Application of Mintzberg's Management Roles (8%)

Suzanne was amazed. She had just spent the day with the CEO of a major manufacturing firm through a "Visit with a Manager Program" developed by the college she attends. She was exhausted and wondered how the CEO managed the hectic pace. Suzanne was amazed by the number of "hats" that the CEO was wearing throughout the day. The day had started with a general manager's meeting where, the latest news concerning the competition had been announced by the CEO. Then Suzanne and the CEO had spent an hour completing a report to be given the following day to the board of directors. Lunch, where Suzanne had hoped to have time to ask questions, was an informal meeting with a group of suppliers who were concerned about their increasing costs. As soon as they had returned to the office, the CEO received a message of a fire in one of the major warehouses. They were immediately off to the location to assess the damage. Then that evening, there was a formal dinner sponsored by the local Chamber of Commerce; which the CEO had invited Suzanne to attend. Suzanne had declined, because she was exhausted.

1. The General Manager's meeting was most likely a result of the following management function:
   a. Organizing
   b. Planning
   c. Decision-Making
   d. Controlling

2. Jack Jones was a middle manager who managed the facility where the fire occurred. He took responsibility for making sure that the fire was extinguished and communicating to the local community and others outside of the company. When he completed these activities, what roles was Jack performing?
   a. Disseminator and leader
   b. Leader and spokesperson
   c. Spokesperson and disturbance handler
   d. Disturbance handler and disseminator

3. When Gina Wright, Head of Plant Safety brought employees together to discuss the fire safety procedures at the plant

Application of Hofstede's Cultural Dimensions (8%)

Kevin knew that it was likely his corporation was going to ask him to go abroad and manage the new chemical factory they were building. He was excited about the prospects but also apprehensive. He had never traveled before and, as far as he was concerned, there was only one way to do anything—the "American way." He decided some research was in order to at least get an idea about other countries. In his reading, he learned that some cultures place a high priority on a loose social framework, where they feel primarily responsible for themselves and their immediate family. He also learned that in some societies, employees show a great deal of respect for those in authority, and titles and rank carry much weight. Some countries have little job mobility and practice lifetime employment. He also learned that some countries are characterized by assertiveness and materialism. Now he wondered if there was any framework to help organize his thoughts.

5. Kevin noticed that in China, workers were more likely to hold the cultural belief that the group comes first. This is what Hofstede referred to as
   a. individualism
   b. aggressive goal behavior
   c. power tolerant
   d. collectivism

6. Based on his research, Kevin discovered that which of the following Globe cultural dimensions was not contained in Hofstede's original of national culture?
   a. Individualism versus collectivism orientation
   b. Time orientation
   c. Assertiveness orientation
   d. Humane orientation

7. A culture where employees show a great deal of respect for authority and where titles and rank are important would be an example of which dimension of national culture?
   a. individualism versus collectivism
   b. power distance
   c. uncertainty avoidance
   d. quantity versus quality of life
8. A culture that practices lifetime employment would be demonstrating which dimension of national culture?
   a. individualism versus collectivism
   b. power distance
   c. uncertainty avoidance
   d. quantity versus quality of life

**Application of Organizational Structure** (8%)

Jim Johnson is the CEO of a major manufacturer of farming equipment. His company has been in business for the last 100 years and has been very profitable. The company is very formal and tall with formalized communication channels and rigid hierarchical relationships. Mr. Johnson makes all major decisions. This has worked very well until lately. It has begun to have some major global competition. Companies overseas are bringing new products into the United States at a lower price. Furthermore, just yesterday, the new vice-president had mentioned that he felt that there was a major market overseas for the company’s products. As its strategy was beginning to change, Mr. Johnson also realized its structure too would need to change, but to what? The company was large and, prior to these changes, the technology utilized, while extensive, had been very routine. What is he to do?

9. Which type of decision-making authority is currently being used in the company?
   a. centralization
   b. decentralization
   c. span of control
   d. acceptance theory

10. Mr. Johnson’s company probably needs to change from a(n) ______ structure to a ______ structure.
    a. mechanistic; organic
    b. organic; mechanistic
    c. organic; matrix
    d. mechanistic; bureaucracy

11. The large size of the company and the use of routine technology are indicators that which type of structure would be most effective?
    a. strategic organization
    b. mechanistic organization
    c. organic organization
    d. matrix

12. Which of the following contingency variables had the biggest impact on the need for changes in Mr. Johnson’s organization?
    a. size
    b. technology
    c. environment
    d. management

