

## 管理個案分析試題

適用學系：事業經營研究所

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請依個案題號於試卷紙上作答

個案一：

敗給不景氣：華冠關廠 華寶裁員

【2009-02-21/經濟日報/A4版/話題；記者陳雅蘭／台北報導】

華冠通訊將關閉鶯歌廠，產能全數移轉大陸吳江廠，恐有100多人失業；華寶通訊本周也進行人事精簡，預估手機產業這波人事調整，影響超過200人，業界並傳出，其他手機代工廠3月可能跟進裁員。國內科技業，尤其是半導體和面板，去年第四季開始陸續放無薪假、高階主管減薪、裁員或淘汰年度績效不佳員工等精簡人力及成本措施，手機代工業去年第三季還逆勢加薪，未有大幅度調整人力動作，卻在今年過年後調整策略，以度過景氣寒冬。

除了華寶和華冠之外，華碩董事長施崇棠日前表示，該公司手機部門目前約800多人，也會進一步精簡人力；宏達電智慧型手機業務雖繼續成長，但也傳出人事凍結，執行長周永明指出「今年找人會更謹慎」；目前大力招兵買馬的只有宏碁，為積極進軍智慧型手機作準備。

隨著國內代工廠主要客戶摩托羅拉、索尼愛立信業績並無起色，其他智慧型手機客戶惠普、Palm等的訂單又未達到經濟規模，業界近期傳出，其他手機代工廠，3月可能會掀起第二波的人事精簡潮。

華冠表示，台灣手機廠多已外移，原保留鶯歌廠是為了生產智慧型手機，但由於成本過高，已決定全數外移吳江，年前已通知約100位間接人員，其他還有100多人會在3、4月受到影響，均已向主管機關報備。

據了解，華冠先前和倚天達成代工協議，因此保留鶯歌廠產能，但倚天出售給宏碁後雙風進入磨合階段，遲遲未能生產出貨，華冠鶯歌廠一個月開銷約1,500萬元左右，移到吳江廠後每個月約可節省1,000萬元，不得已才決定關閉鶯歌廠。

華寶本周也開始進行人事調整，影響人數約40人，占現有員工人數約2%，華寶主管解釋，主要是針對過去兩年考績底部、不適任的同仁進行汰弱動作，沒有在去年底就調整，是因為需要花時間面談和篩選、確認真的不適任才解雇。

華寶員工去年集體至少加薪12%，但第四季景氣急轉直下，經理級以上主管也調整加薪幅度，不到原本的一半，形同變相減薪，並縮減不少福利，今年元月底、本周陸續通知，將去年考績底部的同仁解職。

【2009-02-21/經濟日報/A4版/話題】

請回答下列問題：

面對金融海嘯的衝擊，如果你是以上任何一家高科技廠商的人資主管，能否提出一套組織變革計畫書？內容如何（50%）

《背面尚有試題》

## 個案二：

金融海嘯重創全球景氣，宏碁集團創辦人、智融集團施振榮董事長在應台灣精品品牌協會之邀對各品牌 CEO 一場演講中指出，金融海嘯為台灣品牌發展帶來新契機，由於台灣擅長薄利多銷、持久戰，在這一波金融風暴中比氣長，將較歐美品牌勝出機會大。因為不景氣，「價廉物美」成為採購的決策關鍵，擁有創新價值的品牌產品，會比高價的品牌產品更受歡迎。他表示，目前「理性創新」價值，將更勝「感性創新」價值，台灣品牌過去就較歐美品牌更擅長訴求理性價值，有利台商擴占市場。施振榮董事長指出，低價奢華產品的市場規模近來已崛起，如小筆電市場就發揮高成長力道，這是有利台灣品牌發展契機。而且，品牌不是能賣高價就好，而是要求利潤，不景氣中，經營企業要比「氣長」，台商已習慣薄利多銷及持久戰，歐美品牌常因大環境條件不利，一旦無利可圖就自動讓出市場，是台商大舉擴占品牌市場的最佳機會。台商品牌行銷相對欠缺經驗和人才，可趁此次不景氣積極轉型。事實上，我們觀察市面上知名、高價商品，絕大多數都來自美國、日本、歐洲的品牌。國際知名的台灣品牌如 BenQ (明基), Giant (捷安特), Acer (宏碁), Asus (華碩) 等雖也有一些，但相對少得很多。近年來，韓國品牌在國際市場上的崛起速度之快，也令人刮目相看，2004 年，在美國商業週刊與 Interband 共同評鑑的「全球百大品牌」排行榜內，韓國只有入選，2005 年開始，Hyundai 與 LG 兩品牌連續三年都已入選全球百大品牌內。與韓國相比，台灣品牌在國際市場上顯得較為弱勢；為促進台灣企業的品牌國際化，經濟部也推動為期七年的「品牌台灣」發展計畫，外貿協會也成立「品牌推廣組」推動相關業務，學界與產業界也多認為品牌國際化是許多台灣產業的出路。

