

所別：經營管理研究所

科目：管理學（甲組）

注意事項：

- (1) 題目共含單選題、問答題及個案分析三部份，請注意。
- (2) 可以用中文作答，請依序作答，寫明題號。

I、單選題（25%，每題 5%）

1. Strategic planning includes all of the following except:
(A) analyzing the environment (B) strategy implementation (C) distinctive competence identification
(D) evaluating the organizational strengths and weaknesses.
2. Which of the following is NOT consistent with notions of Michael Porter?
(A) The correct strategy can lead to success in almost any industry. (B) Certain industries are more attractive than others. (C) Attaining a competitive advantage is crucial. (D) Organizational culture is the major determinant of financial success.
3. A strategic business unit:
(A) develops guidelines for the allocation of resources among the corporation's various businesses. (B) groups together all business activities within a multibusiness corporation that produce a particular type of product or service. (C) creates the framework for the management of the various business functions such as finance or marketing. (D) is the result of a nonhostile takeover.
4. What is the relationship between job stress and productivity?
(A) As stress goes up, productivity remains unchanged. (B) As stress goes up, productivity goes up. (C) As stress goes up, productivity first rises, then falls. (D) As stress goes up, productivity goes down.
5. The Ohio State studies identified two groups of leader behaviors that were thought to reside on two different continuum. What does this imply for managers?
(A) The leader who initiates structure will be most effective (B) The traits leaders possess will be more important than how they behave (C) The leader can be high on either initiating structure or consideration, but not both simultaneously (D) The leader can be high on both behaviors simultaneously.

II. Problem

1. Please analyze the relationship between motivation and rewards using the three concepts -- instrumentality, valence, and expectancy -- proposed by the Expectancy Theory of Victor Vroom. (25%)
2. What are the managerial implications of Hofstede's research on cultural environments? In what countries do you believe managers from Taiwan are likely to have to make the fewest adjustments? In what countries do you believe they'd have to make the most adjustments? (10%)
3. How do creativity and innovation differ? Give an example of each. How does an innovative culture make an organization more effective? Do you think such an innovative culture could make an organization less effective? Why or why not? (10%)

III. Case Analysis (30%)

Zane's Cycles, an independent bicycle shop run by its thirty-something founder, Chris Zane sells the most

bikes in the New Haven, Connecticut, area. To many people, Chris Zane is the epitome of today's manager. Zane had a lot of faith in his ability to be successful. He learned all he could in college about running a business--particularly focusing on satisfying customers and implementing new and creative techniques to achieve his goals.

When those two competitors went out of business, he negotiated a deal with the phone company. He agreed to pay the remainder of the two companies' Yellow Page advertising. Callers to either of those numbers heard not only, "The number you are calling is no longer in service," but also, "If you are in need of a bicycle dealer, Zane's Cycles will be happy to serve you." By pressing zero, the caller is automatically transferred to Chris!

Chris recognized that he had to give the appearance of being a larger business--especially if he wanted to expand nationwide and possibly abroad. He contracted with a marketing co-op firm to develop a thirty-two-page mail-order catalog. Although his creativity had boosted sales, Zane recognized that most of his business came from customers who visited the shop. He hired sales representatives and gave them the freedom to make whatever decisions they needed to please the customer and make a sale. But ringing up an "immediate" sale is not the primary focus. If customers need a bike part--a tire valve cap or a chain link--salespeople simply give it to them. The store also gives away cellular phones so bike riders can keep in touch with others or be prepared to make a call for assistance if needed. Zane also believes that any successful business owes its success to the community that supports it. It's a relationship that must be nurtured.

Questions:

1. Identify and describe the entrepreneurial spirit exhibited by Chris Zane. How has this affected his business?
2. Do you believe that Chris Zane endorses the concept that the "customer is king"? Support your position with examples.
3. Is Chris Zane a socially responsible employer? Does your opinion change when you consider some of the socially responsible actions he takes that have helped him achieve a 700 percent return on investment? Discuss.