

國立中山大學 102 學年度碩士暨碩士專班招生考試試題

科目名稱：管理實務【企管系乙班碩士班】

題號：447001

※本科目依簡章規定「不可以」使用計算機

共 2 頁第 1 頁

第一部份：問答題（每題10分，共40%）

1. Mintzberg 曾提出「管理者的十個角色」理論，試簡述此十個角色。在「總裁獅子心」一書中，嚴長壽曾敘及1987年夏，當時他擔任亞都飯店總裁，台北因颱風來襲受災。他驅車前往飯店，先是和員工一起舀水，但繼而一想「總裁應該在這裡舀水嗎？」，於是開始展開其他行動，例如調借抽水馬達、指揮員工將汙損地區隔離，提供免費自助餐供留滞在飯店住客使用等等。請問這些動作屬於Mintzberg 十個角色的哪些角色？
2. 何謂例行性決策和非例行性決策？請問認識這個理論對管理者有何意義？
3. 請簡述您對BCG矩陣的認識？BCG矩陣用哪兩個維度將事業單位區分成哪些類型？您認為BCG矩陣有哪些運用的時機。
4. 何謂Maslow 需求層級理論？業界常常有一種想法「重賞之下必有勇士」試以Maslow 需求層級理論評述此看法。

第二部份：個案應用（30%）

請在100字之內簡述科學管理、行政管理、人羣關係等三個學派的精神。相信您一定光顧過不同的連鎖飲料品牌。試以您熟悉的品牌為例，說明創業者應用此三個學派的精神來經營連鎖飲料系統的具體作法。

第三部份：個案應用二（30%）

以下是個案的資料：

What Went Wrong?

What the Enthusiast Group Learned About Assumptions, the Hard Way

The idea behind the Enthusiast Group was to launch a series of community/social networking sites around various adventure sports such as rock climbing, mountain biking, running, and horseback riding. Its sites included YourMTB.com, YourClimbing.com, and YourHorseSports.com. The business plan relied on users to create content for each site by sharing stories, pictures, videos, and advice, and to make money via online advertising. The company was based in Boulder, Colorado, a seemingly perfect place to build a portfolio of outdoor adventure Web sites. One strength of the Enthusiast Group's business plan was that by relying on user-generated content it could keep costs down by not employing writers or paying freelancers for articles to populate the sites. What went wrong?

It didn't work. Although interest in mountain biking, climbing, and the other sports that the Enthusiast Group built Web sites for was increasing, the company was never able to attract enough traffic to its sites to make a go of it. It turns out that several of the assumptions that were key aspects of the Enthusiast Group's business plan simply didn't pan out. First, although relying on user-generated content sounds good, it's tough to rely primarily on users. Users will submit interesting photos, anecdotes, and videos, but people who visit the site will eventually miss the feature articles and well-researched material that professional writers create for magazines, newspaper, and premier Web sites. Second, while many Web sites are able to support themselves via ad revenue, it doesn't always work out. The founders of the Enthusiast Group discovered that the outdoor industry isn't progressive when it comes to online advertising, so it was difficult to convince them to go beyond banner and pay view ads. Finally, in formulating the company's business plan, the notion of creating niche Web sites for individual sports won out over the idea of a creating a mega-site that included individual sections for each sport. An advantage of the mega-site would have been to aggregate the traffic on one Web site, and hopefully become more attractive to advertisers. Whether going with a mega-site over the individual sites would have been a better option, we'll never know.

國立中山大學 102 學年度碩士暨碩士專班招生考試試題

科目名稱：管理實務【企管系乙班碩士班】

題號：447001

※本科目依簡章規定「不可以」使用計算機

共 2 頁第 2 頁

The Enthusiast Group's failure is a reminder that all business plans are based on key assumptions that should be carefully and thoroughly vetted as the plan takes shape. The best way to approach this task is to conduct a feasibility analysis prior to writing the business plan, and discuss the business plan and its key assumptions with as many people as possible. Even then, realize that all business plans entail risk. Reflecting on the failure of the Enthusiast Group, cofounder Derek Scruggs remarked, "We got lots of positive response to our business plan, but that didn't translate into success."

請回答: Enthusiast Group 的商業模式為何? 此模式要成功背後的假設為何? 後來為何失敗? 從事後諸葛的角度來看, Enthusiast Group 在可行性分析時應再多注意哪些層面的問題?