13. A large chemical company not only disposes of all toxic waste properly as outlined by law, but it also spends $1 million dollars each year on research to determine better processes for all businesses to use in disposing of toxic wastes. This company is exhibiting which of the following?
   a. social responsibility
   b. social obligation
   c. moral obligation
   d. social responsiveness

14. Which of the following is not a component of total quality management?
   a. concern for continuous improvement
   b. accurate measurement
   c. employee empowerment
   d. focus on the stockholders of the company

15. From which focus have the contributions of team-based compensation systems, design of jobs, organizational cultures, high-performance teams, conflict management, and attitude surveys derived?
   a. scientific management
   b. behavioral science
   c. human resources
   d. classical

16. Susan’s Ceramics is expanding the size of its unfinished products while decreasing the amount of firing and finishing of products it does. This is known as which of the following strategies?
   a. growth
   b. stability
   c. retrenchment
   d. combination

17. The premise behind ______ is to design in quality as the product is being made.
   a. six sigma
   b. TQM
   c. reengineering
   d. benchmarking

18. The HUMMER television ads frequently show the company’s SUVs being driven under very challenging off-road conditions and over difficult terrain in order to impress consumers with how well built the vehicles are and to create the impression that the HUMMER Volvos are among the most rugged cars on the market. What type of competitive business strategy is Hummer using?
   a. Focus
   b. Overall cost leadership
   c. Differentiation
Changes in the Health Care Industry (12%)

Hospitals in general, have one of the most archaic and costly operating systems of any group of large organizations. Nearly 95 percent of all hospitals currently use procedures and record-keeping systems that were implemented more than 50 years ago. It’s the way it’s always been done, and that’s how most doctors and technicians prefer it. Individuals in this industry have been highly reluctant to accept and use new technologies. Doctors and hospital administrators at Beth Israel Deaconess Medical Center in Boston, Massachusetts, refuse to be part of the “old guard”. They once had a patient who was brought into the emergency room by his wife. He was overweight, short of breath, and dizzy and the nurses hooked him up to the heart monitor immediately while the ER doctor looked up his records on the portable laptop computer in the ER. Immediately, the doctor was able to see that the patient had had an EKG in the past year, and he looked up his results. By comparing those results to the heart monitor, the doctor was able to see changes that indicated the man was having a heart attack. Within 10 minutes of being seen, doctors had determined that the patient was suffering from a blocked artery. Clot-busting drugs were swiftly administered and an emergency angioplasty was performed. Within a day, the patient was back on his feet and ready to go home.

Beth Israel is unusual in the health care industry, and the hospital is investing money in technology. Through its system called CareWeb, more than 9 million patient records are available. Within each of these records are all previous medical orders, such as lab test results and prescriptions, for each patient. When a patient comes to the hospital, that individual’s health history is easily retrievable and can be used to assist in the current diagnosis.

The system is saving Beth Israel more than $1 million a year. It has reduced errors in patient care by more than 90 percent, and reduced prescription errors and potential drug interactions by more than 50 percent. Patients are now discharged more than 30 minutes faster than they had been before CareWeb was implemented.

Questions
1. Describe the types of changes that have occurred at Beth Israel in terms of structure, technology, and people. Cite examples.
2. Why do you believe there is resistance by the medical profession to systems such as CareWeb? Explain.
3. Assume you were going to make a presentation to a group of hospital staff (doctors and administrators) on why they should invest in technology like CareWeb. How would you attempt to overcome their resistance to change and their attitude that “they are doing what they’ve always done”? Discuss.
12. The ________ model emphasizes the transformation processes of the organization and how well the organization converts inputs into desired outputs.
   a. systems resource
   b. process
   c. multiple constituencies
   d. single-criteria

13. The ________ approach to performance measurement was introduced as a way to evaluate organizational performance from more than just the financial perspective.
   a. market value added
   b. economic value added
   c. balanced scorecard
   d. information control

14. When members of the group who are making significant contributions to the group’s goals are allowed to take liberties within the group in terms of their behavior, this is known as:
   a. the Hawthorne effect.
   b. the quality circle effect.
   c. the team building effect.
   d. idiosyncrasy credit.

15. What type of situation results when the employee is uncertain about how to perform on the job?
   a. conflicting expectations
   b. working relationships
   c. job mismatch
   d. role ambiguity

IV. 第四部分: 解释名词。(每题 4 分，共 20 分)

Define and explain the following terms.
1. Equity theory
2. Self-efficacy
3. MBO
4. Virtual Organization
5. Customer lifetime value