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考試日期：0301，節次：3

申論題(每題 20 分，共 60 分)

一、主管領導效能一向被視為是企業經營成功之關鍵要素：

- 1) 試說明何謂領導效能？
- 2) 試由特質論、行為論、權變論及最近現代領導理論的論點說明領導效能該如何衡量？
- 3) 試說明如果您現在是一位主管，您將如何領導部屬，才會是一位有效的領導者？

二、計劃(Planning)與控制(Control)一向被視為一體兩面的管理工具：

- 1) 試說明在進行公司策略規劃時計劃與控制之流程與內容為何？
- 2) 試說明在激烈而動態的競爭態勢中，計劃應如何控制互相連動，才能創造更高的績效？
- 3) 試以你過去工作的經驗，說明控制的要領。

三、合理的獎賞制度是促進員工努力突破現狀之最佳工具。

- 1) 試列舉您心目中認為最重要的激勵理論，並說明為何它們是最重要的激勵理論。
- 2) 試說明實務上正向激勵(如獎賞)與負向激勵(如懲罰)之使用時機，及此兩種激勵之後可能的結果。
- 3) 是以你目前工作的職位，說明應如何激勵才能最有效果，請說明理由。

個案分析(每題 20 分，共 40 分)**一、Case 1**

More than 20 years ago, Howard Schultz hit on the idea of bringing a European-style coffeehouse to America. People needed to low down, he believed -- to "smell the coffee" and enjoy life a little more. The result was Starbucks. This coffeehouse doesn't sell just coffee, it sells *The Starbucks Experience*. "There's the Starbucks ambience, "notes an analyst, "The music. The comfortable chairs. The smells. The hissing steam." Says Starbucks Chairman Schultz, "We aren't in the coffee business, serving people. We are in the people business, serving coffee." People around the globe now flock to Starbucks, making it a powerhouse premium brand. Some 30 million customers now visit the company's more than 9,200 stores worldwide each week.

Growth is the engine that keeps Starbucks perking -- the company targets (and regularly achieves) jaw-dropping revenue growth exceeding 20 percent each year. Starbucks' success, however, has drawn a full litter of copycats, ranging from direct competitors such as Caribou Coffee to fast-food merchants (such as McDonald's McCafe) and even discounters (Wal-Mart's Kicks Coffee). To maintain its phenomenal growth in an increasingly overcaffeinated marketplace, Starbucks must brew up an ambitious, multipronged growth strategy.

First, Starbucks management might consider whether the company can achieve deeper market penetration--making more sales to current customers without changing its products. It might add

(背面仍有題目,請繼續作答)

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new stores in current market areas to make it easier for more customers to visit. In fact, Starbucks is adding an average of 28 stores a week, 52 weeks a year--its ultimate goal is 30,000 stores worldwide. Improvements in advertising, prices, service, menu selection, or store design might encourage customers to stop by more often, stay longer, or to buy more during each visit. For example, Starbucks has added drive-through windows to many of its stores. A company debit card lets customers prepay for coffee and snacks or give the gift of Starbucks to family and friends. And to get customers to hang around longer, Starbucks now offers T-Mobile hotspot wireless Internet access in many of its stores.

Second, Starbucks management might consider possibilities for market development-identifying and developing new markets for its current products. For instance, managers could review new demographic market. Perhaps new groups--such as seniors or ethnic groups--could be encouraged to visit Starbucks coffee shops for the first time or to buy more from them. Managers also could review new geographical markets. Starbucks is now expanding swiftly into new U.S. market, especially smaller cities. And it's expanding rapidly in new global markets. In 1996, Starbucks had only 11 coffeehouses outside North America. It now has more than 2,650, with plenty of room to grow. "We're just scratching the surface in China," says Starbucks' CEO. We have 150 stores and the potential for more than 2,000 there."

Third, management could consider product development-offering modified or new products to current market. For example, Starbucks has introduced new reduced-calorie options, such as Frappuccino Light Blended Beverages. It recently added Chantico, and indulgent, chocolate beverage to its menu to draw in more non-coffee drinkers. To capture consumers who brew their coffee at home, Starbucks has also pushed into America's supermarket aisles. It has a cobranding deal with Krafts, under which Starbucks roasts and packages its coffee while Kraft markets and distributes it. And the company is forging ahead into new consumer categories. For example, it's bringing out a line of Starbucks coffee liqueurs.

Questions :

1. What does strategic planning have to do with marketing?
2. What role does marketing play in helping Starbucks to accomplish its goals and objectives?
3. Why are we talking about companywide strategic planning in a marketing text?

二、Case 2

Open-book management (OBM) seeks to get every employee to think and behave like an owner. It throws out the notion that bosses run things and employees do what they're told. In the open-book approach, employees are given the information that historically was strictly kept within the management ranks.

There are three key elements to any OBM program. First, management opens the company's books and shares detailed financial and operating information with employees. If employees don't

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know how the company makes money, how can they be expected to make the firm more successful? Second, employees need to be taught to understand the company's financial statements. This means management must provide employees with a "basic course" in how to read and interpret income statements, balance sheets, and cash flow statements. And third, management needs to show employees how their work influences financial results. Showing employees the impact of their jobs on the line makes financial-statement analysis relevant.

Who is using OBM? More than 3,500 organizations, including Wal-Mart, Allstate Insurance, Amoco Canada, Rhino Foods, and Sprint's Government Systems division. Why should it work? Access to detailed financial information, and the ability to understand that information, makes employees think like owners. And this leads to them making decisions that are best for the organization, not just for themselves.

This story suggests that the less distortion that occurs in communication, the more that goals, feedback, and other management messages to employees will be received as they are intended. This, in turn, should reduce ambiguities and clarify the group's task. Extensive use of vertical, lateral, and informal channels will increase communication flow, reduce uncertainty, and improve group performance and satisfaction. We should also expect incongruities between verbal and nonverbal communiqués to increase uncertainty and to reduce satisfaction.

Questions :

1. "Ineffective communication is the fault of the sender." Do you agree or disagree? Discuss.
2. What can you do to improve the likelihood that your communiqués will be received and understood as you intend?
3. "Most people are poor listeners." Do you agree or disagree. Defend your position.