

國立高雄第一科技大學 97 學年度 碩士班 招生考試 試題紙

系所別：國際管理碩士學位學程

組別：不分組

考科代碼：3601

考科：企業管理概論

注意事項：

- 1、本科目不可使用電子計算器。
- 2、請於答案卷上規定之範圍作答，違者該題不予計分。

I. 解釋名詞 (20%)

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|-----------------------|-----------------------|-----------------|
| (1) Unity of Command | (2) Heuristics | (3) Satisficing |
| (4) Group of Thinking | (5) Line of Authority | |

II. 問答題 (80%)

- (1) The classical decision-making model may be viewed as a prescriptive approach that specifies how decisions should be made. What steps are involved in the classical decision-making model? However, the assumptions (e.g., rationality) of the classical decision-making model rarely exist. Please explain why managers hardly make decisions in the manner prescribed by the classical model. (20%)
- (2) Many empirical studies have suggested that a manager's leadership style can affect employees' performance. How many different leadership styles can you identify? And then, please briefly describe the individual styles, respectively. If we assume no leadership style is effective in all situations, please discuss what leadership styles (as you have identified) are likely to be most effective in which situations. (20%)
- (3) If we believe knowledge management is essential to sustain competitive advantage of firms relative to their competitors, what do you suggest a firm can do to improve its knowledge management? And then, please discuss in detail the reason(s) why your suggestions are important to the improvement of the firm's knowledge management. (20%)
- (4) We assume that the performance evaluation is important to all firms. Most firms rely upon financial indicators (e.g., return on asset) to evaluate their performance. What are the shortcomings, if any, of using the financial indicators for performance evaluation? If we believe a firm should evaluate its performance in a holistic way, a Balanced Scorecard approach may be feasible. Please discuss in detail the Balanced Scorecard approach. (20%)