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### 請回答下列問題：

一、

- (1) 推動台灣企業品牌國際化的重要性何在？(10%)
- (2) 台灣的企業，例如巨大機械(捷安特)、宏碁等公司早期大多以幫歐美日等世界大廠 OEM 代工起家，當要開始自行創立國際品牌發展市場時，通常可能會面臨哪些主要的問題？(10%)
- (3) 妳(你)認為有哪些策略或方法可以有效克服這些問題？試舉例說明之。(10%)

二、

- (1) 依妳(你)之見，台灣的企業要自創國際品牌，爭取國際市場的認同，應具備哪些條件？(10%)
- (2) 在此金融海嘯重創全球景氣的經濟情勢下，應該採取哪些策略才可以成功的建立國際品牌拓展全球市場？試舉例說明之。(10%)

**管理學概論試題**

適用學系：事業經營、觀光研究所

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請依個案題號於試卷紙上作答

壹、選擇題，每題 2%，15 題共 30%

1. When a company president states: "Our company will achieve annual sales of \$66 million within three years," this is an example of: A) a mission. B) a rule. C) a long-range objective. D) a strategy.
2. Creativity is an example of which one of Maslow's needs?  
A) Self-actualization B) Esteem C) Social D) Safety
3. Which of the following types of power is based on the capacity of the manager to provide results desired by subordinates?  
A) Coercive power B) Referent power C) Reward power D) None of the above
4. The idea that mental effort during work is as natural as play is a basic assumption in:  
A) Theory X. B) Theory Y. C) Theory Z. D) Theory A.
5. When members of a group are unwilling to disagree with other members even when they feel that these other members are wrong in their recommendations, we say that the group is experiencing:  
A) the idiosyncrasy effect. B) the Chandler effect. C) groupthink. D) the Hawthorne effect.
6. McDonald's Corporation made a basic decision as to how to divide the tasks of the jobs of "chefs" and "food servers" in its restaurants. This was an example of:  
A) continuous-process technology. B) job design. C) divisional structure. D) product structure. E) matrix structure.
7. The actions taken to meet the needs of customers are known as: A) efficiency. B) quality. C) TQM. D) quality control. E) responsiveness.
8. The person who inspires, motivates, and directs the activities of others so that they work toward organizational goals is known as a(n):

- A) follower. B) leadership substitute. C) coercive leader.  
D) leader. E) manager.
9. What are the four basic managerial functions? (A) Planning, Analysis, Design, and Implementing. (B) Production, Marketing, Finance, and Personnel. (C) Planning, Organizing, Leading, and Controlling. (D) Diagnostic, Action, Monitoring, and Decision. 頁 | 2
10. Which of the following is not one of Taylor's principles of management? (A) Develop a common vision for workers and managers (B) Divide work and responsibilities clearly and evenly among workers (C) Put emphasis on the training of workers (D) Scientifically study jobs and make decisions accordingly.
11. BMW advertisements lately emphasize the company's cars being subjected to crash tests, and create the impression the BMWs are the safest cars around the globe. What competitive business strategy does this example represent? (A) Overall cost reduction (B) Successful leadership (C) Focus (D) Analyzer.
12. According to Maslow's need categories, which are the needs for friendship? (A) Physiological needs (B) Security needs (C) Social needs (D) Esteem needs.
13. Putting employees of similar or related specialties into a department is a: (A) simple structure. (B) functional structure. (C) divisional structure. (D) conglomerate structure.
14. A Theory X employee would: (A) seek responsibility. (B) need to be pushed to achieve goals. (C) view work as an important activity. (D) exercise self-control.
15. In the area of marketing, a small company has the advantage over a large company at: (A) lower production cost. (B) personalized service. (C) effective selling program. (D) effective inventory controls.

