

系所組別： 企業管理學系甲組

考試科目： 管理學

考試日期：0225 · 節次：3

一、個案分析 (50 分)

請閱讀以下的文章後，回答問題

Do traditional workplaces reward long hours instead of efficient hours? Wouldn't it make more sense to listen to workers' needs and try to meet them? Or, to have a workplace in which people can do whatever they want, whenever they want, as long as the work gets done? Well, that's the approach that Sunny has taken.

Sunny is one of the largest industrial concerns in the Nordic countries and is directly responsible for the employment of more than 42,000 people in its home country. In the late 1980s, the company found itself suffering from a high degree of absenteeism and staff turnover. There were also issues with the quality of the cars leaving the production line, and the cost of retrospectively solving the faults was high. The root of these problems was believed to lie in the traditional assembly line model, characterized by highly repetitive tasks, which allowed for little flexibility and meant Sunny's factories were not an attractive workplace.

Sunny decided to reorganize the production line to take into account the uniqueness of each individual on it. After a series of false starts, Sunny came up with a new manufacturing system where small groups of between 5 to 12 employees were responsible for the assembly of a complete vehicle, from beginning to end, rather than simply taking a role in one aspect of the production. The groups can select their own supervisors; schedule, inspect, and assign their own work; and receive equal financial rewards for their work, except for the supervisor. Goals are set as to how many vehicles the team has to produce in a day, and any time left over is used to discuss experiences from that day's production and to plan for the following day.

While being able to work independently is an important part of the new philosophy, teamwork is also key to making it work. Thus, the interaction between coworkers is helped by a culture called FIKA. FIKA is a small-scale get-together every day, where the team shares coffee and ideas, with a grand FIKA every Friday where one member of the department is responsible for preparing food for everyone. Every worker is also encouraged to take advantage of the flextime working arrangement, where they can choose the times they complete their 40-hour workweeks.

Reorganizing the workforce into smaller, self-managed, groups meant that many members of the workforce needed to learn new skills. This was particularly true of the older team members who had been with the company for some time. However, instead of letting these worker go and replacing them

(背面仍有題目,請繼續作答)

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with younger, more widely skilled, recruits, Sunny took the initiative to redeploy them. In 1992, Sunny introduced an initiative to offer older workers employment in a specialized senior unit. Alternatively, both the old and young who want to learn any new skills are offered courses during the working day, which are financed by the company and lead to valuable professional qualifications.

Productivity has soared thanks to the new humanist approach, and staff turnover has also reduced. Sunny also discovered that when employees' engagement with their jobs increases, average annual sales increase too.

問題

1. 在個案中，Sunny 遇到了什麼問題？採用了什麼方法去解決？（10%）
2. 請挑選一個你所知道的激勵理論，來解釋為什麼 Sunny 的新系統可以成功？（20%）
3. 你認為 Sunny 新的作業系統有什麼優點與缺點？（20%）

二、選擇題（50分，每題2.5分）

1. Managers with good _____ know how to communicate, motivate and lead to get the best out of their people.
(a) human skills
(b) conceptual skills
(c) technical skills
(d) empirical skills
2. From a business perspective, a company's ability to achieve its business goals and increase long-term shareholder value by integrating economic, environmental, and social opportunities into its business strategies is known as _____.
(a) accountability
(b) universality
(c) equitability
(d) sustainability
3. Which of the following is NOT an internal force of change?
(a) technology
(b) strategy
(c) workforce

