

## 國防大學管理學院 100 年度碩士班入學考試試題

身分：在職軍職/一般生

所別：運籌管理學系碩士班

科目：管理學(含個案分析)

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### A. Multiple Choice (60%)

1. **The motivation theory stating that people have conscious goals that energize them and direct their thoughts and behaviors toward a particular end is:**
  - A. Equity theory
  - B. Law of effect theory
  - C. Goal-setting theory
  - D. Expectancy theory
  - E. Reinforcement theory
2. **The skills, abilities and other characteristics needed to perform a job are detailed in a:**
  - A. Job description
  - B. Job analysis
  - C. Job specification
  - D. Job characteristic
  - E. Job design
3. **Human resources planning has three stages. They are:**
  - A. Planning, executing and delivering
  - B. Hiring, training and firing
  - C. Planning, programming and evaluating
  - D. Planning, delivering and evaluating
  - E. Recruiting, screening and hiring
4. **Which of these is created through division of labor and job specialization?**
  - A. Integration
  - B. Coordination
  - C. Differentiation
  - D. Span of control
  - E. Managerial competence
5. **Which of these depicts the positions in the firm and how they are arranged?**
  - A. Span of control
  - B. Departmentalization
  - C. Division of labor
  - D. Organization chart
  - E. Value chain
6. **Which is the first step in the formal planning process?**
  - A. Goal and plan evaluation
  - B. Situational analysis
  - C. Monitor and control

- D. Implementation
- E. Alternative goals and plans

7. A set of procedures for making decisions about the organization's long-term goals and strategies is called \_\_\_\_\_.
- A. Mission statement
  - B. Vision statement
  - C. Strategic planning
  - D. Tactical planning
  - E. Operational planning
8. \_\_\_\_\_ is the process of working with people and resources to accomplish organizational goals.
- A. Planning
  - B. Management
  - C. Controlling
  - D. Decision making
  - E. None of the above
9. As one of the key management functions, leading focuses on a manager's efforts to:
- A. Communicate with employees
  - B. Motivate the workforce
  - C. Guide employees' efforts
  - D. Stimulate high performance
  - E. All of the above
10. Applying a valued consequence to increase a behavior is:
- A. Positive reinforcement
  - B. Negative reinforcement
  - C. Extinction
  - D. All of the above
  - E. None of the above
11. The ability to influence others is referred to as:
- A. Power
  - B. Cohesion
  - C. Motivation
  - D. Charisma
  - E. Responsibility
12. Which of the following is NOT considered a basic leadership trait?
- A. Drive
  - B. Leadership motivation
  - C. Integrity
  - D. Education
  - E. Knowledge of the business

13. Even after word processing became an accepted technology, some people still resisted utilizing it because they were comfortable with their old ways of preparing documents. This type of resistance to change might be classified a due to:
- A. Surprise
  - B. Peer pressure
  - C. Differing assessments
  - D. Inertia
  - E. None of the above
14. Instituting a change begins with establishing a vision of where the company is heading and is referred to as:
- A. Freezing
  - B. Moving
  - C. Refreezing
  - D. Unfreezing
  - E. Retreating
15. ABC Company maintains an advantage of having a lower cost than its competitors. This is called \_\_\_\_\_ leadership.
- A. Technology
  - B. Differential
  - C. Low-cost
  - D. Low price
  - E. Diversity

B. Case analysis (40%)

裕隆汽車公司創辦人嚴慶齡先生為響應「發動機救國」之號召，於1953年9月10日創建「裕隆機器製造有限公司」，業務範圍為機器製造銷售。1957年2月與日產自動車株式會社正式簽訂技術合作合約。1960年9月更名為「裕隆汽車製造有限公司」，正式製造小轎車及商用卡車。在其睿智領導下，從筆路藍縷中，為我國汽車工業奠定了良好的基礎，同時也帶動了國內相關工業的發展，為社會的進步和繁榮提供了積極的貢獻。

1981年起隨著台灣經濟快速成長，國民所得突破1萬美元，汽車市場規模已達35萬台，而裕隆汽車為培養台灣汽車設計能力，於1981年設立工程中心與三義工廠，培養自有設計開發人才，引進第一流生產技術、購置生產設備、培養生產人才。1986年第一輛國人自行設計開發的飛羚101新車生產上市。

1995年裕隆汽車為傳統產業樹立新的經營與競爭標竿，將台北總公司、桃園工程中心、新店工廠等單位陸續遷移至三義集中辦公，減少溝通成本，深化組織向心力，整合公司資源，提升競爭能力，實施廠辦集中後獲得明顯的成效。

2003年本公司以「大三圓戰略」為主軸展開第三階段企業再造工作，並透過新的企業文化「創新、速度、團隊」，以達到「華人市場汽車移動價值鏈的領導者」之新願景。配合國際化策略，除於1999年投資日產菲律賓廠，正式進軍東南亞市場；2000年11月與雷諾汽車簽約，正式取得雷諾汽車台灣總代理權；2003年5月20日，裕隆汽車與日產汽車共同宣佈，裕隆汽車分割成裕隆汽車製造股份有限公司與裕隆日產汽車股份有限公司兩間獨立之公司。裕隆汽車在台灣以年產能12萬台實力，實現成為

製造服務業中心之願景。裕隆日產擴大與日產合作，參與在中國大陸汽車市場的運作，2006年銷售量達到55萬輛，2009年再實現提昇至90萬台之目標。

2009年9月裕隆集團在研發飛羚產品23年之後的重新出發，由集團之華創車電主導進行研發設計，由裕隆汽車組裝生產，納智捷公司負責行銷、銷售與服務相關的業務，推出Luxgen 7MPV等產品，希望透過結合台灣IT產業之技術與生產汽車之經驗與能力，建立台灣自主之汽車品牌，讓臺灣整體汽車產業進一步提昇，為我國汽車產業帶入新的紀元。

裕隆集團執行長嚴凱泰被譽為二岸三地最成功的年輕企業家之一，在他的帶領之下，裕隆汽車從早期一個搖搖欲墜的汽車品牌製造商，到今天變成二岸三地最成功的汽車製造商之一，裕隆集團能有今天的成就，嚴凱泰的策略規劃與管理能力功不可沒。

請問：

1. 作為一個企業的經營者（或管理者），嚴凱泰所扮演的角色與身份為何？(20%)
2. 根據此一個案，說明策略與組織結構的關係為何？(20%)