

試回答下列各題，每題占 20%：

- 一、管理大師 Peter Drucker 曾指出：「在可預見的未來，知識將取代土地、勞力、資本及機器設備等，成為最重要的生產要素」，隨著網際網路及電子商務之快速普及發展，知識管理儼然成為管理的主流，知識將成為最重要之持久性競爭優勢 (sustainable competitive advantage)。
 1. 試說明知識管理之內涵。
 2. 試說明在知識管理的架構下，管理活動之內容及組織運作之模式會有哪些趨勢變化。

- 二、管理活動能否有效推動，與激勵制度之設計有很大的關係：
 1. 試列舉相關之激勵理論，並由這些理論中整合成若干共通性之原理原則，提供作為企業建立激勵制度之參考。
 2. 試比較傳統產業與高科技產業之公司在設計員工之激勵制度時，應有哪些不同，請說明理由。

- 三、一個有效的企業領導者必須能夠順利將管理之活動（計劃、組織、領導、協調與控制）應用於企業五功能（生產、財務、行銷、人力資源與研究發展）之中，以使組織之運作步入常軌：
 1. 試說明成功的領導者必須具備哪些能力與條件。
 2. 試說明組織在運作之過程中要如何衡量其運作之績效。

- 四、Read the following three statements carefully and have your comments on each of the statement. Cite relevant literature to support your comments.
 1. Things under tight control are better than things under loose control.
 2. The more data managers have, the better decision they make.
 3. The balance scorecard is only good for large organizations; it is no good of small organizations.

(背面仍有題目,請繼續作答)

五、Assume that you have just been promoted to a plant manager's position. The plant is manufacturing consumer electronic products with an employee size of 950 and is located at about 300 kilometers away from headquarter of the company. As you become acquainted with the workers, supervisors, and procedures of the plant, you come to the conclusion that values and attitudes of the workers and supervisors are the source of the low morale in the plant, as well as the apathetic attitude toward production. Quality inspections have shown that there are a large number of defects in the finished product.

1. Provide possible reasons that result in such a situation of the plant operation.
2. Explain the kinds of things you might do to change the organizational culture to one that will be more conducive to positive morale and higher production with better quality.