

國立屏東科技大學 九十四 學年度 碩士班暨碩士在職專班招生考試
工業管理實務 試題

考生作答注意事項：

1. 請依題序作答，並於答案卷上標明題號。
2. 字跡工整與否列入評分項目之一。
3. 不可使用電腦字典(或英文字典)及計算器。

一、屏東縣縣議會議員總人數為 80 人，原來政黨分配比例 A 黨 42 人，B 黨 20 人，C 黨 18 人。最近的選舉結果，三黨人數出現消長，變成 A 黨 38 人，B 黨 30 人，C 黨 12 人。C 黨席次下滑的選擇結果，黨內出現了不滿的聲音，假設您是 C 黨的領導人，請問您該如何看待此一選舉結果？(10%)未來您又該如何與其他兩黨互動才能確保 C 黨的影響力？(10%)

二、有一張台幣幣值一萬元的紀念紙鈔展開競標。出價最高的人獲得紀念紙鈔，付款後競標結束，但是出價第二高的人必須支付自己出價的金額，作為參賽的代價。您在人群中，這場競標您有何參賽的策略？(10%)

三、下列兩小題，請任選其一作答(20%)

1. 何謂「平衡計分卡」(Balanced Scorecard)，請敘述此一觀念的重點與做法？
2. 何謂「六標準差」(Six Sigma)，請敘述此一觀念的重點與做法？

四、某公司行政部門的總務課最近有一名辦事員出缺。登報招考後，共有十一位大專畢業生應徵。經筆試後初選三位，擬面談後錄取一位。行政部「李經理」特別交待總務「張課長」，有關人選之決定，他沒意見，但希望「張課長」應公正客觀，就公司與職位的需要選用最恰當人選。在面談前一天，總經理特別助理「王先生」特別來看「張課長」，向「張課長」說「黃總經理」交待：「如果三個人差不多，希望能給『甲君』多一點機會」，並指出這件事不必給太多人知道。「張課長」剛進入公司不久，對公司這邊的文化並不熟悉，與「黃總經理」、「李經理」、「王先生」都只是業務來往，沒有私人情誼。如果您是「張課長」，請問您將如何處理此一問題？(請具體說明理由)(20%)

五、TOYS, Inc. is a 20-year-old company engaged in the manufacture and sale of toys and board games. The company has built a reputation on quality and innovation. Although the company is one of the leaders in its field, sales have leveled off in recent years. For the most recent six-month period, sales actually declined compared with the same period last year. The production manager, Ed Murphy, attributed the lack of sales growth to “the economy.” He was prompted to undertake a number of belt-tightening moves that included cuts in production costs and layoffs in the design and product development departments. Although profits are still flat, he believes that within the next six months, the results of his decisions will be reflected in increased profits. The vice president of sales, Joe Martin, has been concerned with customer complaints about the company’s REALISTIC line of working model factories, farms, and service stations. The moving parts on certain models have become disengaged and fail to operate or they operate erratically. His assistant, Keith McNally, has proposed a trade-in program by which customers could replace mal-functioning models with new ones. McNally believes that this will demonstrate goodwill, and appease dissatisfied customers. He also proposes rebuilding the trade-ins and selling them at discounted prices in the company’s retail outlet store. He doesn’t think that this will take away from sales of new models. Under McNally’s program, no new staff would be needed. Regular workers would perform needed repairs during periods of seasonal slowdowns, thus keeping production level. When Steve Bukowski, a production assistant, heard Keith’s proposal, he said that a better option would be to increase inspection of finished models before they were shipped. “With 100 percent inspection, we can weed out any defective models and avoid the problem entirely.” Take the role of a consultant who has been called in for advice by the company president, Marybeth Corbella.

1. Please summarize the case in Chinese. (10%)
2. If you are the consultant what is your recommendation? (20%)