

一、選擇題 (每題2分，共15題30分)

Scenario 1

Jenny had been reading several management periodicals for her class assignment. She was confused by all the terms she had come across in her search for changes that were reshaping contemporary organizations. The first article had described a new business owner who had taken a large calculated risk to initiate his new business venture where he had become quite successful at the age of 26. The next article dealt with a process that managers were using for quality control at a local cheese producing plant. The company was constantly monitoring the cheese-making process and little by little improving the quality of its cheese. The next article was in direct contrast. This roller blade manufacturer had decided that its product needed to be completely remade in order to keep up with the competition. So it had basically started from scratch and developed a new revised product. Several of the articles Jenny had read talked about companies laying off numerous employees. And the practice was not limited to the United States. It was occurring worldwide. Finally, several articles had also mentioned that businesses were hiring fewer core employees and using more contingent workers. Many larger businesses were hiring people to fill in for those employees off for an extended time period, such as for a new dad off for twelve weeks after the birth of a child.

1. The new business owner could best be described by which of the following?
 - a. reengineering
 - b. downsizing
 - c. entrepreneur
 - d. intrapreneur
2. The cheese factory was using which of the following techniques?
 - a. work process engineering
 - b. downsizing
 - c. total quality management
 - d. rightsizing
3. The roller blade company was using which of the following techniques?
 - a. work process engineering
 - b. downsizing
 - c. total quality management
 - d. rightsizing
4. The practice of laying off employees is known as:
 - a. reengineering.
 - b. downsizing.
 - c. total quality management.
 - d. rightsizing.
5. Which type of worker is replacing the new father who is staying home with his baby?
 - a. part-time employee
 - b. temporary employee
 - c. contract employee
 - d. project employee

(背面仍有題目,請繼續作答)

Scenario 2

Patrick has just been hired in a management/leadership position for Trion's Inc. It should prove a challenging position due to the fact the Board of Directors wants to see the profit margin back to 5% in 18 months or less. Things have not been going well at Trion's Inc. Patrick wonders which leadership style will be more effective in order to accomplish the tasks that need to be done? He does not have much time so maybe he should centralize authority, dictate work methods and make the decisions, at least for awhile. However, that really is not the method Patrick prefers. He would rather involve employees in decision making, delegate authority, and encourage participation in decision making, but make the final decision himself. From what he has observed, the last leadership style that was used with the group of employees was to allow employees to do whatever they wanted, giving them complete freedom to make decisions. The only input from the leader was to supply necessary materials and answer questions.

6. If Patrick chooses the first option in which he centralizes authority and dictates work methods, which leadership style will he be using?
 - a. democratic-participative
 - b. laissez-faire
 - c. autocratic
 - d. democratic-consultative
7. If Patrick uses his preferred style, which leadership style will be chosen?
 - a. Democratic-participative
 - b. Laissez-faire
 - c. Autocratic
 - d. Democratic-consultative
8. Which leadership style are the employees accustomed to?
 - a. Democratic-participative
 - b. Laissez-faire
 - c. Autocratic
 - d. Democratic-consultative
9. According to Tannenbaum and Schmidt, which leadership style will be most effective in the long run?
 - a. Democratic
 - b. Laissez-faire
 - c. Autocratic
 - d. Situational
10. If Patrick decides to involve employees in decision making and allow the group to make the decision, he will use the _____ style.
 - a. democratic-participative
 - b. laissez-faire
 - c. autocratic
 - d. democratic-consultative

Scenario 3

Stacie sighed. Her general manager had just left after giving her the latest assignment read-dress the competitive advantage of their company. By Friday's meeting, Stacie was to have developed three differing strategies the business could use in order to maintain its competitive advantage. Its computer business was slowly losing market share to its competitors, and everyone realized something needed to be done. Stacie glanced through the article by Michael Porter her manager had left with her. According to Porter, there were three differing types of strategies they could choose from. Stacie began wondering if there was a way they could make their computers cheaper which would allow them to then sell at a lower price. If they could reduce the price by \$100 a machine, they would be the industry leaders in price. Stacie wondered if they could find any lower-priced suppliers the more expensive parts of their computers. She knew that their computers appealed particularly to small business owners due in part to price. They were able to offer the lower price because their computers were not so powerful or fast as some machines but did contain the necessary word processing, database, and spreadsheet capabilities necessary for a typical small business owner. The lack of frills with the solid three program capabilities plus their known reputation for quality had worked for them in the past. Stacie wondered if perhaps they needed to look at a smaller segment of the market, maybe small businesses with a large accounts receivable that would fully utilize their specific database. She knew that would cut their market by 1/8 but maybe achieving a definite market niche would help. Stacie began compiling her report for Friday's meeting.

