


考 試 科 目	管理學	系 所 別	企業管理研究所 (MBA 學位學程)	考 試 時 間	2 月 12 日(三) 第四節
<p>1. 根據你所接觸過的較為系統性的管理學教育資源（如學校課程、進修教育課程、線上課程、管理學課本等），請回答以下三個問題：</p> <p>a. 為什麼管理學需要討論這些知識內容？（9%）</p> <p>b. 這些知識內容的順序安排有什麼道理？（9%）</p> <p>c. 上述的知識內容與順序安排，與你使你成為「卓越的管理者」之間有什麼關聯？（7%）</p> <p>2. In an interview thirty years after publishing <i>The Nature of Managerial Work</i> (1973), Henry Mintzberg was asked whether he believed that we still lack an understanding of how managers manage. He responded:</p> <p><i>We are obsessed with management and we are obsessed with leadership and yet we barely understand the process ... It is remarkable how seldom we actually address the kind of anthropological question about what really goes on, what do managers really do or, as Linda Hill has asked in her book (1990), what happens when people first become managers. These critical questions are barely addressed in a society that is so utterly obsessed with management. I think this leads to all kinds of distortions, the most obvious of which is the whole notion of top management. What is top management? What is top management on top of exactly? Most people would probably agree that organizations should be viewed less as hierarchies than as networks, so when we look at them as top management we get all kinds of distortions, when we look at them as networks we see interacting nature of organization. What happens when we put a manager on top of a network? Just picture it, you have this network and you have top management on top of it. Being on top of a network means being out of it, which in fact is the state of a great deal of management today. Many senior managers are removed from the ongoing daily activities of their organization. This creates all kinds of problems, not the least of which is that we get grand and gloriously simpleminded strategies.</i></p> <p>a. What are the ten managerial roles identified by Henry Mintzberg in <i>The Nature of Managerial Work</i>? (10%)</p> <p>b. What is your interpretation of Henry Mintzberg's responses to the distortions associated with management? What is the difference between hierarchy and network? Do you agree or disagree with it? (15%)</p>					
備	註	<p>一、作答於試題上者，不予計分。</p> <p>二、試題請隨卷繳交。</p>			

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<p>3. 2023 年〈臺灣家族企業調查報告〉發現，到了 2030 年，台灣將有 45% 的家族企業掌權者達到 70 歲以上，屆時將進入企業接班高峰期。另一〈華人家族企業關鍵報告〉也指出，有將近 50% 的家族企業認為培育接班團隊為最迫切的需求。請從管理各功能面向闡述：如何有效管理家族企業的接班傳承？(30%)</p> <p>4. 台灣在全球創新供應鏈占有一席之地，但在全球創新企業排行榜上少見台灣公司上榜。創新既為企業成長與競爭優勢的主要驅動力之一，請從「組織」的角度說明如何有效促進企業創新。(20%)</p> 					
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