Management

Note: The following essay-type questions are to be answered in English.
- Please be clear and concise in presenting your view.
- No partial credit will be given if not answered in English.
- Each question is 10 points

1. An organizational structure is the formal framework by which job tasks are divided, grouped, and coordinated. When managers develop or change an organization’s structure, they are engaged in a process called organizational design.
   => Please list and describe the key elements used in designing an organization’s structure.

2. Most management textbooks nowadays still continue to be organized around management functions.
   => Please define and describe each of these management functions. (Note: Either four or five functions).

3. What does it specifically mean by the term “organizational culture”?
   => Please list and describe as many dimensions of organizational culture as you can (at least six).

4. Before the early 1970s, managers generally assumed that the future is getting even better in their long-range plans. However, environmental shocks such as environmental protection regulations, deregulations of many industries, accelerating technology change, the establishment of WTO, and increasing global competition etc. have undermined (made it useless) this approach to long-range planning. The value of thinking strategically began to be recognized.
   => Please construct a model of strategic management process and describe each step of the process in your model.

5. Currently, one of the most respected approaches to understanding leadership is the path-goal theory, as developed by Robert House (1971).
   => Please construct a model of the path-goal theory and describe the essence of this theory.
以下部分請用中文回答

每題十分
6. 從企業變革理論之角度，試分析台灣的以下產業目前有那些內在及外在的變
動因素將衝擊這些產業產生變革？
(a) 製造業
(b) 商業銀行
(c) 國立大學商管學院

7. 請從 Charismatic Leadership Theory的架構分析你自己的領導才能。

8. 假設你是輝煌騰達公司的業務經理，你的一群子弟兵（為公司業績衝鋒陷陣
的業務代表）提出更換新筆記型電腦的要求。試敘述你應如何使用決策程序
(decision-making process)做出最後的決定。

9. 假設你是一個中型公司的企畫經理，貴公司體認到在現在這種高度競爭的環
境中，公司必須轉型為一個如 Peter Senge (1990) 第五項修練一書中所說的學習
型組織。請做一簡要報告向貴公司總經理指出學習型組織的特點及條件。

10. 若把兩年科管研究所的學業當成一個計畫（Project），請以一般 Project
management 的程序介紹你對這一個進修計畫的規劃。