

第一題：請細讀下面的個案後，回答下面三個問題，作答時請標明題號，可以用中文或英文回答。共 50 分，每題的配分列於題後。

The merger of the German giant Daimler, maker of the Mercedes-Benz, with U.S. giant Chrysler, seemed to be a good match. Mercedes has long been respected for its quality engineering and high reliability, and often been criticized for the rather boxy design of its autos. And while successful in selling its expensive Mercedes autos in the United States, Mercedes has been losing share to Lexus and BMW (even James Bond has switched from his British Aston-Martin to a BMW). Also, Daimler has not had a successful strategy for penetrating the lucrative lower-cost general U.S. auto market. Chrysler Corporation, on the other hand, although the number three U.S. maker, behind Ford and GM, has long been recognized for innovative designs. Chrysler was the first company to produce a minivan, and its Jeep brand was the first sports utility vehicle. While it has been successful in these areas, Chrysler has been less successful in establishing a global presence. The marriage of Daimler and Chrysler therefore seemed a good fit. The question, however, was would the new DaimlerChrysler be able to exploit the synergies created by the merger?

The new company was faced with an unusual situation. It had several successful brand names, including Mercedes, Chrysler, Plymouth, and Jeep: What should it do with them? Brand names are powerful assets. A well-known brand, when placed on a new product, tells the customer that the new product can be trusted. Many consumers develop brand loyalty. When faced with a new purchase decision, they buy the familiar brand they know and can trust. Brand management, however, is not free. Maintaining a brand requires constant advertising and promotion.

U.S. consumers have known for some time that Chrysler and Plymouth have many overlapping designs. The problem is, there are many Plymouth owners who are loyal to Plymouth, whose recent product lineup included Neon, Breeze, Voyager, Grand Voyager, and Prowler. In an attempt to establish a more consistent global image, DaimlerChrysler has now decided to drop the Plymouth brand name. This will allow the company to focus more of its marketing resources on the Chrysler brand. Daimler wants to establish a strong brand image for small and midsize cars worldwide and does not feel it can accomplish that for more than one brand. It has selected Chrysler as its global car for the future: "Our goal is to increase our automotive presence around the world, and to do that, we need to focus our resources and our effort on our growth opportunities," said company President James P. Holden. "The Chrysler brand has tremendous worldwide growth potential for cars." The question is, has DaimlerChrysler made the right decision in dropping the Plymouth brand?

Discussion Questions

1. Perform a SWOT analysis for DaimlerChrysler. What are its greatest strengths and weaknesses? Opportunities and threats? (20%)
2. What corporate strategy does DaimlerChrysler appear to be pursuing? (15%)
3. In what ways might the decision to drop Plymouth strengthen DaimlerChrysler strategically? What risks does this decision pose? (15%)

考試科目：經營管理個案分析

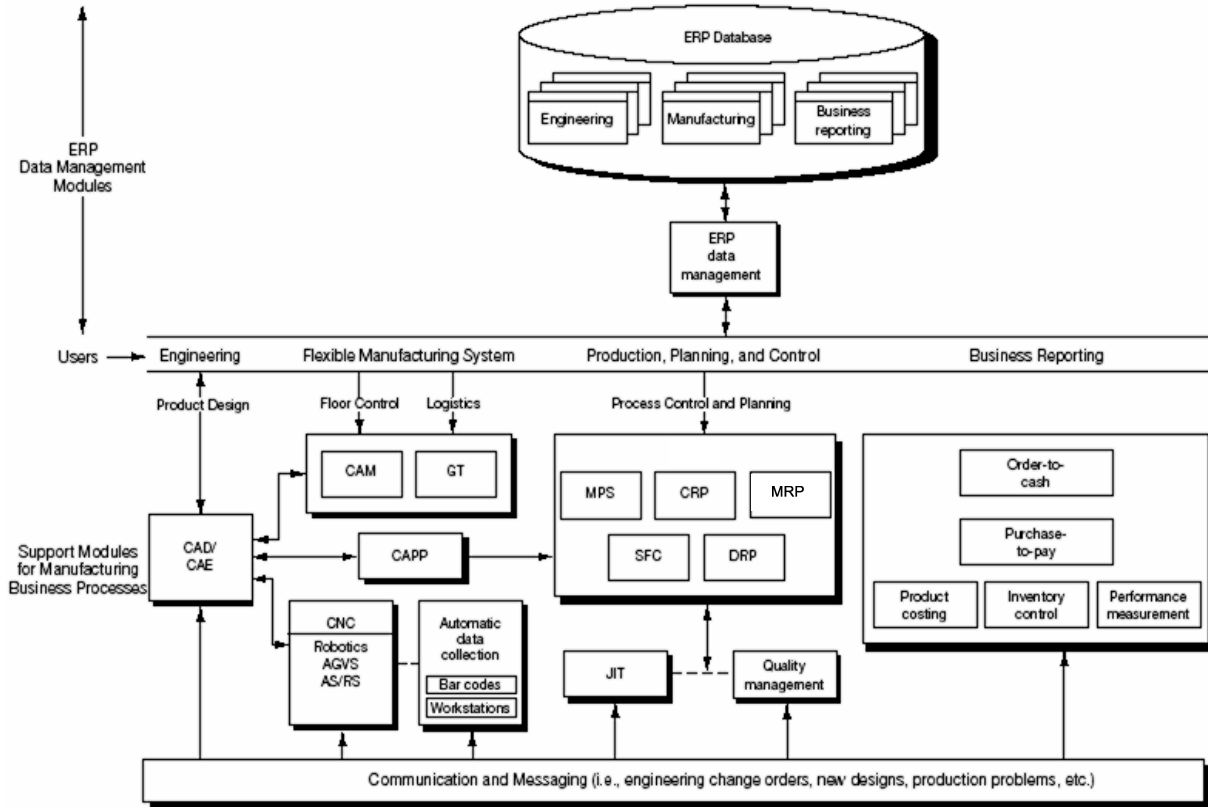
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考試時間：90 分鐘

