大葉大學九十學年度碩士在職專班招生考試試題紙			
系所組別	考試科目 (中文名稱)	考試日期	備註
工業關係研究所甲組	管理個案分析	4 月 22 日 第 一 節	共兩頁

註：考生可否攜帶計算機或其他資料作答，請在備註欄註明（如未註明，一律不准攜帶）

個案一:(中文作答)

二人敘禮畢，分賓主而座; 童子獻茶，茶罷。 孔明曰: 『昨觀書意，足見將軍憂國憂民之心; 但恨亮年幼才疏，有誤下問。』 玄德曰:『司馬德操之言，徐元直之言，豈虛談哉?望先生不棄鄙賤，曲賜教誨。』 孔明曰:『德操，元直世之高士; 亮乃一耕夫耳，安敢談天下事?二公謬舉矣。將軍奈何舍美玉而求頑石乎?』 玄德曰:『大丈夫抱經世奇才，豈可空老於林泉之下? 願先生以天下蒼生為念，開備愚魯而賜教。』 孔明笑曰:『願聞將軍之志。』 玄德移坐促席而告曰: 『漢室傾頹，奸臣竊命，備不量力，欲伸大義於天下，而智術淺短迄無所就。唯先生開其愚而拯其厄，實為萬幸。』 孔明曰:『自董卓造逆以來，天下豪傑並起。曹操勢不及袁紹，而竟能克紹者，非唯天時，抑亦人謀也。今操已擁百萬之眾，挾天子以令諸侯，此誠不可與爭鋒。孫權據有江東，已歷三世，國險而民附，此可用為援，而不可圖之也。荊州北據漢沔，利盡東南，東連吳會，西通巴蜀，此用武之地，非其主不能守。是殆天所以資將軍，將軍豈可棄乎? 益州險塞，沃野千里，天府之國，高祖因之以成帝業。今劉璋闇弱，民殷國富，而不知存恤，智能之士，思得明君。將軍既帝室之胄，信義著於四海，總攬英雄，思賢若渴，若跨有荊益，保其險阻，西和諸戎，南撫彝越，外結孫權，內修政理; 待天下有變，則命一上將，將荊州之兵，以向宛洛; 將軍身率益州之眾，以出秦川，百姓有不簞食壺漿以迎將軍者乎? 誠如是則大業可成，漢室可興矣。此亮所以為先生謀者也。唯將軍圖之。』 言罷，命童子取出畫一軸，挂於中堂，指謂玄德曰: 『此西川五十州之圖也。將軍欲成霸業，北讓曹操占天時，南讓孫權占地利，將軍可占人和。先取荊州為家，後即取西川建基業，以成鼎足之勢，然後可圖中原也。』 玄德聞言，避席拱手謝曰: 『先生之言，頓開茅塞，使備如撥雲而睹青天; 但荊州劉表，益州劉璋皆漢室宗親，備安忍奪之?』孔明曰:『亮夜觀天象，劉表不久人世。劉璋非立業之主，久必歸將軍。』 玄德聞言，頓首拜謝。只這一席話，乃孔明未出茅廬，已知三分天下。

請就上述隆中對之精采對話內容以問題分析及策略發展的思維理則加以闡述。(50%)

個案二:(中英文作答皆可)

Offices, conference rooms, and other workplaces are now forbidden sites for lighting up – their smoker occupants are being forced to restricted areas and even outdoors to take their customary smoke breaks. And this trend is being accentuated everyday and in all walks of life. No longer can travelers smoke in most public buildings. Ashtrays no longer adorn the desks and coffee tables of U.S. offices. Thank-you-for-not-smoking signs now are their replacements.

This trend is the result of an awakening public awareness of the dangers of cigarette

smoking that began when the Surgeon-General of the U.S. published the now-famous report in 1964 that linked smoking to all sorts of cardiovascular diseases, especially lung cancer. In June of 1994, David Kessler, commissioner of the Food & Drug Administration, disclosed before a U.S. House of Representatives subcommittee that in the 1980s, the Brown & Williamson company had developed and kept secret a tobacco plant that contained twice the amount of nicotine found in commonly used types of tobacco. This testimony could open the doors for cigarettes to be regulated as vehicles for the delivery of the drug nicotine. This, if it were to happen, could put cigarettes in the same category as hypodermic needles sold by prescription and could cause a severe blow to the sales of cigarettes.

But cigarette manufacturers are not taking this multifront attack on their industry lying down. They are mounting a broad-based counterattack aimed at legislation and even cultural pressures point at them. On February 1, 1994, Philip Morris (PM) filed court papers that challenged a San Francisco smoking ban and, in March, sued ABC for defamation. The company replaced resigned CEO Michael Miles (who wanted to split PM into separate food and tobacco companies) with Geoffrey Bible, who is an unashamed cigarette smoker. R.J. Reynolds features ads with its chief executive officer, James Johnson, holding a lighted cigarette. These actions were apparently taken on the assumption that these executives would appear more credible if they were shown using their company products in the belief that they were not, in fact, harmful.

The counterattack has also found its way into the rooms of editorial boards of newspapers across the country. National tours of major city newspapers have featured visits by the chief executives of R.J. Reynolds who attempted to win support for the company' s position

The industry has made serious efforts to polish its image—to change it from a negative, health-hazard behemoth. Advertising campaigns, cross-country editorial boards' visits, appeals to freedom of choice, and outright denials of the alleged health risks associated with their products are all part of the counterattack that is funded by the rich coffers of the industry members. These members appear optimistic in spite of the fact that cigarette consumption among those eighteen and over has declined from a high of 42.4 percent in 1965 to about 25 percent in 1994.

Even though tobacco companies are facing about 50 percent reduction in profits from 1993 totals, they still have considerable financial strength. One of the big contributors to this financial condition is overseas sales. For instance, Philip Morris and RJR earned $3 billion from these sales in 1993. Companies are looking to China, eastern Europe, and Latin America whose smokers can not seem to get enough of U.S. tobacco products. Thus the industry looks overseas to keep its total sales up. Although this might turn out to be temporary respite, at least the companies have for the moment staved off some of the pressures from their environment.

Please make a problem analysis and develop a strategy for the above condition if you were one of the tobacco companies in U.S. (50%)