

國立臺北大學 106 學年度碩士班一般入學考試試題

系（所）組別：企業管理學系乙組
科 目：管理學

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1. “After the implementation of the “one fixed day off and one flexible rest day” policy, a lot of companies said that they are afraid to ask their employees to work overtime because of the increased personnel costs. This results in a decrease of real income for workers since they have no extra money to earn. Therefore, the Chinese Taipei Federation of Industries hope that the government can make regulations on overtime and flexible working hours more flexible to solve the problem.”... (PTS News Network, 2017)

(1) List and describe the positive and negative effects of the “one fixed day off and one flexible rest day” policy on workers. (2) In order to avoid extra costs due to the policy, the vice president of a big textile company proposes to hire contingent or temporary workers on weekends, instead of regular workers. Will employees’ job satisfaction, job involvement, and organizational commitment be influenced by doing so? Please define these three terms and explain why, respectively? (25%)

2. “...Days before being sworn in as the new ROC president, Tsai Ing-wen announced that a New Southward Policy Office would be established under the Presidential Office after she assumed office. In her inaugural address on May 20, 2016, Tsai again stressed the importance that her administration would place on enhancing multi-faceted relations with South and Southeast Asian nations.” (Ministry of Economic Affairs R.O.C., 2016)

Imagine that you are a Taiwanese manager who works with a Taiwanese company which has branches in Thailand and Indonesia. (1) Compare the types and features of workforce diversity in these two nations. (2) Describe Herzberg’s Two Factor Theory and use the theory to elaborate how you can motivate the employees at different levels (For example, male blue-collar workers)? (25%)

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3. *"The only purpose for me in building a company is so that it can make products. Of course, building a very strong company and a foundation of talent and culture is essential over the long run to keep making great products."*¹

—Steve Jobs—

Organizational culture can impact a company even the founder had passed.

*"Steve grilled in all of us over many years that the company should revolve around great products and that we should stay extremely focused on few things rather than try to do so many that we did nothing well." He called Apple a "magical place" where employees could do "their life's best work."*²

—Tim Cook—

While Cook guards Apple's culture, designed by Jobs, fiercely; he also brought his beliefs and influences into the organization through every decisions he made as Jobs told him to.³

As we can see from above passages, organizational culture is vital to the success of companies and it is deeply entrenched in an organization. What is organizational culture? (5%) How is it learned by employees? (5%) Is there drawbacks for company with strong culture like Apple Inc. ? Why or why not? (15%)

4. What are the common steps to be found in the strategic management process? (5%) What is the relationship between SWOT analysis and environmental analysis such as PEST analysis? (10%) In the past few decades, the rapid environmental changes faced by companies often render their strategic plans obsolete. Is planning is till important? Why or why not? (10%)

¹ Schlender, Brent (1998), *"The Three Faces of Steve In this exclusive, personal conversation, Apple's CEO reflects on the turnaround, and on how a wunderkind became an old pro."*, Fortune Magazine

² Lashinsky, Adam (2012), *"How Tim Cook Is Changing Apple"*, Fortune Magazine

³ Lashinsky, Adam (2015), *"Apple's Tim Cook leads different"*, Fortune Magazine