

大葉大學九十學年度博士班招生考試試題紙

所 別	考 試 科 目 ( 中 文 名 稱 )	考試日期	節次	備註
管理研究所博士班	英文	七月六日		英漢/漢英字典

註：考生可否攜帶計算機或其他資料作答，請在備註欄註明（如未註明，一律准攜帶）

**1. (50%) Read the following article excerpt from Harvard Business Review, and answer the questions that follow:**

Despite their best efforts, most companies continue to squander what may be their greatest asset in today's knowledge economy: the wealth of expertise, ideas, and latent insights that lies scattered across or deeply embedded in their organizations. And that's a shame, because capitalizing on those intellectual resources – using existing knowledge to improve performance or combining strands of knowledge to create something altogether new – can help companies respond to a surprising array of challenges, from fending off smaller nimbler rivals to integrating businesses shoved together in a merger.

Many companies have tried, with mixed success, to leverage this underused asset by centralizing knowledge management functions or by investing heavily in knowledge management technology. We suggest another approach, one that requires managers to change their behavior and the way they spend their time. The approach is novel but, when properly implemented, quite powerful.

We call the approach T-shaped management. It relies on a new kind of executive, one who breaks out of the traditional corporate hierarchy to share knowledge freely across the organization (the horizontal part of the "T") while remaining fiercely committed to individual business unit performance (the vertical part). The successful T-shaped manager must learn to live with, and ultimately thrive within, the tension created by this dual responsibility. Although this tension is most acute for heads of business units, and T-shaped manager with operating unit obligations must wrestle with it.

You might ask, Why rely so heavily on managers to share knowledge? Why not just institute a state-of-the-art knowledge management system? The trouble is that, while those systems are good at transferring explicit knowledge – for example, the template needed to perform a complicated but routine task – direct personal contact is typically needed to effectively transfer implicit knowledge – the kind that must be creatively applied to particular business problems or opportunities and is crucial to the success of innovation-driven companies. Furthermore, merely moving documents around can never engender the degree of collaboration that's needed to generate new insights. For that, companies really have to bring people together to brainstorm.

Effective T-shaped managers will benefit companies of almost any size, but they're particularly crucial in large corporations where operating units have been granted considerable autonomy. Although giving business units greater freedom generally increase accountability, spurs innovation, and promotes sensitivity to local market condition, it also can lead to competition between units, which may hoard, rather than share, expertise. By encouraging collaboration, a T-shaped management system can be a powerful counterbalance to such negative behavior.

**(1) Explain what "T-shaped management" means.**

**(2) Discuss why the Dual responsibility of T-shaped managers may create tension.**

**(3) Discuss why this author thinks most knowledge management systems are not effective in sharing knowledge.**

2. (50%) **Read the following article and answer the question that follows:**

One of the most successful corporate executives ever, Welch spoke off the cuff to 880 graduating HBS MBA students on June 6 as part of the school's Class Day celebrations. Welch chose not to follow the standard route of delivering a speech from a podium, and elected instead for an informal interview format on stage with graduating MBA student Nigel Killick.



**You can give lifetime employability by training people, by making them adaptable, making them mobile to go other places to do other things. But you can't guarantee lifetime employment.**

**—Jack Welch**

Killick quizzed Welch on everything from his recipe for success throughout his 41-year career at GE to his infamous decision in October 2000 to make a bid for Honeywell and thereby delay his retirement from April 2001 to early 2002.

"I was 'Neutron Jack' once," Welch told the group, soberly, referring to the period from 1981 to 1985 when, as newly elected chairman and CEO, he cut 100,000 out of 400,000 jobs at GE. Employees used the "neutron" moniker because it sounded like the nuclear bomb that kills human beings yet leaves buildings intact.

The decision to cut jobs was a difficult one that was made in hard times, he said. "The world changed, and we had to deal with a changing world. Don't forget, in 1980 Japan was going to take over the world in manufacturing; there was going to be no other manufacturing other than Japanese. Oil was going to go to \$100 a barrel, if you could get it. Inflation was 20 percent. ... Jimmy Carter said the country was in malaise.

"Now all those things have changed. But we were in an environment that looked like that. And our company in those days had over 400,000 people. It was doing one-seventh of what it does today with 300,000 people."

The company tried to soften the blow as best it could at the time, he said, and he reminded students that GE was part of the command-and-control corporate culture that propelled the United States industry forward after World War II. In that context, lifetime employment was a common assumption by everyone at every company.

"If there's one thing you'll learn—and dot.coms have learned it in the last year—is no one can guarantee lifetime employment," Welch told the students. "No one. The only thing that guarantees lifetime employment is satisfied customers.

"You can give lifetime *employability* by training people, by making them adaptable, making them mobile to go other places to do other things. But you can't guarantee lifetime employment. And we were one of the first ones to break that pattern. And we had to do it. And as a result of it, lots of people had pain, which we tried to soften; but a lot of people won, because the company has flourished," Welch said. – <http://www.harvard.edu>

**Question: What's Welch's opinion about job security? Do you agree? Explain why?**