閱讀下列五篇短文並回答每篇文章後的問題，全部共有五個問題，每題所佔分數列於該題之後，全部共 100 分。作答時請務必清楚標示題號。

Is Leadership Important?

Leadership may not always be important! Data from numerous studies collectively demonstrate that, in many situations, whatever behaviors leaders exhibit are irrelevant. Certain individual, job, and organizational variables can act as substitutes for leadership, negating the formal leader’s ability to exert either positive or negative influence over subordinates’ attitudes and effectiveness.

For instance, characteristics of subordinates such as their experience, training, professional orientation, or need for independence can neutralize the effect of leadership. These characteristics can replace the need for a leader’s support or ability to create structure and reduce task ambiguity. Similarly, people in jobs that are inherently unambiguous and routine or that are intrinsically satisfying may have little need for a leader. Finally, organizational characteristics such as explicit formalized goals, rigid rules and procedures, or cohesive work groups can act in the place of formal leadership.

問題1:
依據上述的觀點，如果你是一個企業的經理，你要如何領導你的屬下？(15分)
Service Fairness

My flight was delayed and I got to the hotel around 10:00 p.m. after traveling all day. The hotel had given away my room—even though I was guaranteed for late arrival—and they sent me to another hotel. I had to call everyone and change my meeting plans for the next day. It was a real hassle.

I was overcharged for an expensive item. I didn’t even notice it was scanned so high. The cashier caught it. She gave me the item free and I was really impressed. I always shop at that store now.

We live in a small town and this is the only supermarket. There are always long checkouts with not enough checkers. This store can handle fifteen checkers but there are maybe five working at a time. It took me forty-five minutes to get six simple items.

The sale had ended yesterday but the sign was still posted. The regular price was twenty dollars more than the sale price but she wouldn’t change it because she said the computer wouldn’t allow her to override the regular price. I felt like I was being punished for a mistake the store made.

問題 2:
上述的四個例子說明在交易的過程中，企業對待顧客時可能發生的不公平狀況。企業如何防止自己對顧客提供服務時對顧客帶來不公平的待遇？(15 分)
POINT

Behavioral scientists tend to down play money as a motivator. They prefer to emphasize the importance of challenging jobs, goals, participative decision-making, feedback, cohesive work teams, and other non-monetary factors. We argue otherwise here—that is, money is the critical incentive to work motivation.

Money is important to employees because it is a medium of exchange. People may not work only for money, but take the money away and how many people would come to work? A study of nearly 2,500 employees found that although these people disagreed over what was their number-one motivator, they unanimously chose money as their number-two.

As equity theory suggests, money has symbolic value in addition to its exchange value. We use pay as the primary outcome against which we compare our inputs to determine if we are being treated equitably. That an organization pays one manager $90,000 a month and another $95,000 means more than the latter’s earning $5,000 a month more. It is a message, from the organization to both employees, of how much it values the contribution of each.

In addition to equity theory, both reinforcement and expectancy theories attest to the value of money as a motivator. In the former, if pay is contingent on performance, it will encourage workers to generate high levels of effort. Consistent with expectancy theory, money will motivate to the extent that it is seen as being able to satisfy an individual’s personal goals and is perceived as being dependent on performance criteria.

However, maybe the best case for money is a review of studies that looked at four methods of motivating employee performance: money, goal setting, participative decision making, and redesigning jobs to give workers more challenge and responsibility. The average improvement from money was consistently higher than with any of the other methods.

COUNTER POINT

Money can motivate some people under some conditions, so the issue is not really whether or not money can motivate. The answer to that is: “It can!” The more relevant question is: Does money motivate most employees in the workforce today? The answer to this question, we will argue, is No.

For money to motivate an individual’s performance, certain conditions must be met. First, money must be important to the individual. But money is not important to everybody. High achievers, for instance, are intrinsically motivated. Money
would have little impact on these people.

Second, money must be perceived by the individual as being a direct reward for performance. Unfortunately, performance and pay are poorly linked in most organizations. Pay increases are far more often determined by non-performance factors such as experience, community pay standards, or company profitability.

Third, the marginal amount of money offered for the performance must be perceived by the individual as being significant. Research indicates that merit raises must be at least 7 percent of base pay for employees to perceive them as motivating. Unfortunately, recent data indicates average merit increases are only in the 3.9 to 4.4 percent range.

Finally, management must have the discretion to reward high performers with more money. Yet unions and organizational compensation policies constrain managerial discretion. Where unions exist, the discretion is almost zero. In non-unionized environments, traditional limited compensation grades create severe restrictions on pay increases. For example, in one organization, a Systems Analyst’s pay grade ranges from $47,000 to $52,000 a month. No matter how good a job that analyst does, her boss cannot pay her more than $52,000 a month. Similarly, no matter how poorly she performs, she will not earn less than $47,000. So money might be theoretically capable of motivating employee performance, but most managers are not given enough flexibility to do much about it.

問題 3:
上述的正反二個論點(point vs. counterpoint)你贊成哪一個？為什麼？請說明。（20分）
As e-mail spam filters become more sophisticated and unforgiving, online marketers are struggling to get their messages through.

For some legitimate e-mail marketers, getting their messages seen is awfully difficult. Take Pfizer Inc. for example. The New York-based maker of Viagra can't even use the drug's name in its e-mail marketing campaigns for fear of getting blocked by spam filters.