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(d) employee attitudes

4. Organizational change is any alteration of _____.
- (a) people, structure, or technology
 - (b) structure, management, or goals
 - (c) technology, goals, or management
 - (d) rules, procedures, or management
5. Amanda, a single parent, is looking for a new job. Considering that she has two school-going children, she is particularly keen on finding an employer who can provide her with alternative work arrangements such as flexible work hours and telecommuting. In terms of the decision-making process, these represent Amanda's _____.
- (a) decision criteria
 - (b) problems
 - (c) alternatives
 - (d) heuristics
6. Which of the following is an example of a procedure?
- (a) Without exception, all employees in customer-facing roles must be formally attired at all times.
 - (b) Before going on a leave of absence, fill up the application form available on the company's online leave management system. All applications will be approved/rejected within two days by the employee's immediate supervisor.
 - (c) We promote from within, whenever possible. If qualified applicants are available internally, a job posting will be issued by the HR department providing the necessary details about all vacancies.
 - (d) Employees working with power tools must wear safety glasses at all times.
7. Which of the following factors has contributed to the decline in the number of years used to define short-term and long-term plans?
- (a) environmental uncertainty
 - (b) profit-orientation of businesses
 - (c) flattened organizational structures
 - (d) stagnant business conditions
8. Which of the following is one of the problems associated with traditional goal setting?
- (a) Top level managers tend to define the organization's goals in very narrow terms.

(背面仍有題目,請繼續作答)

- (b) Transition of strategic goals into departmental, team, and individual goals is difficult.
 - (c) It can result in the formation of a means-ends chain.
 - (d) Goals set are invariably easily accomplished.
9. Which of the following provides a framework for understanding diverse businesses and helps managers establish priorities for allocating resources?
- (a) a differentiation strategy
 - (b) vertical integration
 - (c) a corporate portfolio matrix
 - (d) a strategic business unit
10. In an organization, the single independent businesses which formulate their own competitive strategies are known as _____.
- (a) strategic growth units
 - (b) strategic business units
 - (c) focus units
 - (d) service units
11. The _____ determines the number of levels and managers in an organization.
- (a) delegation of authority
 - (b) unity of command
 - (c) chain of command
 - (d) span of control
12. Which of the following factors would require a more decentralized organizational structure?
- (a) when the lower-level managers want a voice in decisions
 - (b) when the lower level managers are not capable of making decisions
 - (c) when the decisions to be made are not significant
 - (d) when the company is large
13. Gareth has been promoted as the HR manager. He is now in charge of recruiting at Eowin Systems, and is expected to enhance the diversity of the workforce. Which of the following recruiting sources should Gareth avoid if he is to achieve the stated aim of a more diverse workforce?
- (a) college recruiting
 - (b) company Web site

- (c) employee referrals
(d) professional recruiting organizations
14. Tim is a candidate for an automotive mechanic's position. He is asked to deconstruct and reconstruct part of an engine motor to demonstrate his skill. This is an example of a(n) _____.
- (a) spatial test
(b) performance-simulation test
(c) intelligence test
(d) psychometric test
15. A low-to-moderate level of task conflict consistently has a positive effect on group performance. What is the reason for this?
- (a) It stimulates discussion of ideas that help groups be more innovative.
(b) It helps the organization identify employee skills gaps.
(c) It helps groups to alter the nature of the work according to the individual needs of team members.
(d) It helps group members identify their individual strengths and weaknesses.
16. Research evidence suggests that teams typically outperform individuals when _____.
- (a) one or more members are allowed to dominate the other team members
(b) projects are short-term and need quick solutions
(c) tasks require multiple skills, judgment, and experience
(d) tasks are simple and do not involve critical thinking
17. _____ is employees' general belief that their organization values their contribution and cares about their well-being.
- (a) Job involvement
(b) Organizational commitment
(c) Perceived organizational support
(d) Cognitive dissonance
18. In the Big Five Model of personality, conscientiousness refers to _____.
- (a) the degree to which someone is calm, enthusiastic, and secure (positive) or tense, nervous, depressed, and insecure (negative)
(b) the degree to which someone is sociable, talkative, assertive, and comfortable in relationships

with others.

(c) the degree to which someone is reliable, responsible, dependable, persistent, and achievement oriented

(d) the degree of influence the individual believes he or she has over certain factors

19. The _____ model proposed that effective group performance depended upon the proper match between the leader's style of interacting with his or her followers and the degree to which the situation allowed the leader to control and influence.

(a) Fiedler contingency

(b) situational leadership

(c) leader participation

(d) path-goal

20. Which leadership theory believes that a leader's job is to assist followers in attaining their goals and to ensure that their goals are compatible with the goals of the group or organization?

(a) Fiedler's Theory

(b) Contingency Theory

(c) Leader Participation Model

(d) Path Goal Theory