計算機

## 一、解釋名詞 (每題 8 分，共 40 分)

- |                      |                          |
|----------------------|--------------------------|
| 1. ethnocentrism     | 4. global sourcing       |
| 2. entrepreneurship  | 5. learning organization |
| 3. expectancy theory |                          |

## 二、試分析你會如何處理下述五種情況，並說明有何管理學上的論點可支持你的處理方式及你的做法有何利弊得失。(每種情況各占 12 分，共 60 分)

請注意：每種情況均提供四種不同的處理方式，你的做法不一定要在此四種之列，也不限於只能挑選單一處理方式。

**What is Right?**

It is often hard for a manager to determine what is "right" and even more difficult to put ethical behavior into practice. A manager's ethical orientation often brings him or her into conflict with people, policies, customers, or bosses. Consider the following dilemmas. How would you handle them?

- A well-liked member of your staff with an excellent record confides to you that he has Acquired Immune Deficiency Syndrome (AIDS). Although his illness has not affected his performance, you're concerned about his future health and about the reactions of his coworkers. You
  - tell him to keep you informed about his health and say nothing to his coworkers.
  - arrange for him to transfer to an area of the organization where he can work alone.
  - hold a staff meeting to inform his coworkers and ask them how they feel about his continued presence on your team.
  - consult your human resources officer on how to proceed.
- During a reorganization, you're told to reduce staff in the department you manage. After analyzing staffing requirements, you realize the job would be a lot easier if two professionals, who both are over age 60, would retire. You
  - say nothing and determine layoffs based purely on performance and length of service.
  - schedule a meeting with both employees and ask if they'd consider early retirement.
  - schedule a meeting with all staff and ask if anyone is interested in severance or early retirement.
  - lay off the older workers.
- One of your colleagues has recently experienced two personal tragedies—her husband filed for divorce and her mother died. Although you feel genuine sympathy for her, her work is suffering. A report you completed, based on inaccurate data she provided, has been criticized by management. Your manager asks you for an explanation. You
  - apologize for the inaccuracies and correct the data.
  - tell your manager that the data supplied by your colleague was the source of the problem.
  - say your colleague has a problem and needs support.
  - tell your manager that because of your work load, you didn't have time to check the figures in the report.
- Your firm recently hired a new manager who is at the same level you are. You do not like the man personally and consider him a rival professionally. You run into a friend who knows your rival well. You discover this man did not attend Harvard as he stated on his résumé and, in fact, has not graduated from any college. You know his supposed Harvard background was instrumental in getting him hired. You
  - expose the lie to your superiors.
  - without naming names, consult your human resources officer on how to proceed.
  - say nothing. The company obviously failed to check him out, and the lie probably will surface on its own.
  - confront the man with the information and let him decide what to do.
- During a changeover in the accounting department, you discover your company has been routinely overcharging members of the public for services provided to them. Your superiors say repayment of charges would wreak havoc on company profits. Your company is federally regulated, and the oversight commission has not noticed the mistake. Your bosses say the problem will never come to light and they will take steps to correct the problem so it never happens again. You
  - contact the oversight commission.
  - take the matter public, anonymously or otherwise.
  - say nothing. It is now in the hands of the bosses.
  - work with the bosses on a plan to recognize the company's error and set up a schedule of rebates that would not unduly penalize the company.