And Pfizer isn't the only company with this problem. TMX Communications, an online marketing agency specializing in business-to-business communications, discovered that its own corporate e-mails were getting spam filter hits "because we have the letter 'X' in our name, and the filters think it's porn," says Blair Lyon, president and CEO of the Conshohocken, Pennsylvania, firm. "Now we only use TMX in a banner image [of our logo]," not in the text.

That's just one of the strategies TMX uses on behalf of its clients. "It falls on the agency to do a lot more testing [these days]," Lyon says. "We require longer lead times. It can be an extra day, even if the message is only going to fifty people."

Ensuring that e-mail marketing messages get through filters requires constant monitoring, says Michelle Feit, president of ePostDirect, a Pearl River, New York, Internet marketing company. First of all, e-mail marketers have to maintain good relationships with ISPs, she says. That means keeping up with industry standards and making sure clients don't spam.

Spam filters are behind a broader industry trend: the move from mass marketing to targeted marketing, says Claire Rosenzweig, president and CEO of the New York-based Promotion Marketing Association. "This is not just about the Net," she says. "It's about wireless, about mobile phones. Everyone agrees it's a customer-centric world now. Getting the customer to see you will be the ongoing challenge."

Lyon is an advocate of a proposal by Microsoft to start charging postage for e-mail. "Spam filters are going to reach a critical stage where they will be prohibitive for marketers," he says. "A lot of marketers are upset about paying for something that was free, but people are losing trust in [e-mail]. I'd be willing to pay five cents a message—that's still a lot cheaper than direct mail."
On the other hand, Dr. David Jameson has built a business around the theory that spam filters will never work. His Sanford, Florida-based DigiPortal sells challenge-response e-mail software, which holds any incoming message from an unknown source until the sender responds to an automated return e-mail to prove it is a legitimate marketer. This is impractical for mass e-mailers (also known as spammers) and ensures the sender's address is a real one.

Yet Feit notes that with the exception of a few red-flag words like "Viagra," a single word on its own won't get an e-mail blocked. Most filters give message content a score, with some words attracting more points than others. "The word 'free,' which everyone believes is taboo, won't trigger a spam filter," she says.

"It's 'free' plus other trigger words." The Web-based SpamAssassin Project is one of several groups that assemble spam filters to let marketers test if their e-mails are likely to be blocked as spam. "Your delivery company has to watch every message, every campaign," Feit says. "There is a lot of filtering software, it is changing all the time and it is getting smarter. It's a constantly moving target."

問題 4:
(a) 請問上述文章對一個行銷者而言，指出了什麼樣的難題? (10 分) (b) 綜合文章所述，又有何解決之道? (10 分) (c) 而依你的看法，是否還有其他解決之道? (5 分)
PEPSI, ITUNES DOUBLE MUSIC PROMOTION IN NEW OFFER

Pepsi-Cola Co. is renewing its under-the-cap promo, doubling its 2004 offer with 200 million free songs, and introducing the chance to win Apple iPod minis though a sweepstakes.

The promotion, open to consumers 13 and older, offers a one-in-three shot at receiving a free download. The campaign runs Jan. 31 through April 30. Consumers have until May 23 to redeem free downloads. Soda drinkers can look for specialty marked "iTunes" 20 oz. and 1-liter bottles of Pepsi, Diet Pepsi, Pepsi Wild Cherry, Mountain Dew, Mountain Dew Red and Sierra Mist; they can also check under the rim of marked 32oz and 44oz. fountain cups at participating stores.

New for this year, Pepsi is offering consumers the chance to win a free iPod mini. The company gives away one mini iPod every hour from Feb. 1 through April 11. For each redeemed song, consumers will be automatically entered in the Pepsi iTunes iPod mini sweepstakes. A final drawing will take place on May 2. Apple estimates it will give away about 1,700 iPod minis as part of the promotion. Consumers can enter winning codes at Itunes.com.

The under-the-cap promotion will also give consumers a buy-one, get-one free offer with one-in-six odds of winning a matching free product.

Pepsi is expected to release a new commercial during the Super Bowl on Feb. 6, according to news reports. Pepsi spokesman Dave DeCecco said he couldn't offer comments about the promotion before its start date.

In organizing its second iTunes promotion, Pepsi hopes to clear hurdles that plagued its 2004 campaign. News reports estimated consumers redeemed only 5 million downloads out of the possible 100 million offered through the promo. Problems arose when the specially marked bottles arrived in some markets weeks after the first ad for the campaign appeared during the Super Bowl.

Consumers also discovered how to steal redemption codes without opening or purchasing a bottle. Scammers learned they could tip the unopened soda bottles to see if the underside of the lid was marked "try again" or if a winning code appeared.

To interrupt the scam, Pepsi restricted the number of free downloads a consumer could redeem per day, but chose not to alter its packaging. In its second time around, Pepsi is also restricting the redemption rates per person to 10 downloads per day and 200 total for the promotion.

問題 5:
(a) 請問以上文章報導了何種行銷的手法? (10 分) (b) 文章中又指出這樣的行銷手法會遇到什麼樣的問題? (5 分) (c) 請問你覺得這是一種好的行銷手法嗎? (5 分) (d) 在台灣也會行的通嗎? (5 分)