

國立高雄第一科技大學 101 學年度 碩士班 招生考試 試題紙

系所別：行銷與流通管理系

組別：乙組

考科代碼：1343

考科：管理學

注意事項：

- 1、本科目不得使用電子計算器。
- 2、請於答案卷上規定之範圍作答，違者該題不予計分。

- 1.根據報載，政府未來考慮以「國民幸福指數」取代國民生產毛額、國民所得等指標，以評估施政成效。有學者認為，這種異於過去傳統國民生產毛額的指標，主要衡量著重的是國民的生活幸福快樂感，諸如：國民健康、生態多元化、居住環境滿意度、安全保障、休閒生活、和未來希望等幸福指數都將可能納入。請從您所知道的管理規劃控制理論與觀點，說明政府針對上述設計「國民幸福指數」新指標的制定、做法與機制，如何有助於政府增進評估施政成效？(30%)
2. 近年來，隨著「知識經濟(knowledge economy)」時代的來臨，組織愈來愈重視管理者有效激勵部屬的力量。例如：身為交響樂團的指揮家，只要輕揮手中的指揮棒，就能讓每一位團員演奏出最精彩、美麗的樂章。請問有哪些激勵理論與方法，適合說明管理者有效激勵組織內知識員工的合作與績效？(20%)
3. 「快樂」近來已成為普世追求的價值，英國首相卡麥隆發表了衡量國家福祉的計畫，法國總統薩科奇也委託經濟學家將社會福祉化為非生產性的經濟指標，而不丹也堅持致力提升國家幸福指數。聰明的企業也應能從這個現象瞭解到，愈是能讓員工感到快樂的環境，愈能吸引好員工，進而創造優異的績效。請舉例說明，企業可以運用哪些管理的理論與技術，來幫助員工打造快樂。(18%)
4. 請閱讀以下短文並評論Zappos的顧客服務模式。Zappos堅持這麼做的理由可能是甚麼?長遠來看Zappos的call center是否應該外包(outsourcing)?

Every employee in Zappos started as a customer loyalty team member (C.L.T.), regardless of the employee's future role. New hires learned about the kinds of things C.L.T. members did to "WOW" or surprise customers with fantastic service. The new hires even spent two weeks taking phone calls from customers. Zappos' customer service included some straightforward but unusual standard practices: a 365 return policy, free shipping both ways, 24-hour customer service, a toll-free phone number for service inquiries prominently displayed at the top of every page, and assistance in reaching competitors if Zappos could not satisfy a

customer request. Most call centers were sterile and could experience turnover as high as 300 percent annually. Their main goal was to keep service costs down. Zappos, however, did not see its call center as an expense; rather, as Hsieh explained, "We believe that it's [telephone customer service] a huge untapped opportunity for most companies, not only because it can result in word-of-mouth marketing, but because of its potential to increase the lifetime value of the customer." The team member's job was to WOW customers. They answered the phone cheerfully but without a script, a standard tool for most phone reps. They were not compensated on how many calls they handled during their shifts but were told to spend as much time with customers as it took to resolve their issues. Zappos even kept a record of the longest customer call. The last was on July 5, 2009 when a C.L.T. member spoke for 5 hours, 25 minutes and 31 seconds. The call began as an inquiry into the Masai Barefoot Technology shoes but evolved to personal topics, including the customer's sister. These conversations helped build the brand, as Hsieh explained: "We want our representatives to let their true personalities shine during each phone call so that they can develop a personal emotional connection with the customer." (20%)

5. What is business model? Is it possible for a firm to pursue more than one business model at the same time? (12%)