

※本大題請於試卷內之「選擇題作答區」依序作答。

I. 選擇題（單選，每題3分，共計30分）：

1. Which of the following statements about organizational design and organizational structure is true?
 - (A) According to Woodward, the span of management for first-level managers decreases when moving from unit production to mass production, and increases when moving from mass production to process production.
 - (B) Specifying “who reports to whom for what” within the organization is called “division of work.”
 - (C) Wide spans of control create tall hierarchies of management levels.
 - (D) Burns and Stalker proposed that a mechanistic (organic) system fits a stable (turbulent) environment.
 - (E) “Decentralization” occurs when a university organizes its professors into groups such as Chemistry, Engineering, Sociology, etc.

2. Which of the following statements about power, authority and delegation is not true
 - (A) Expert power does not automatically accompany the job title of “manager.”
 - (B) According to Chester Barnard, the range of acceptable conditions which a subordinate has for accepting orders is called “the zone of indifference.”
 - (C) Line authority is based primarily on referent power.
 - (D) Staff authority relies primarily on expert power.
 - (E) As an organization grows in size and complexity, decentralization tends to increase.

3. Job design is an important topic in management. Find out which of the following statements is incorrect.
 - (A) Job enrichment occurs when vertical work activities are combined into a single job to allow more autonomy.
 - (B) Job enlargement increases the depth of a job.
 - (C) Job description is about a job or work, while job specification is about workers.
 - (D) “Empowerment” sometimes need a motivational job design to make routine jobs more rewarding.
 - (E) none of the above

4. According to the expectancy model of motivation, a salesperson who expects a bonus if he performs above his sales quota is dealing with
 - (A) valence
 - (B) avoidance learning
 - (C) performance-outcome expectancy
 - (D) effort-performance expectancy
 - (E) negative reinforcement

見背面

5. Which of the following is not correct about leadership theories?
- (A) Leaders who have an exceptional impact on their organizations are called transformational leaders.
 - (B) In Fiedler's theory, leader-member relations, task structure and position power are 3 situational factors.
 - (C) Fiedler found that low-LPC leaders were most effective in situations in which the leader enjoys moderate power and influence.
 - (D) The path-goal approach is based on the expectancy model of motivation.
 - (E) In Vroom-Yetton-Jago model, AI and AII represent authoritarian approaches.
6. With the traditional control process, what determines if measuring actual performance against standards can be accomplished by personally observing subordinates?
- (A) The number of subordinates is limited.
 - (B) Impersonal control techniques are added.
 - (C) The number of supervisors is increased.
 - (D) There are significant deviations.
7. 不同的組織策略需要適當的組織結構來加以執行，以下配對何者正確？
- (A)當組織訂定成本領導策略時，組織結構以有機式組織較為適合
 - (B)當組織追求的是差異化策略時，組織結構以有機式組織較為適合
 - (C)當組織重視的是創新研發時，組織結構以機械式組織較為適合
 - (D)以上皆非
8. 賦權(empowerment)現象的產生，代表著低階員工的自我裁量權變大。請問此現象的產生和哪一個管理學派理論的興起最有關係？
- (A)科學管理學派
 - (B)行政管理學派
 - (C)組織行為學派
 - (D)管理科學學派
9. 下列關於 KPI 與平衡計分卡的比較，何者有誤？
- (A)兩者皆可將企業的策略目標分解為可運作的遠景目標的工具
 - (B)兩者皆僅採用量化的指標
 - (C)兩者的員工皆可清楚的瞭解組織的願景、策略為何
 - (D)KPI 僅考慮到流程的構面；而平衡計分卡則包含了財務、顧客、內部流程及學習與成長等四個構面。
10. 下列對於群體(group)與團隊(team)的差異的比較，何者為非？

- (A)群體著重個人責任；團隊兼顧個人與彼此間的相互責任
- (B)群體目標與組織目標相同；團隊具有本身獨特的目標
- (C)群體著重個人的工作成果；團隊著重集體的工作成果
- (D)群體以直接方式衡量其績效；團隊以間接的方式衡量其績效

II. 問答題 (共計 70 分)

請以中文作答，答題內容必須整齊、有條理，並盡可能引用所知理論及案例加以說明

1. 全球暖化所引發的環保節能減碳要求，加上民眾對企業社會責任(CSR)的殷切期待，使得企業管理思想受到明顯衝擊。請以控制(controlling)的觀點出發，說明上述因素對控制理論與實務的影響。(20分)
2. 研究指出，兩岸上市公司治理結構最大差異，在於大陸以國有企業為主，台灣企業則多由創業家族主導。根據定義，公司治理的目的在於追求股東投資價值的極大化，由此一標準來看，台灣與中國大陸所分別代表的治理結構，可能的優、缺點為何？針對相關缺點，請建議可能機制加以克服。(15%)
3. 隨著知識經濟的發展，創新(innovation)逐漸成為企業保持競爭力的重要手段。創新並不是標新立異或刻意與眾不同，而是一種有目的、有系統，或是能增加價值的一種問題解決方式。實務上有許多創新模式可以產生經濟價值，成為企業競爭力的基礎，請列舉可能的創新模式，並說明其內容。(15%)
4. 企業進行多角化(diversification)在歐美行之有年，是指企業進入一個與原先經營領域不同的產品市場，國內企業如統一、台塑、奇美，發展過程中也積極進行多角化，集團橫跨多種產業。請問多角化是否真能對企業表現產生正面效果？有何要素需要加以考量？(10%) 相對於多角化，專業化經營(focus)對企業表現而言，又有何優缺點？(10%)