

Please Answer the Following Questions in English

Part I Case : Inside or Outside Recruiting (50%)

ABC Company has encountered difficulty over the last few years in filling its middle management positions. The company, which manufactures and sells complex machinery, is organized into six semiautonomous manufacturing departments. Top management believes that it is necessary for the managers of these departments to make many complex and technical decisions. Therefore, the company originally recruited strictly from within. However, they soon found that employees elevated to the middle management often lacked the skills necessary to perform their new duties.

A decision was then made to recruit from outside, particularly from colleges with good industrial management programs. Through the services of a professional recruiter, the company was provided with a pool of well-qualified industrial management graduates. Several were hired and placed in lower management positions as preparation for the middle management jobs. Within two years, all these people had left the company.

Management reverted to its former policy of promoting from within and experienced basically the same results as before. Faced with the imminent retirement of employees in several key middle management positions, the company decided to call in a consultant who could suggest solutions.

Questions:

1. Why is recruiting a problem in this company?
2. If you were the consultant, what would you recommend?

Part II Discussion Questions (50%)

In recent years we have observed a rapid growth of investment in Mainland China by Taiwanese companies. How would you prepare yourself for an overseas assignment to China by your company?

國立中山大學九十一學年度碩士在職專班招生考試試題

科目：企業管理實務暨生物科技概論【IEMBA乙組】

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問答題（每題 25 分請任選四題作答）

- 一、 請就個人意見，分析台灣目前在生物科技的發展上所具有的優勢與劣勢為何？
- 二、 站在國家政策的立場，您認為政府應如何推動生物科技產業？
- 三、 何謂生物科技？常見的生物科技公司包含哪些類別？
- 四、 試評析生物科技產業資本形成及進入資本市場的重要性？並分析其募集資金的管道為何？
- 五、 就生物科技產業面，目前政府提供的專案補助計劃有哪些？
- 六、 就個人意見，在現今之大環境中，組織的領導人應具備那些能力？
- 七、 就個人意見，在現今之大環境中組織應採何種管理模式？
- 八、 就個人意見，為因應現今之大環境，請試擬組織的人力開發計畫？
- 九、 就個人意見，為因應現今之大環境，請試擬公司整體的行銷計畫？
- 十、 就個人意見，在現今之大環境中如何激勵員工對組織產生承諾？