貳、解釋名詞（先翻譯成中文，再簡述其內涵，每題答案控制在 100 字以內）：每題 5%，5 題共 25%

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- 一、360-degree reviews (5%)
- 二、TQM(Total Quality Management):(5%)
- 三、CSR(Corporate Social Responsibility):(5%)
- 四、Gantt chart:(5%)
- 五、outsourcing:(5%)

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**參、申論題：共 45%**

一、近年來，許多企業為了因應日趨激烈的動態環境變化，常強調要將企業本身塑造成為一個學習型組織，請說明，何謂「學習型組織」(Learning organization)？具有哪些特徵？(5%)，學習型組織與組織創新兩者間有何關係？兩者是否會相互影響？請試舉一至二個企業推動組織創新活動的實例說明之。(10%)

二、管理者在一般企業組織中所扮演的角色為何？試舉例說明之。(15%)

三、Norton and Kaplan (1990)提出「平衡計分卡」的概念做為績效衡量的系統。試問，平衡計分卡分為哪幾個構面？並舉例說明各構面常用的指標為何？(15%)

**經濟學試題**

適用學系：事業經營研究所

請依題號於試卷紙上作答

一、選擇題（40%，單選，每題2分）

1. Most students attending college pay tuition and are unable to hold a full-time job. For these students, tuition is
    - (A) part of the opportunity cost of going to college. So are their forgone earnings from not holding a full-time job.
    - (B) part of the opportunity cost of going to college. Their forgone earnings from not holding a full-time job are not part of the opportunity cost of attending college.
    - (C) not part of the opportunity cost of going to college, but their forgone earnings from not holding a full-time job are part of the opportunity cost of attending college.
    - (D) not part of the opportunity cost of going to college. Neither are their forgone earnings from not holding a full-time job.
  
  2. The production possibilities frontier shifts if
    - (A) the unemployment rate falls.
    - (B) people decide they want more of one good and less of another.
    - (C) the prices of the goods and services produced rise.
    - (D) the resources available to the nation change.
  
  3. People come to expect that the price of a gallon of gasoline will rise next week. As a result,
    - (A) today's supply of gasoline increases.
    - (B) today's demand for gasoline increases.
    - (C) the price of a gallon of gasoline falls today.
    - (D) next week's supply of gasoline decreases.
  
  4. Nick can purchase each milkshake for \$2. For the first milkshake purchased Nick is willing to pay \$4, for the second milkshake \$3, for the third milkshake \$2 and for the fourth milkshake \$1. What is the value of Nick's consumer surplus?
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- (A) \$2
- (B) \$9
- (C) \$3
- (D) \$10

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5. As time passes after an increase in the demand for apartments, if there are no rent controls then there will be
- (A) increased investment in buildings, which reduces the original rise in rents.
  - (B) increased investment in buildings, which offsets the original fall in rents.
  - (C) decreased investment in buildings, which increases the original rise in rents.
  - (D) decreased investment in buildings, which further lowers the original fall in rents.
6. Let  $MU_a$  and  $MU_b$  stand for the marginal utilities of apples and bagels. Let  $P_a$  and  $P_b$  stand for their prices. The general necessary condition for consumer equilibrium is
- (A)  $MU_a = MU_b$ .
  - (B)  $MU_a = MU_b$  and  $P_a = P_b$ .
  - (C)  $MU_a/P_a = MU_b/P_b$ .
  - (D)  $MU_a/MU_b = P_b/P_a$ .
7. Preferences depend on
- (A) income but not relative prices.
  - (B) relative prices but not income.
  - (C) neither relative prices nor income.
  - (D) both relative prices and income.
8. The law of diminishing returns implies that, with the use of capital fixed, as the use of labor rises,
- (A) total product will fall eventually.
  - (B) the marginal product of labor will fall eventually.
  - (C) the total product of labor will fall below the marginal product of labor.
  - (D) the production process will become technologically inefficient eventually.
9. In the short run, a perfectly competitive firm NEVER
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- (A) earns an economic profit.
- (B) incurs a loss greater than its total fixed costs.
- (C) produces where  $MR = MC$ .
- (D) earns a normal profit.

