

國立中央大學管理學院高階主管企管碩士班九十一學年度入學試題

科目：經營管理實務

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注意！第一、二題為【A 卷試題】，請將答案填寫於 A 卷。

第三、四題為【B 卷試題】，請將答案填寫於 B 卷。

【A 卷試題】

- 一、 請問 貴公司的管理人員可分成哪些層級？請標明您所處的位置，並請依序說明：您自己、您上級、及您的部屬等不同層級管理者所需負責的包含哪些工作？您認為身為前述不同層級的管理者，必須具備的能力分別應包括哪些？為什麼？（25%）

- 二、 請圖示 貴公司的組織結構。並請說明 貴公司之組織結構劃分及組織設計所考慮之因素與原則為何？（25%）

三、 Boom and Bust in the Market for DRAMs (本大題以中文或英文作答均可)

For much of the first half of the 1990s, the semiconductor industry seemed like one of the most extraordinary moneymaking machines ever invented. In no case has this been more true than in the market for dynamic random access memories (DRAMs), the memory devices used in personal computers (PCs), which account for about one-third of all semiconductor sales. In 1993 the global market for DRAMs was valued at \$13.6 billion. In 1994 it increased to \$23.1 billion, and in 1995 it surged to a staggering \$55 billion.

These huge industry profits, however, became a signal for incumbent companies to expand their capacity and for new companies to enter the semiconductor industry. Starting in late 1994, an increasing number of companies announced intentions to invest in semiconductor fabrication facilities. Those jumping on the capacity expansion bandwagon included Micron Technology, which in June 1995 unveiled plans to invest \$2.5 billion in a new fabrication facility in Lehi, Utah, that was scheduled to begin production at the end of 1996. When Micron made its announcement, almost 100 new semiconductor fabrication facilities were being constructed around the world, many of which were scheduled to come on line in 1995 and 1996. Moreover, by the end of 1995, plans to build another 100 facilities had been announced.

In the fall of 1995 the other shoe dropped. After four years of rapid growth, there was a sudden slowdown in the growth rate of personal computer sales, particularly in the huge North American market. When the anticipated surge in Christmas sales of PCs failed to materialize, PC manufacturers found themselves holding too much inventory. They responded by cutting back dramatically on their orders for DRAMs. The result was that DRAM sales volume and prices slumped. Between late 1995 and March 1996, DRAM prices fell from \$14 per megabyte to \$7 per megabyte. The consequences included falling profit margins for DRAM companies.

Reflecting the widespread perception that a situation of excess demand and rising prices had been replaced in short order by one of excess supply and plunging prices, the Philadelphia Semi-Conductor Index, a measure of the share price of American semiconductor companies, fell by 45 percent between September 1995 and March 1996. In February 1996 Micron Technology responded to this situation by dramatically slowing down the construction schedule for its Lehi facility, pushing out the start date for volume manufacturing another two to five years. Nor was Micron alone; by spring 1996 companies around the world were also announcing that they had put their capacity expansion plans on hold.

Questions:

1. Analyze the competitive structure of the DRAM market. (10%)
2. Using this analysis, explain why the industry has been characterized by boom and bust cycles. (10%)
3. If you were a company such as Micron Technology, what strategy might you adopt to deal more effectively with the boom-and-bust nature of the industry? (10%)

我們深信我們的第一項責任是對醫生、護士、病人、為人父母者、以及所有其他使用我們產品與服務的人負責。為了在每一件事上迎合他們的需要，我們必須是高品質的。我們必須持續的致力於降低成本，以便能維持合理的價格。顧客的訂單必須立刻而正確地被處理。我們的供應商和經銷商必須有機會可以獲得公平的利潤。

我們對來自世界各地的男女員工們都負有責任，每一個人都將被視為一個獨立的個體，我們必須尊重他們的尊嚴以及了解他們的優點。他們必須對工作的安全性有所了解，薪資必須公平且適當，工作環境必須清潔、整齊且安全。我們必須幫助員工善盡其家庭責任。員工必須能自由地提出建議與抱怨，所有合乎資格者都具有平等的雇用、發展與升遷機會。我們提供稱職的管理，而所有的行動都必須公平與合乎倫理的。

我們有責任和我們所居住與工作的社區以及整個世界作好溝通。我們是好公民，支持所有的好事與善事，並繳納應付之稅捐。我們鼓勵都市的發展與較好的醫療與教育，我們對有權使用的財產維持最佳狀況，並保護環境與天然資源。

我們的最後一個責任是對股東負責。事業必須有良好的利潤，我們必須實驗新的想法，必須進行研究、發展創新計畫並嘗試錯誤，必須購買新設備、新儀器並推出新產品，必須創造保留盈餘，以因應不景氣的時期。當我們依據這些原則運作時，股東必得到相當之報酬。

(資料來源：嬌生公司)

嬌生公司的信條具有重要影響力的證據是該公司在 Tylenol 危機中所做的回應，1982 年，有七個芝加哥地區的人在服用過摻有氰化物 (cyanide) 的 Tylenol 膠囊後死亡，嬌生公司不惜以損失一億美元成本的方式，立即回收所有的 Tylenol 膠囊，並立刻與製藥界與醫療界人士進行大規模的溝通。藉由這些方法，嬌生成功地展現公司不計成本、只要是正確的事都願意盡力做的企業形象。結果，Tylenol 事件並沒有損及嬌生公司的形象，因為公司所採取的種種行動，使得公司在幾個月後又成為止痛藥市場的領導者。

問題：

試以嬌生公司為例，說明企業價值觀與決策的關係，企業決策何以需要注意倫理面？您認為企業應如何塑造組織倫理氣候？ (20%)