

系 所：國際企業研究所

考試科目：管理學

考試日期：0224，節次：3

第 / 頁，共 2 頁

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1. (1)要做一位稱職的管理者，須具備那些人格特質與做好哪些管理工作？(15%) (2)請舉出一位你推崇的管理者，說明其如何呼應你在前題的分析來領導企業。(10%) (3)請閱讀以下段落，然後說明作者對於管理者與管理工作的看法為何？(25%)

Can we safely assume (to paraphrase Gertrude Stein) that "a manager is a manager is a manager"? Should we expect the jobs of all managers to be pretty much the same? And should managers expect their colleagues' jobs to be like their own? Well, "yes" and "no," according to the research described below. An analogy to team sports may help illustrate this answer, and suggest implications for organizational performance.

One of the signs of a successful athletic team is its almost uncanny ability to perform as a single unit, with the efforts of individual members blending seamlessly together. When this level of teamwork exists, unusual things happen. Quarterbacks complete blind passes, throwing the ball to spots on the field where they "know" their favorite receiver will be. The point guard playing basketball lobs a pass high above the basket, which enables a leaping teammate to catch it in midair and make a spectacular slam dunk. This level of teamwork requires a great deal of practice and natural ability, but members of the team must also have a clear understanding of their own roles, the roles of their teammates, and the way they must work together to be successful.

In addition to understanding specialized roles and assignments, players must also recognize the things that everyone, regardless of his or her position, must be ready and willing to do if the team is to win. When necessary, the quarterback must block like a lineman to allow the halfback to break free of the defense; diminutive kickers must tackle kick return specialists twice their size to stop a touchdown. The point is that the demands of a team sport call for each participant to be both a specialist and a generalist.

Management, we believe, is a team sport that makes similar demands of its players. Unfortunately, many executives (the "team captains") and managers do not recognize how managerial jobs

are similar and yet different across organizational levels and functions. This lack of mutual understanding among management players can make it very difficult for them to appreciate one another's work and coordinate their work activities. It can make winning that much harder.

In addition to being able to coordinate work more effectively, executives who understand similarities and differences in managerial jobs gain other advantages. For example, they are better able to:

- Communicate performance expectations and feedback to subordinate managers.
- Prepare others and themselves for transitions to higher organizational levels or different functions.
- Forecast how different managers would perform if promoted or moved into a new function.
- Ensure that management training and development programs are targeted to fit the needs of managers as they change positions.
- Diagnose and resolve confusion regarding managerial roles, responsibilities, and priorities.

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2. 當企業準備進行海外營運之前，需考量那些因素？面臨哪些決策？(20%)
3. 管理理論經常被認為與管理實務間存有不小落差，你同意這個看法嗎？為什麼同意或不同意？請列舉兩個你喜歡的管理理論，說明其主張及可如何被應用在管理實務上。(30%)