11. The competitive advantage focusing on a lower price would be a:
 - a. cost-leadership strategy.
 - b. differentiation strategy.
 - c. focus strategy.
 - d. retrenchment strategy.
12. The competitive advantage based upon their known reputation among small business owners for a computer with few frills but the capabilities of performing word processing, databases, and spreadsheets would be known as a:
 - a. cost-leadership strategy.
 - b. differentiation strategy.
 - c. focus strategy.
 - d. retrenchment strategy.
13. The competitive advantage based upon developing the market of small businesses that had a specific need for a database with the capability for a large accounts receivable billing, would be which of the following?
 - a. cost-leadership strategy.
 - b. differentiation strategy.
 - c. focus strategy.
 - d. retrenchment strategy.
14. The long-term success of any competitive strategy Stacie develops requires that the advantage be which of the following?
 - a. profitable
 - b. similar to the strategy used by the competition

(背面仍有題目,請繼續作答)

- c. sustainable
- d. dissimilar to the strategy used by the competition

15. Stacie knew that in order to keep its competitive advantage, her company would have to do which of the following?
- a. remain profitable
 - b. lower price
 - c. take constant action
 - d. hire new management

二、問答題 (每題15分，共3題 45分)

1. 企業必須不斷的追尋持久性之競爭優勢(sustainable competitive advantages)才能生存獲利，試說明：
 - (1) 競爭優勢的來源有哪些？
 - (2) 企業要怎麼做才能使競爭優勢能夠持久，而不致於在短時間內即喪失優勢？
 - (3) 競爭優勢與競爭策略之關係為何？請舉實例說明。
2. 在動態多變的經營環境中，組織運作之速度與彈性變得更加重要：
 - (1) 試以權變理論的觀點舉例說明組織運作應如何隨經營環境與經營策略之改變而改變。
 - (2) 試說明組織應如何運作才能提升速度與彈性。
3. 在計劃、組織、領導、協調與控制等五項管理活動中，每一個活動均必須與其他活動環境相扣，如此才不致因各自為政而造成資源浪費。
 - (1) 試說明以上五項管理活動之間應如何連動、如何勾稽。
 - (2) 試以您目前所服務的單位為例，說明貴單位在推動組織之運作時，是用哪些方法來促進這五項管理活動之相互連動，有哪些方法成效比較好，有哪些待改進的地方。

三、個案分析 (25%)

Case:

Environmental scanning attempts to provide management with accurate forecasts of trends that relate to external changes in geographic areas where the firm is currently doing business and/or considering setting up operations. These changes relate to the economy, competition, political stability, technology, and demographic consumer data.

Mercedes is a good example of how this environmental scanning process is done. Before the merger with Chrysler, this German firm was chosen by China to build minivans, and was the last major vehicle project that China approved until the year 2000. What makes

Mercedes' success so impressive is that initially, the company was not a leading contender for the contract. Chrysler had the lead in this bid to make vans as well as gas and diesel engines in China. Chrysler badly wanted this contract, because it would provide an important entry into the growing Chinese market. By mid-1994, Chrysler had agreed to invest over \$1 billion to build vans, engines, and transmissions. At this point, however, negotiations turned sour. Chinese negotiators changed their tactics and introduced a host of new demands, including: (1) the right to export Chrysler vans and components without paying a licensee fee; (2) insistence that Chrysler invest the \$1 billion up front rather than in phases, as was previously agreed; and (3) deletion of intellectual property protections from the contract, thus allowing the Chinese to copy Chrysler components freely. Chrysler refused to give such concessions, and the Chinese began looking at other bids, including one from Mercedes that gave them much of what they wanted. Mercedes agreed to eventually base all of its van production in China, set up technology centers, develop a components industry, and let the Chinese export 12,000 units annually. At the same time, Mercedes' parent company, Daimler Benz, has pledged to put China "on the map" in industries ranging from passenger aircraft to high-speed trains. By carefully scanning the environment and making the necessary concessions, Mercedes placed itself in an ideal position to gain a significant share of the rapidly expanding Chinese auto market. Interestingly, Chrysler through its merger strategy to form Daimler-Chrysler was also end up having a presence in China.

Questions

1. Suppose you are the Project Leader of the China Investment Project of Mercedes, develop a feasibility analysis framework for Mercedes to evaluate the viability of investment in Mainland China.
2. Based on the of environment-strategy-structure linkage, identify necessary evaluation items and control points on the process of environmental scanning.
3. Based on your knowledge, evaluate the current status of economy, competition, political stability, and technology environments of Mainland China and evaluate their managerial implications for a foreign firm to invest in Mainland China.