

大同大學 95 學年度研究所碩士在職班入學考試試題

考試科目：企業經營實務

所別：事業經營研究所

第1/2頁

註：本次考試 不可以參考自己的書籍及筆記； 不可以使用字典； 不可以使用計算器。

一、Answer the following questions : 70%

1. Research evidence suggests that teams typically outperform individuals when the tasks being done require multiple skills, judgment, and experience. As organizations have restructured themselves to compete more effectively and efficiently, they have turned to teams as a way to use employee talents better. How can managers create effective teams? Please list the characteristics of effective teams. 15%
2. To make yourself better, you must learn from others. Benchmarking can be an important tool and source of information for managers. Describe what benchmarking is, the types of benchmarking, and explain the steps in the benchmarking process. 15%
3. ETC, OBU, SOP, and BOT are the most popular terms in newspaper or TV news in the recent past. What do these acronyms--ETC, OBU, SOP, and BOT-- represent in English and what do these terms mean in Chinese? Explain. 15%
4. Controlling is one of the management functions. Define what is control? Describe the three steps in the control process and explain what is so-called PDCA cycle? 15%
5. What is so-called balanced scorecard? And what is mass customization ? Explain briefly. 10%

二、Case study : 30%

PRICING IN THE AIR EXPRESS INDUSTRY*

One of the major growth industries in the 1980s was the air express industry. Firms competing in this market use trucks and planes to provide next-day delivery of documents and small packages to virtually any location in the United States. By 1986, industry sales had reached \$6 billion with growth rates ranging up to 35 percent per year during the previous 5 years. To a large extent, growth was fueled by the expanding geographic coverage of the competing couriers as well as by higher rates of utilization by existing customers.

The size and growth of the market stimulated entry by many firms, and not all were profitable. Market shares by 1987 were as follows for packages of 70 pounds or less:

Federal Express	52.8%
United Parcel Service	13.2%
United States Postal Service	8.0%
Purolator	7.4%
Airborne	6.6%
Emery Air Freight	2.9%
Others	9.1%

Several trends were developing in the mid-1980s. First, the couriers had attained about 95 percent coverage of all U.S. cities and towns. Second, some firms were beginning to tighten controls on the use of air express services because of a widening belief about unnecessary usage. These and other events led analysts to project a leveling of growth toward the 10 percent to 15 percent range by 1990.

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An additional trend was the increase in discounting for big users. While not all competitors practiced this philosophy, Federal Express negotiated discounts of as much as 50 percent off its regular charge for an overnight letter, and most competitors followed suit.

While UPS charged \$8.50 for an overnight letter and the U.S. Postal Service charged \$11.75, the list price for a Federal Express delivery was \$14. Federal was the only courier to guarantee delivery by 10:30 a.m., to offer computerized package tracking, and to offer pickup service after 5:00 p.m. (a feat made possible by special computerized communication links with its fleet of local courier trucks). Unlike all its competitors

* Developed from John Merwin, "Anticipating the Evolution," Forbes, Nov. 4, 1985, pp. 163-164; "Federal Express Delivers a Price Shock," Business Week, March 30, 1987, p. 31; and Brian Dumaine, "Turbulence Hits the Air Couriers," Fortune, July 21, 1986, pp. 101-106.

except Purolator, Federal Express remained a nonunion firm, creating a 5 to 10 percent advantage in labor costs. (Labor represents nearly 50 percent of total costs for these companies.) Federal also achieved declining per-package costs of nearly 20 percent between 1982 and 1985 thanks to automation and an increase in the number of packages each courier picked up in a given day. By 1986, UPS management was known to be contemplating the development of a system to facilitate late-evening pickups. The company also purchased new Boeing 757 cargo planes which were cheaper to operate than the existing UPS fleet. With its enormous size, a solid core of regular parcel service users, and a strong cash position, UPS appeared to be much stronger than most of its industry rivals.

1. Is market demand in the air express market likely to be price-elastic or price-inelastic? Explain your reasoning.
2. Describe the types of pricing objectives and pricing programs being pursued by the various competitors as of 1986.
3. What type(s) of pricing program(s) would you recommend for
 - a. Federal Express?
 - b. United Parcel Service?

Explain how you made your selection of a pricing program.