

元智大學 102 學年度研究所 碩士班 招生試題卷

系(所)別： 管理學院經營管 組別： 國際企業碩士學 科目： 管理學 用紙第 / 頁共 2 頁  
理碩士班 程

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簡答題 每題 10 分，合計 40 分

※ 以中文回答，請勿超過 150 字。

1. How do responsibility, authority, and accountability differ?
2. Why does the structure of an organization follow the development of the strategy, rather than the strategy following the development of structure?
3. What are the steps in Lewin's three-step model of organizational change? Are there situations in which the three-step model may not apply or be helpful?
4. What are the advantages and disadvantages of strong company cultures?

申論題 每題 15 分，合計 30 分

※ 以中文回答，有條理地回答或陳述理由，不限字數。

1. What would it be like to be a department manager in a functional organization structure? In a divisional approach to organization structure? In your comparison discuss responsibilities, skills, competencies, and decision-making authority.
2. Some people argue that organizations need to put in place mechanisms to prevent informal leaders from imposing their own agenda on others. Do you agree? Why or why not?

個案討論 每題 15 分，合計 30 分

※ 仔細閱讀下述個案，回答兩題問答題。若您覺得個案所提供的資訊不足，請自行提出最合適的“假設”，以完成作答。以中文回答，請完整陳述答案或理由，不限字數。

The 3M Company of 2003 bore a resemblance to the "old IBM" of the 1980s, which was a place of lifetime employment for tinkerers, coddled from postgraduate life to the grave, and who might or might not eventually turn out commercial products. They read the company's weekly newspaper that provided features about cooking classes, stamp collecting, and volunteerism. In other words, life at 3M was cushy and undemanding for its employees.

Complacency begat financial disappointments. Between 1992 and 2002 sales crept ahead at an average of 1.6 percent and profits increased 4.9 percent a year. The 3M Company generated \$16 billion in sales in 2002. The 3M Company's product lines focused on industrial and consumer goods such as abrasives, glues, and various types of tapes with adhesive qualities. Starting in 2001, CEO James McNerney formulated a strategy of diversification to refocus 3M on faster-growing markets that

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could provide better performance in terms of growth and profitability to investors. McNerney used a two-pronged approach to realize these goals. **First**, he reduced operating expenses by \$500 million, mostly by laying off 6,500 of 3M's 75,000 workers. He slashed inventories and accounts receivable by \$675 million and trimmed debt. Profitability jumped 38 percent to \$2 billion due to these efforts. **Second**, CEO McNerney decided to reposition 3M as more of a health care company, building on the health unit's 22 percent of revenue and 27 percent of operating income. Until now, 3M's medical products have been mostly low tech, such as skin patches or inhalers, or service based, including software used to code medical procedures for Medicare reimbursement. Scientists in 3M's laboratories are developing medications to treat respiratory, cardiovascular, skin, and sexually related diseases. The company is an important supplier of materials to repair and replace teeth, and the CEO wants to branch into such areas as fluoride treatment and products to stem periodontal disease. With the U.S. population aging, the \$12 billion restorative dental care market is expected to reach \$21.5 billion in 10 years.

McNerney is also looking for acquisitions in expanding industries. He recently completed a \$680 million acquisition of Corning's precision lens business, which makes parts for projection TVs. The 3M Company had 148 plants in 60 countries with 53 percent of sales outside the United States. At any given time there were 1,500 products in development. Many never made it further. The company's organization chart was bewildering. Mixing faster-growing businesses with low-tech slowpokes made it impossible to evaluate performance, a frequent complaint from the investment community. McNerney has asked researchers to focus the \$1 billion they spend annually on their best ideas, ones that have a sales potential of \$100 million or more in annual sales. He is also asking 3M employees to think more like their customers—a novel idea in this organization.

## DISCUSSION QUESTIONS

1. The CEO at 3M has formulated a new strategy of diversification with increased growth and profitability. In what ways will the new strategy affect the organization structure at 3M?  
The following hints might help you fully analyze the effect of new strategy on organizational structure.
  - A. How will the new strategy affect the *vertical* and *horizontal* dimension of organization structure?
  - B. Will organization structure be *flatter* or *taller* under the new strategy?
  - C. Will 3M need to change the basis for its allocation of departments?
2. With the changes in structure that are likely to follow the diversification strategy that calls for higher performance in terms of growth and profitability, what type of coordination mechanisms do you think will best enable 3M management to link activities between diverse departments or divisions. Do you think that the portfolio of 3M products and services is becoming more diverse or less diverse? Justify your answers.