

國立高雄第一科技大學 100 學年度 碩士班 招生考試 試題紙

系所別：國際管理碩士學位學程

組別：不分組

考科代碼：1361

考科：企業管理概論

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。

All answers must be written **in English**

A. Essay Questions

1. Contrast globalization and localization. (15%)
2. According to House's Path-Goal Theory, what is the predominant responsibility of a leader? When should a leader use supportive leadership? When should a leader use directive leadership? (15%)
3. Explain the following terms:
 - (1) empowerment (5%)
 - (2) corporate social responsibility (5%)
 - (3) switching cost (5%)
 - (4) cultural diversity (5%)

B. Case Study Questions

Five employees called themselves the "morale committee" at Tinex, Inc., mainly because so many employees had expressed concern over the employee evaluation tool used. Christ Chang, the HR director, asked the six employees to come up with a better employee evaluation tool than what had been used in the past. Though each of the six represented a different department within Tinex, they were all in agreement that the current evaluation form had too many weaknesses. Alice Wong, the newly-hired quality director, said, "I look at my employees' previous evaluations and they don't tell me a *thing* about the employees' performance!" After much deliberation and several committee meetings, the "morale committee" decided that it was the way in which supervisors filled out the evaluation forms, not the forms themselves, which caused the problem. "People get disgruntled," one committee member said, "when their overall score is higher than last year's score but their pay raise is less!" Bill White, another committee member, said, "Yes! And no one from management wants to explain those kinds of things to us!" After more talk around the table, the committee decided to recommend to Christ Chang that Tinex should keep the current form, but that managers do a better job in communicating on the evaluation form. "Well, in order to be consistent across the board," Chang stated, "we may need to do some training."

4. Why might Mr. Chang have compiled a cross-functional team, rather than just hand-picking group members, to work on this project? (10%)
5. Was groupthink evident in this scenario? Why or why not? (10%)
6. If Mr. Chang were now to play the role of the devil's advocate, what might he say or do? (10%)
7. What were possible group liabilities that this "morale committee" could have faced? (10%)
8. What contingency factors for effective participative decision making did Mr. Chang likely recognize among the committee? (10%)