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10. For a single-price monopolist,
- (A)  $MR = P$ .
  - (B)  $MR < P$ .
  - (C)  $MR$  first increases and then decreases with the quantity sold.
  - (D)  $MR$  first decreases and then increases with the quantity sold.
11. Stagflation occurs when the price level (A) falls and real GDP increases. (B) and real GDP both decrease. (C) rises and real GDP decreases. (D) and real GDP both increase.
12. An increase in the expected inflation rate shifts the (A) short-run Phillips curve downward. (B) short-run Phillips curve upward. (C) long-run Phillips curve downward. (D) long-run Phillips curve upward.
13. Suppose the tax rate on interest income is 50 percent, the real interest rate is 2 percent, and the inflation rate is 4 percent. In this case, the real after-tax interest rate is (A) -0.5 percent. (B) -1.0 percent. (C) 3.0 percent. (D) 6.0 percent.
14. Which of the following statements best describes the rational expectations hypothesis? (A) individuals will not enter into long-term agreements unless they are certain about the payments they will receive (B) it is likely that individuals will consistently make errors (C) individuals will make random errors, independent of previous errors (D) it is reasonable to expect individuals to consistently underestimate the level of inflation
15. If there is a strong possibility that the dollar price of the RMB will rise in the next few months, which of the following would we expect to happen right now in the market for RMB? (A) a leftward shift of the demand curve, a rightward shift of the supply curve, and a depreciation of the RMB (B) a leftward shift of the demand curve, a leftward shift of the supply curve, and a depreciation of the RMB (C) a rightward shift of the demand curve, a rightward shift of the supply curve, and an appreciation of the RMB (D) a rightward shift of the demand curve, a leftward shift of the supply curve, and an appreciation of the RMB
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16. 如果有某品牌巧克力，廠商號稱「最後一口的滋味也如同第一口一樣令人難忘」，則此巧克力的邊際效用為(A)遞增 (B) 遞減(C)固定 (D)為零
17. 當產量為 100 單位時，平均總成本與平均變動成本的差額為 2 元，則生產量為 400 單位時，平均總成本與平均變動成本的差額為(A)\$1 (B)\$2 (C)\$0.5 (D)\$5
18. 老張牛肉麵為一完全競爭廠商，每牛肉麵賣 40 元。若在目前的產量下，多賣一碗牛肉麵的成本為 50 元，則此一廠商應(A) 增加產出以減少損失 (B) 增加價格以減少損失 (C) 停止生產 (D) 減少生產以減少損失
19. 如果經濟個體本來為一 borrower，假設兩期消費均為正常財，則利率下降會導致(A) 當期消費減少，(B) 當期消費增加，(C) 當期借貸金額增加，(D) 繼續當一個 borrower
20. 折彎需求曲線模型(A) 解釋寡占市場廠商的策略行為(B) 解釋價格僵固性現象，(C) 解釋獨占市場廠商的策略行為，(D) 以上皆非

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二、問答題 (60%，每題 15 分；可以中、英文作答)

1. Mr. A derives utility from martinis in proportion to the number he drinks,

$U(M) = M$ . Mr. A is very particular about his martinis, however: He only enjoys

them made in the exact proportion of two parts gin (G) to one part vermouth (V).

Graph Mr. A's indifference curve in terms of G and V for various levels of martini consumption.

2. 解釋名詞

(1) 解釋何為恩格爾曲線(Engel curve)?

(2) 說明何為產業的外部經濟?

