

國立勤益技術學院九十三年度研究所招生初試試題卷

所別：生產系統工程與管理 組別：研發科技管理 身分別：在職生
科目：案例評述 准考證號碼：□□□□□□□□ (考生自填)

考生注意事項：

- 一、考試時間 100 分鐘。
- 二、答前，請先核對試題，答案卷（試卷）與准考證上之所組別與考試科目是否相符。
- 三、請依照題目順序在答案卷作答。
- 四、可全部以中文作答。

試題：

1.(18%)

愈來愈開放、競爭的全球環境。給管理者及企業帶來機會與威脅。機會就在於想要擴充的企業得以打開新市場，獲取更多的客戶，取得原料的新來源及低價的供應商；威脅指的是企業在國外市場遭遇新對手，並且要對當地新的政治、經濟及文化情況做出適時反應。

決定在海外投資經營以前，企業管理者務必分析該國家的環境才能對其中的風險研究出適當對策。一般說來，海外事業的經營可分成四種基本方式：進出口、特許與經銷加盟、策略聯盟及合資事業，甚至完全擁有的海外分支機構，請以風險部分與投資及涉入程度針對以上四種基本方式加以討論，並試舉例。

2. (16%)

管理者要如何增加企業創新產品與服務的能力，因而提高競爭力？我們要檢驗管理者組織與控制產品開發過程的方法，以縮短產品開發時間、提升產品迎合客戶需求、提高品質，並達成製造能力與效率的極大化。從產品開發的研究案例發現四項原則是協助管理者提高成功的關鍵原因：

原則1：方案的過濾與資源集中

原則2：建立跨部門功能小組

原則3：採行同步工程

原則4：讓客戶與供應商共同參與

請就以上四個原則就您的觀點分別詳述之。

3. (16%)

當管理者與企業面臨產品創新或關門倒閉的選擇時，應該追求什麼樣的產品開發目標？大多數的研究人員與顧問管理師建議，管理者的目標應該是產品開發時間縮短、產品品質的極大化、產品滿足客戶需求的極大化，以及製造能力 (Manufacturability) 極大化 即生產之效率與簡易性，請就以上新產品開發的四

大目標分別說明之。

4.

The goals of achieving strategic competitiveness and earning above-average returns are challenging—not only for firms as large as WorldCom, but also for those as small as your local dry cleaners. The performance of some companies, of course, more than meets strategic management's challenge. At the end of a recent year, for example, Coca-cola and General Electric had created more wealth (as measured by market added) than other U.S. firms (approximately \$125 billion in the case of Coca-Cola; roughly \$122 billion for GE). The top 10 wealth creators for 1997, Microsoft moved from 14 in 1992 to 3 in 1997. More dramatically, Intel exploded from 74 in 1992 to 4 in 1997. The fact that only 2 of the 25 largest U.S. industrial corporations in 1900 are still competitive today attests to the rigors of business competition and the challenge of strategic management. The remaining 23 companies have failed, been merged with other firms, or are no longer of significant size relative to competitors. Moreover, in a recent year, almost 150,000 U.S. businesses either failed or filed for bankruptcy. Results such as these support the view that competitive success is transient. Thomas J. Watson, Jr., formerly IBM's chairman, once cautioned people to remember that "corporations are expendable and that success—at best—is an impermanent achievement which can always slip out of hand.

While The Limited and Honda are making changes to return to their days of success, questions remain about whether their efforts will result in the success they once enjoyed. Both gave significant competition. The U.S. market drives Honda and so it is vital for the firm to reestablish its relationship with the U.S. consumer. The Limited must do the same by offering consumers smart and unique fashions in the clothing it markets. In both cases, Honda's world car and The Limited's new fashions, the success of these efforts will make the difference in the firm's ability to again achieve strategic competitiveness and to earn above-average returns.

(1) (7%)

What is the challenge of strategic management?

(2) (7%)

How would you describe the work of strategic management?

5. (6%)

U.S. companies have poured millions of dollars into quality programs in the past

decade. Unfortunately, the programs do not always achieve the results the companies expect. In spite of the above, your company is considering entering the competition for a Baldrige Award. Prepare a memo outlining the pros and cons of applying for the Baldrige Award. Also, list some ways your company can judge whether its Baldrige initiative is working.

6. (6%)

An automobile supplier has been encountering some problems with the quality of one its most profitable parts. Since the past year, the quality rating received by its customers for this particular part have been unacceptable and dropping. To make matters worse, the company is encountering a high turnover and absenteeism. The supplier is worried that unless some drastic measures are taken to improve quality and productivity, the major customers may take their business elsewhere. What can the supplier do to improve and build a quality part, and instill quality into the workforce?

7. (6%)

After 10 years of experience as a supply chain manager of a traditional manufacturing firm, you have been hired as a director of supply chain for a virtual corporation. Discuss how you would manage the supply chain activities of your new position (in a virtual firm) differently from your old job (traditional supply chain).

8. (6%)

Currently the major bottlenecks at a manufacturing plant that makes electric fixtures are the paint line and the 300-ton press that stamp out sheet metal parts. Hundreds of different kinds of parts must pass through the processes, and many jobs get stalled in queues before one or both of these processes. What kind of solutions would you recommend the management use in order to solve the above problem if the Theory of Constraints were employed?

9. (6%)

A global supply chain is mandatory as a business extends its markets to foreign countries. Your company has decided to extend its customer base into foreign countries. What are some benefits and problems you see your company encountering? What strategies should your company adopt in order to ensure smooth supply chain management extension?

10. (6%)

The need to empower the entire workforce in order for quality efforts to succeed has long been recognized, even though such empowerment has only recently been put in practice. You have been recently hired as the Human Resource Manager of a mid-size manufacturing company and one of your primary tasks is to initiate and implement a program that empowers the work force. Discuss some strategies that you will initiate in order to ensure successful empowerment of employees.