

世新大學九十七學年度碩士班招生考試試題卷

第 1 頁共計 / 頁

系所組別	考試科目
傳播管理學系	管理學

※本考題 可使用 禁止使用 簡易型電子計算機

※考生請於答案卷內作答

(以下所有問題皆可用中文回答)

1. 在策略的分析上有數種手法可以運用。其中，SWOT、BCG matrix、Michael Porter 的五力分析 (five-forces model) 以及鑽石結構模型 (diamond model analysis) 為較常見的分析方式，請簡要說明此四種分析法的內容分別為何？而其各自適用分析的情境為何？(40%)
2. What are the meanings and differences among “economies of scale”, “economies of scope”, and “learning curve”? (15%)
3. Sometimes, an organization’s structure needs to be multi-focused at the same time, such as product and function. One way to cope with this situation is adopting **matrix structure**. Please use product and function as an example to illustrate the strengths and weaknesses of **Matrix Organization Structure**. (20%)
4. Upper management had made it clear to you that your team’s latest assignment was top priority, so you decided that your team members might as well get down to business. By using the logical way, you explained to your team the work that lay ahead of them and emphasized that they had no choice in the matter. The assignment was pretty obvious, but you still wanted to make sure that everyone was on the same page. You were annoyed during the discussion. The group, normally a mature, full experiences crowd, insisted on searching for ways to avoid the assignment. They complained about the budget, the deadline, and the means of getting there. They even knew that you had not promised your boss for taking this assignment. As a project manager, you are excited to be assigned to your first companywide project and you don’t want to set yourself up to fail.
WHAT WOULD YOU DO? (25%)