3. 假設老王是一風險中立者，當投資所得\$100,000 時其獲得效用為 0，投資所得\$200,000 時其獲得效用為 1。試問：(1) 當投資所得達到\$50,000 時其獲得效用為何？(2) 當投資所得達到\$-40,000 時其獲得效用為何？

4. 年初政府發行消費券，冀望消費券能發揮乘數效果，請利用總體經濟理論進行分析。

國立臺中教育大學九十八學年度研究所碩士班招生考試

英文試題

適用學系：語文教育學系碩士班、音樂學系碩士班（音樂教育組）、音樂學系碩士班（音樂演奏與創作組）、事業經營研究所一般生

一、克漏字選擇：(30分，每題2分)

The recent economic \_\_\_\_ 1 \_\_\_\_ has led many economists to predict another great depression. Governments across the globe are making \_\_\_\_ 2 \_\_\_\_ to avoid double-figure increases in unemployment. Their measures include 'bail-out' plans and large scale \_\_\_\_ 3 \_\_\_\_ in new industries. Many environmentalists have taken this crisis as an opportunity to \_\_\_\_ 4 \_\_\_\_ greener global industries. Isolationist policies have been generally avoided, although several superpowers have used the global situation to rethink their \_\_\_\_ 5 \_\_\_\_ on foreign imports. Some leaders have even called for a \_\_\_\_ 6 \_\_\_\_ restructuring of world economic systems. Economists and world leaders alike have predicted lengthy \_\_\_\_ 7 \_\_\_\_.

1. A. expansion B. decrease C. downturn D. movement
2. A. money B. savings C. efforts D. excuses
3. A. investment B. fines C. advertising D. recovery
4. A. insist B. promote C. distract D. call
5. A. dependency B. hostility C. trade D. sale
6. A. different B. radical C. rational D. new
7. A. alterations B. growth C. prosperity D. recessions

The recent \_\_\_\_ 8 \_\_\_\_ in the United States saw the first African American male take the office of President. The senator from Illinois won \_\_\_\_ 9 \_\_\_\_\_. His victory was also \_\_\_\_ 10 \_\_\_\_ well overseas. His \_\_\_\_ 11 \_\_\_\_ to bring 'change' to Washington appealed to voters tired with the so-called politics of special interests. However, corruption scandals in his home state and the global economic crisis have \_\_\_\_ 12 \_\_\_\_ his first weeks in office. Nevertheless, record numbers \_\_\_\_ 13 \_\_\_\_ in the nation's capital to \_\_\_\_ 14 \_\_\_\_ President Obama's inauguration in January 2009. He is currently experiencing a honeymoon \_\_\_\_ 15 \_\_\_\_ with the media, world leaders, and the public at large.

《背面尚有試題》

8. A. victory B. election C. competition D. selection
9. A. disastrously B. enthusiastically C. comfortably D. rapidly
10. A. achieved B. received C. criticized D. described
11. A. advice B. comment C. promise D. refusal
12. A. destroyed B. overshadowed C. improved D. won
13. A. left B. increased C. announced D. gathered
14. A. witness B. fight C. challenge D. employ
15. A. life B. change C. period D. year

二、中翻英：(30分，每題15分)

1. 中國的長城是個巨大的工程，它耗去了大量的資金和人力。當它竣工以後，看上去是不可侵犯的，但是敵人卻突破了它，不是通過毀壞或者繞過它，而是通過賄賂看門的人達到目的。
2. 一位教一年級的老師，帶著她的學生們到當地的自然歷史博物館去了一趟。那天晚上一位父親問他的兒子他在學校裡作了什麼，兒子說，“哦，我們去看了一個死掉的馬戲團。”

三、英翻中：(40分，每題20分)

1. In the old times, tales were told differently in cottages than they were in castles. In the palace, story tellers or minstrels were summoned to tell grand tales of heroes who made great contributions to the nation. Beowulf and King Arthur were featured in such stories. In the cottages, tales were told about simple folks, including farmers, woodcutters, and millers. Frequently, stories centered on the theme of a poor peasant who outwitted an evil with daring deeds and thus won the hand of a princess.
2. What does 'Renaissance Period' mean? Western civilization was born from the cultures of ancient Greece and Rome. After the fall of the Roman Empire, European civilizations fell into a period of digression. Much of the knowledge that had been established in the ancient worlds of Greece and Rome was lost. Europe fell into chaos. Later, historians would name this era, 'The Dark Age.' Around 1400, western civilization gradually made a comeback. Art, literature, and philosophy, among others, were restored. Such an era was called the Renaissance period.