

※ 考生請注意：本試題不可使用計算機。請於答案卷(卡)作答，於本試題紙上作答者，不予計分。

1. What is Hawthorne studies? How does it impact the evolution of management? (14%)

2. Some companies require that their employees work long hours and travel extensively. Employees with young children, employees taking care of elderly relatives, and employees who have interests outside the workplace sometimes find that their career are jeopardized if they try to work more reasonable hours or limit their work-related travel. Some of these employees feel that it is unethical for their managers to expect so much of them in the workplace and not understand their needs as parents and caregivers. Based on the above description, what obligations do you think managers and companies have to enable employees to have balanced lives and meet nonwork needs and demands? (16%)

3. You have been asked by your company's CEO to find a way to improve the performance of its teams of web design and web hosting specialists and programmers. Each team works on a different aspect of website production; and while each is responsible for the quality of its own performance, its performance also depends on how well the other teams perform. Your task is to create a control system that will help to increase the performance of each team separately and facilitate cooperation among the teams. This is necessary because the various projects are interlinked and affect one another just as the different parts of a car must fit together. Because competition in the website production market is intense, it is imperative that each website is up and running as quickly as possible and incorporates all the latest advances in website software technology. Based on the above scenario, how would you help managers develop a culture to promote high team performance? (20%)

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4. As a manager, you have to make decisions to determine the best course of action.
 - (1) (6%) To find the most appropriate option, you may need to follow the decision-making process. Describe the steps in the process.
 - (2) (8%) Describe the following terms
 - i. assumptions of rational decision making,
 - ii. bounded rationality,
 - iii. satisficing,
 - iv. intuitive decision making.
 - (3) (6%) Explain programmed decisions and nonprogrammed decisions.
5. (15%) Managers need to motivate individuals on the job. Please describe the approaches of “job design theory” that can be used to design motivating jobs.
6. (15%) Describe how balanced scorecards and benchmarking are used to evaluate or monitor organizational performance.