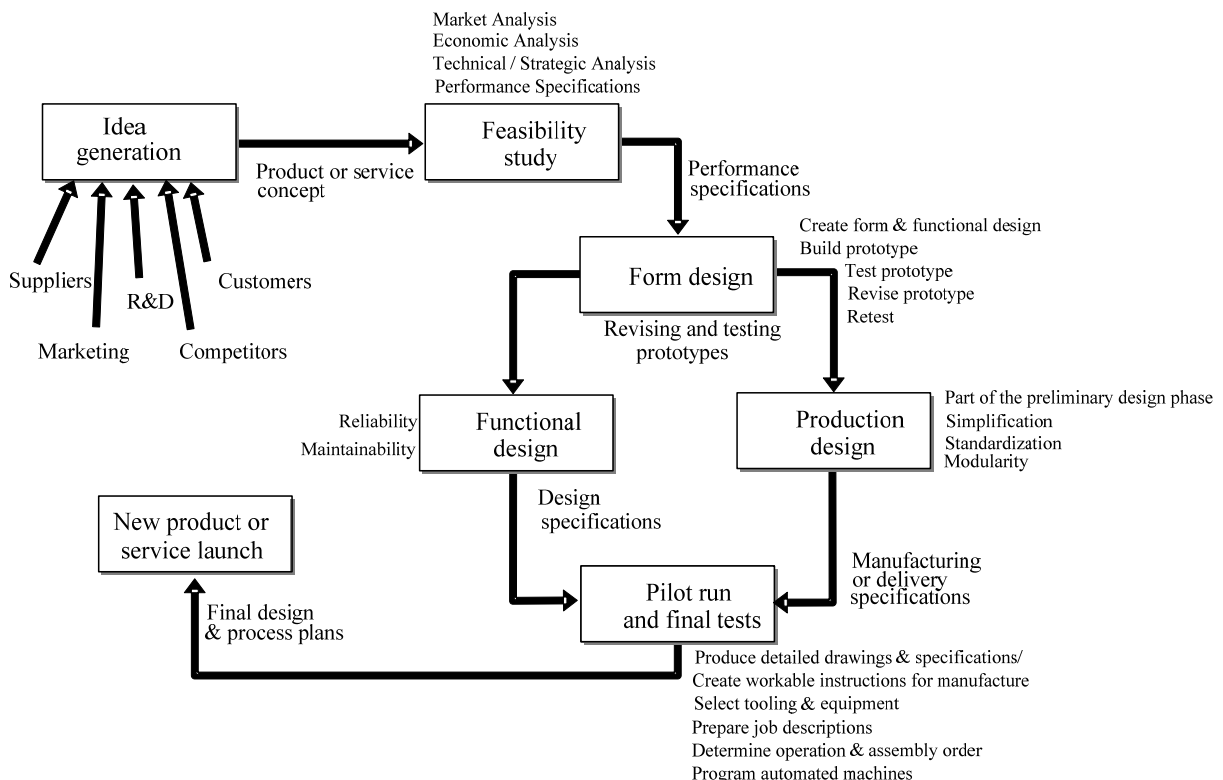
第二題 (配分 50 分)

By referring to below figures, you may choose either one of the two questions to answer.

(1) Describe the *Architecture of Integrated Production Process*



(2) Describe the *Product (or Service) Design Process*



1. (50%) James 經營一家傳統小吃店已多年，這些年來的努力經營，讓這家小吃店在地方上頗有名氣。雖有此成績，但 James 也深刻的感覺到其經營方式要改變，才能更增加其營業規模。James 首先想到的是多店面的經營模式，這些店可以是直營店或是加盟店，但不管是何種店皆須請他人協助經營與管理。請他人代管的經營模式最令 James 擔心的是品質的問題，例如：食物的口味與品質必須與老店一致。當然 James 可以訓練其他店的店長與店員，教導他們如何烹煮食品的方法，但此法也可能會造成老店的秘方流出而被他人模仿，這是 James 不想見到的。請您幫忙 James 擬出一套辦法來幫忙 James 解決上述的兩問題（即品質問題與秘方流出問題）。另外，除了此兩問題外，您認為還有其他問題是 James 會遇到的嗎？若有，請您列出這些問題與其解決方法。註：(1) 其他問題環境假設可自行增加，但不能因此而偏離本問題的主題，而且務必將假設列出，然後在您的問題環境下，提出解題方法。(2) 請將所欲提出的方法之目的（或目標）加以說明。(3) 也請將您將所欲提出的方法（或各種方法）之步驟，加以清楚說明，例如：您可繪製方法的流程圖，來幫助他人了解。

國立中央大學工業管理研究所九十五學年度碩士在職進修專班入學考試試題卷

考試科目：工業管理實務

共 頁，第 頁

考試時間：90 分鐘

第二題

KLM Royal Dutch Airlines has been the major Dutch airline since the early twentieth century. The company owns almost 100 aircrafts and flies to about 150 cities in about 80 different countries. One of the primary concerns of KLM is the safety of its aircraft and reliable service for its customers.

In response to recent terrorist attacks, all airports have started to issue several new policies to tighten their security measures, e.g. all checked baggage must be inspected by X-ray or hand searching, and 100 percent bag match. These new security measures, however, have caused unpleasant flight delays and changes in flight schedules.

Suppose that you are a consultant working with KLM. Please analyze and discuss the above problem and propose solutions to help KLM to achieve its quality and safety objectives in response to the changes in airport security. Justify your answer.