

科目	管理學	適用系所	國貿系	時間	100 分鐘
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※請務必在答案卷作答區內作答。

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Part I: Essay (申論題)

1. 請說明個性(Personality)的基本定義為何(5%)? 請說明態度(Attitudes)的基本定義為何(5%)? 請說明工作滿意度(Job Satisfaction)的基本定義為何(5%)? 請論述此三個變數之間的關係及與工作績效(Job Performance)的關係(10%)。
2. 「管理者希望能在工作中激勵員工，員工希望能在工作中得到激勵」，請回答下列問題:
(1) 請說明激勵(Motivation)的基本定義為何(5%)? (2)請說明「工作特性模型」(Job Characteristics Model)的基本概念為何(10%)? (3) 請說明在「工作特性模型」(Job Characteristics Model)理論中所定義的工作特性如何影響員工的生產力及工作動機 (10%)?

Part II: Case Analysis (管理學個案分析)

1. Real Case Analysis I: 華碩 Asus & Garmin 智慧型手機聯盟事業的發展 Smartphone Alliance Development (Sub-total 25%)

2009年2月4日，華碩宣布與全球GPS大廠Garmin進行策略聯盟，雙方的智慧型導航手機產品都將使用Garmin-Asus的共同品牌，以LBS (Location-based Service, 行動定位服務)為核心，進軍智慧型手機市場，預估相關業務將在2010年開始獲利。未來華碩的手機將不會再用Asus自有品牌，Garmin也不再推出自有品牌手機Nuvifone。

華碩有製造手機硬體的經驗，Garmin則專擅導航與LBS技術。雙方的聯盟其實不得不然。對華碩而言，雖然早在2001年即投入手機市場，但是表現實在不佳。面對其他在個人電腦端的競爭對手如宏碁、戴爾等紛紛投入，「一些重量級的公司都投入了，華碩必須提出更犀利的產品」，Asus指出雖然其他手機廠商也有類似提供LBS功能產品，「但是用的人其實不多，原因即在於使用者可能必須按下十幾個按鍵後才有行動定位服務；Garmin-Asus手機會簡化到只要按下三個按鍵就可以」，希望成為消費者在LBS領域的首選。對Garmin而言，儘管強調導航技術優勢，但是諸多手機業者已經將GPS功能放到產品裡：包括了諾基亞、蘋果iPhone、HTC、LG等，已經在數款手機裡內建GPS功能。

後來華碩與Garmin在2010年10月正式分拆，因Garmin-Asus雙品牌手機銷售不如預期，華碩將回歸Asus自有品牌手機，Garmin則全面退出手機硬體市場。華碩仍將專注於智慧型手機，但產品線將走向多元化，除了導航及適地性服務(LBS)手機外，也會推出以3D及遊戲為訴求的產品，另外可透過雲端運算架構，與華碩自家的電子書、平板電腦產品線整合。至於Garmin不會與其他手機廠商合作推出預載導航解決方案的手機，但將鎖定蘋果iPhone及RIM的Blackberry平台，在應用程式商店推出導航應用程式供消費者付費下載。

- ⇒ Question: 請假設你是華碩 Asus 的企業領導人，以管理學的理论角度作分析與決策，回答以下問題：
- (1) 對於對當初 2009 年的時空背景下，Asus 是否應與 Garmin 聯盟，而 2010 年是否應與 Garmin 拆夥，從決策過程 (Decision-making process) 應考慮到的步驟，加以分析「你的」決策考量。(10%)
 - (2) 如今與 Garmin 拆夥後，從策略管理 (Strategic Management) 的角度，你應該如何定位未來 Asus 的公司整體策略與事業發展方向？(15%)

2. Real Case Analysis II: Internet Competitions in China (Sub-total 25%)

Yahoo was the first major American Internet company to enter the market, introducing a Chinese-language version of its site and opening up an office in Beijing in 1999. Yahoo executives quickly learned how difficult China was to penetrate — and how baffling the country's cultural barriers can be for Americans. Chinese businesspeople, for example, rarely rely on e-mail, because they find the idea of leaving messages to be socially awkward. They prefer live exchanges, which mean they gravitate to mobile phones and short text messages instead. (They avoid voicemail for the same reason.) The most popular feature of the Internet for Chinese users — much more so than in the United States — is the online discussion board, where long, rollicking arguments and flame wars spill on for thousands of comments. Baidu, a Chinese search engine that was introduced in 2001 as an early competitor to Yahoo, capitalized on the national fervor for chat and invented a tool that allows people to create instant discussion groups based on popular search queries. Baidu's chat rooms receive as many as five million posts a day.

Yahoo also was slow to tap into another powerful force in Chinese life: rampant piracy. In most parts of the West, after the Napster wars, movie and music piracy is increasingly understood as an illicit activity; it thrives, certainly, but there is now a stigma against taking too much intellectual content without paying for it. In China, downloading illegal copies of music, movies and software is as normal and accepted as checking the weather online. Baidu's executives discovered early on that many young users were using the Internet to hunt for pirated MP3's, so the company developed an easy-to-use interface specifically for this purpose. Almost one-fifth of Baidu's traffic comes from searching for unlicensed MP3's that would be illegal in the United States.

On the other hand, in 2010, Google said it had stopped censoring its Chinese Web site and shifted search services from the mainland to an unfiltered Hong Kong site, an act criticized as "totally wrong" by China. Google said it was no longer willing to censor content on its Chinese site after being targeted by cyber attacks from within China. Hackers obtained proprietary information and e-mail data of some human-rights activists in a "highly sophisticated attack," the company said at the time.

The standoff provoked global debate about how Internet businesses should operate in a country with a questionable record of protecting the online privacy and freedom of expression of its citizens. "A lot of businesses around the world are now realizing they have to think through and figure out how to respond to these kinds of controls—not just in China but in other parts of the world," says Ed Black, CEO of the Computer & Communications Industry Association. "What Google has done is made them realize they may be facing a fork in the road that they better start planning for." Secretary of State Hillary Clinton called on Beijing to investigate the hacking attacks that affected Google. "Countries or

individuals that engage in cyber attacks should face consequences and international condemnation," The bill is supported by Google. The question now is whether other companies can get behind getting tough on China.

⇒ **Question: According to the above case, please apply the following theories and instructions to analyze the problems and discuss the managerial implications:**

- 1. According to Geert Hofstede's national culture dimensions, what shall the American multinationals like Yahoo and Google to respond to China's market by adjusting from the American home-country culture? (15%)**
- 2. Because social responsibility and managerial ethics are getting even important in global competitions today, whether or not should American multinationals like Yahoo and Google to respond to China's market and government under the ethnic dilemmas of protecting the intellectual property right and personal privacy? (10%)**