

國立臺灣師範大學 101 學年度碩士班招生考試試題

科目：管理學

適用系所：全球經營與策略研究所

注意：1.本試題共 2 頁，請依序在答案卷上作答，並標明題號，不必抄題。2.答案必須寫在指定作答區內，否則依規定扣分。

(1) 組織設計的元素除了專業分工的程度以外還包括那些要素？(5 分)

(2) 請比較虛擬組織(virtual organization)和網路組織(network organization)的特色和異同，並舉出二種組織型態的應用試實例。(10 分)

(3) 請閱讀下文，再回答問題

W. L. Gore & Associates (Gore), maker of GORE-TEX Fabric and thousands of other market-leading products, has earned a spot on Fast Company magazine's 2009 "Fast 50" list of the world's most innovative companies.

Gore, which began in 1958 as a wire and cable manufacturer, is a multi-billion dollar global leader in the fabrics, medical, industrial and electronic products markets. In addition to GORE-TEX® Fabric, it is best known for such products as GLIDE® Floss and ELIXIR® Guitar Strings.

"At Gore, we apply leading-edge materials technology to create innovative solutions for highly challenging applications. From our waterproof and breathable fabrics to our lifesaving medical devices, we make products that truly impact people's lives," said Jack Kramer, global technology leader at Gore. "

In its "Fast 50" list, Fast Company magazine highlights three of Gore's recent innovations - GORE OPTIFADE Concealment, a cutting-edge camouflage pattern engineered with a deer's vision system in mind; GORE inLIGHTEN Window Screens, a unique window screen made with an ultrafine material that makes it appear virtually invisible; and a yet-to-be-named technology that adds fire resistance to such materials as nylon and polyester while maintaining the performance and comfort of Gore's traditional outerwear.

Fast Company magazine also highlights Gore's Medical Products Division which has provided creative therapeutic solutions to complex medical problems for three decades. During that time, more than 25 million innovative Gore Medical Devices have been implanted, saving and improving the quality of lives worldwide. One of medical devices in the "Fast 50" list was the GORE HELEX Septal Occluder for the treatment of atrial septal defect (ASD; 心房中隔缺損). The GORE HELEX Septal Occluder is the first device of its kind to use ePTFE, a biocompatible material that allows progressive tissue ingrowth, to help seal the defect. Approved by the US Food and Drug Administration (FDA) in 2006, the device is permanently implanted in a minimally invasive procedure through a catheter-based delivery system for the treatment of ASD.

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- (3a) 你認為 Gore 的多角化是屬於相關或非相關多角化？(5 分)
- (3b) 一般企業從多角化可以獲得什麼效益？(10 分) 你認為 Gore 從多角化的營運中獲得何種效益？(5 分)
- (3c) 請針對 GORE HELEX 這項產品提出五力分析架構(10 分)。再者，以五力架構分析這項產品的獲利前景有何不足之處？(5 分)
- (4) 有效的控制系統通常有些共同特質，例如：精確、適時、經濟、彈性、可理解、有合理和多元的指標、可建議改正錯失、對例外的強調等。這些有效的控制系統能提供管理上的指引，但其有效性仍受到情境因素之影響。請針對下列四種情境因素：(a)組織規模、(b)組織分權程度、(c)組織文化、(d)作業重要性，說明控制系統要如何依該情境因素而有所改變。(20 分)
- (5) 陳先生在台北經營一家 14 人的政治顧問諮詢公司。他最近推動的一項辦公室規定。員工在一周內拿回家的文具超過台幣 100 元以上，才需要知會主管一聲。陳先生的想法是辦公室文具的批發價都不高，對預算影響不大。他估計每位員工平均每年會拿走 1000 元的文具，公司每年會損失 14,000 元，但他認為若採取嚴格的監督，還是很難避免大約相同的損失。而且他相信員工會覺得在這種小事上的判斷能得到公司的信任，是一種尊重。
- (5a)你對該政策的看法。(5 分)
- (5b)這樣政策適用於所有類型和規模的組織嗎？(5 分)
- (6) 如果你需要負責管理一個由低技能與最低工資的員工所組成的工作群體。而且你也知道要公司支付更多的薪水來激勵他們是不可能的，此時你的激勵方案為何？請用(a)工作設計理論和(b)期望理論為基礎，提出激勵低技能與低工資員工之方案。(20 分)