

國立體育大學九十九學年度研究所碩士班入學考試試題
休閒產業經營學系碩士班 (本試題共 3 頁)
管理學

- ※注意：1 答案一律寫在答案卷上，否則不予計分。
2 請核對試卷、准考證號碼與座位號碼三者是否相符。
3 試卷『彌封處』不得污損、破壞。
4 行動電話或呼叫器等通訊器材不得隨身攜帶，並且關機。

(總計 100 分)

考試注意事項

- 請用中文作答
- 作答時請標示題號
- 可以直行書寫或橫行書寫
- 不可以攜帶參考資料或字典

壹、簡答題(共計 15 分)

1. 何謂 Balance Score Card?(5 分)
2. 何謂 Business Ethics? (5 分)
3. 何謂 Break-even analysis? (5 分)

貳、申論題(共計 60 分)

1. In a short essay, discuss the difference between well-structured and ill-structured problems. Include specific examples of each type of problem to support your answer. Next, discuss the type of decisions that would be used to address each of these problems.(10 分)
2. 隨著企業經營環境快速、持續、不可預測的動態變遷，企業必須滿足大量客戶訂製需求、降低成本、提昇品質、強化服務、鼓勵創新、時間競爭(如縮短產品開發時間)等多重目標。請列舉至少五項當代企業面對的重要關鍵議題、趨勢或挑戰?(15 分)
3. 激勵理論的情境觀點強調：員工如果能認知到「努力與績效」、「績效與報酬」、「報酬與個人目標」之間的高度關連，那麼員工自然能夠用心的投入工作，請用一個整合的模型描述這些情境變數之間的理論基礎，以及激勵作用?(20 分)
4. 在知識經濟時代的衝擊下，企業更強調創意與創新的價值。近年來，參考美國麻省理工學院(MIT)的創業競賽精神，台灣的產業實務上，發起如「台灣工業銀行 WeWin 創業大賽」、「Tic100 校園創新競賽」等活動，鼓勵團隊透過資源合作，展現產品及技術創意，希望達到培植青年創業家的目標。請問這些創業實務競賽在商學教育上有什麼意義?(5 分)一份完整新創事業的商業計畫中，應該包含哪些重點?(10 分)

參、閱讀理解與分析一（共計 10 分）

Sondra needed help. Her insurance company's rapid growth was necessitating making some changes, but what changes? Should they add to the existing information system or should they buy a new system? She was given the responsibility of analyzing the company's present information system and deciding what the company should do that would give them plenty of room. She was confused and needed help in making the correct decision.

1. According to the decision-making process, the first step Sondra should take is to _____.
 - a. analyze alternative solutions
 - b. identify decision criteria
 - c. evaluate her decision's effectiveness
 - d. identify the problem
2. According to the decision-making process, the second step Sondra should take is to _____.
 - a. analyze alternative solutions
 - b. identify decision criteria
 - c. evaluate her decision's effectiveness
 - d. allocate weights to the criteria
3. Allocating weights to the criteria is the step in the decision-making process that occurs between identifying the decision criteria and _____.
 - a. developing the alternatives
 - b. selecting alternatives
 - c. implementing the alternative
 - d. identifying the problem
4. When Sondra conveys her decision to those affected and gets their commitment to it, she is performing which step in the decision-making process?
 - a. analyzing alternative solutions
 - b. selecting alternatives
 - c. implementing the alternative
 - d. identifying the problem
5. The very last step Sondra should take, according to the decision-making process, is to _____.
 - a. analyze alternative solutions
 - b. select alternatives
 - c. implement the alternative
 - d. evaluate the decision's effectiveness

肆、閱讀理解與分析二（共計 15 分）

Eric has a wide variety of employees he is trying to lead. Everything from age to experience to enthusiasm varies within his staff. Some employees need a lot of direction, and just the other day he upset one of the older, experienced workers, Hazel, by trying to help too much. After all, she probably does know the job better than he did, and she is a very willing and capable worker. She has worked at her job for 20 years. Yet Eric was only trying to be helpful, and he was trying to compensate for the day before when he had not told Joe enough. Joe is a very enthusiastic new employee, but he has very little experience. Joe needed the roles defined and specific information on how to do some tasks. Hank, on the other hand, likes to share in decision-making, so Eric's main role in interacting with Hank is that of communication and facilitation. Eric has chosen to apply Hersey and Blanchard's Situational Leadership® theory.

1. According to Hersey and Blanchard, Eric probably needs to focus more on which variable?
 - a. motivation
 - b. follower readiness
 - c. the situation
 - d. leadership preference
2. According to Hersey and Blanchard, which leadership style would probably work best with Hazel?
 - a. telling
 - b. selling
 - c. participating
 - d. delegating
3. According to Hersey and Blanchard, which leadership style would probably work best with Joe?
 - a. telling
 - b. selling
 - c. participating
 - d. delegating
4. According to Hersey and Blanchard, which leadership style would probably work best with Hank?
 - a. telling
 - b. selling
 - c. participating
 - d. delegating
5. By now Eric is beginning to see that when followers are _____, as a manager he does not need to do much.
 - a. well trained
 - b. able and willing
 - c. motivated
 - d. task-oriented