

國立勤益科技大學九十七學年度研究所碩士班招生筆試試題卷

所別： 企業管理系

組別：

科目： 企業管理個案評論

准考證號碼：□□□□□□□□ (考生自填)

考生注意事項：

- 一、考試時間 100 分鐘。
- 二、不可使用翻譯工具。
- 三、答案請依題號填於答案卷(須依序註明題號)。
- 四、是非題若答案為「是」需註記 T，為「非」則註記 F；選擇題皆為單選，答案需註記 a 至 d (大小寫均可) 之任一項。

試題一：是非題 (21 分)

1. Wal-Mart is trying to achieve a boundaryless retailing empire by implementing global pricing, sourcing, and logistics.
2. Samsung has increased the competitive rivalry in the consumer electronics market because it has placed high strategic stakes on market leadership.
3. Traditionally, Japanese industry has been focused on vertical integration, precluding heavy use of outsourcing.
4. The competitive rivalry in the PC industry triggered by Dell's price war caused profit margins to decline for all firms in the industry, except for Dell.
5. Vertical integration continues to be the focus of most manufacturing firms, including Intel, Dell, and GM.
6. Most foreign R&D spending by U.S. affiliates is in India because of its large supply of highly-educated, English speaking professionals and its comparatively lower pay scales.
7. Private companies owned by Chinese families outside of China compose the fourth largest economic power in the world.

試題二：選擇題 (9 分)

1. Dell Computer uses the Internet as a business-organization system. This is expected to have all but which of the following effects?
  - a. eliminate paper-based functions
  - b. increase promotional opportunities
  - c. flatten organizational hierarchies
  - d. shrink time and distance restrictions
2. When a firm such as Harley Davidson has a strong brand name, it is challenged to:
  - a. develop another source of competitive advantage.
  - b. exploit the brand name as a competitive advantage.

- c. develop new bundles of resources to be used to gain a competitive advantage.
  - d. identify new core competencies in the firm.
3. Walt Disney's focus on \_\_\_\_\_ is typical of a slow-cycle market.
- a. innovation
  - b. total quality
  - c. proprietary rights
  - d. economies of scale

### 試題三：問答題（30分）

統一企業集團自創立後逐步建立食品垂直整合一貫的作業體系，例如麵粉、飼料、麵包、馬口鐵包裝材料、沙拉油、乳製品等，並於創立6年後成為國內食品業的龍頭廠商。目前統一企業集團的經營項目包括了消費食品、物流配送、速食業、營建、電子、金融以及娛樂業等範圍。並且將經營地區擴大至國外，在大陸或東南亞等市場進行大量的投資。

請以你所認知的統一集團，回答下列問題：

1. 請以統一集團的多角化經營為例，說明三個不同層次之策略作法。
2. 統一集團各事業體的價值活動之間可能存在那些業務關係？
3. 你認為統一集團還可以朝那些產業多角化？

### 試題四：問答題（20分）

你最近榮升一家著名越南鞋廠之CEO。經過瞭解後，越南勞工市場的特色與中國大陸截然不同：(1) 越南人不喜歡超時工作，政府也不允許；(2) 越南人工作態度較為懶散。請問，面對這樣的環境要如何提升績效？

### 試題五：問答題（20分）

年初的鴻海尾牙上，郭台銘預告將在4月1日退到第二線。他的交棒方式是，第一階段（第一個三年2008-2011）由12個事業群總經理接班，並且採聯邦制的模式逐步交棒，未來再視接班績效評估第二段接班。郭台銘所提出的接班人條件，包括年齡必須在50歲以下，要有能力經營年營業額新台幣3000億元的單位，並能讓公司每年成長30%，另外還要具備國際公司運作的經驗。相同的，大量台商企業在大陸也面臨所謂接班人問題，請問台商企業應如何因應？