

大同大學 九十一 學年度研究所碩士班入學考試試題

考試科目：經營概論

所別：事業經營研究所

第1/1頁

註：本次考試 不可以參考自己的書籍及筆記； 不可以使用字典； 不可以使用計算器。

1. What is knowledge management? Why are organizations today so concerned about knowledge management? 10%

2. What is so called breakeven analysis? Plot a chart to show and explain the relationships among fixed cost, variable cost, total revenue, and breakeven point. Besides, write down the formulas for calculating breakeven point in terms of units and dollars, respectively. 15%

3. One of the most widely followed leadership models is the situational leadership theory of Paul Hersey and Kenneth Blanchard. Situational leadership is a contingency theory that focuses on the followers. Successful leadership is achieved by selecting the right leadership style, which Hersey and Blanchard argue is contingent on the followers' level of readiness. Please describe the meaning of readiness and the four specific leadership styles defined by Hersey and Blanchard. In addition, how should a leader choose his or her style based on the followers' level of readiness? 15%

4. Leadership is about power and influence. The use or misuse of power can generate ethical questions about what's right and what's wrong. Read through the following situation and answer the questions at the end.

Your boss has been dissatisfied with the way one of your colleagues is handling a project and she has reassigned the project to you. You've been told to work with this colleague to find out what he's done already, discuss any other necessary information that he might have, and to prepare a project report by the end of the month. However, your colleague is pretty angry and upset over the reassignment and hasn't provided you with the information you need to even start, much less complete, the project.

(1) What type of power does your colleague appear to be using? What type of influence could you possibly use to gain his cooperation?

(2) If you were involved in this situation, what would you do? 20%

5. Explain the following terms in more detail in Chinese : 40%

- | | | |
|-----------------------|------------------------|-----------------------------|
| (1) job specification | (2) entrepreneurship | (3) marketing mix |
| (4) Gantt chart | (5) benchmarking | (6) quick (acid-test) ratio |
| (7) working capital | (8) process capability | (9) MBO (10) BPR |