

國立清華大學 命題紙

97學年度 科學系(所) 甲 組碩士班入學考試

科目 管理學 科目代碼 4903 共 1 頁 第 1 頁 *請在【答案卷卡】內作答
Multiple-choice questions (50 questions, two points each)

Please read the article and then answer the subsequent 15 questions (i.e., 1-15) accordingly. Two weeks before the Chinese lunar new year, Terry Gou (郭台銘), the CEO of Honhai (鴻海), is standing at the central office of headquarter in China, thinking that it is really a weird winter this year. Heavy snow has blockaded major roads and railways in southern China, millions of workers are stuck in bus and railway stations, and above all, the Labor Contract law (勞動合同法) starts to hit all firms in China, foreign as well as domestic. According to this new law, all employees who have worked in a firm for more than 8 years would be entitled to a labor contract without time limit. Many employers believe that it is a restoration of planned economy, a step towards life-long employment.

Hauwei (華爲), China's national champion in the telecommunications industry, has circumvented this new law by implementing a program called "return after resign" (辭職再競崗), which is, to fire and re-hire all employees who have worked for more than 8 years (58,000 in total). Although it raised a great stir in the media, China's central government still keeps silent so far. However, as a Taiwanese firm in China, Honhai has to consider the consequences of opposing China's central government. The number of employees of Honhai in China has exceeded 650,000, about 10% of which would be eligible for labor contract. This percentage will keep on rising over time anyway. Besides, contrast to Huawei's prestige in innovation and marketing, Honhai is notorious for labor abuse in the process of low-end assembly.

Terry has spent weeks to analyze the situation and find out the solutions. He decided to be more than cooperative: not only to be the first Taiwanese firm introducing the new law, but also adopt an even more aggressive strategy. This strategy will put all employees in the tenure track: first contract is on two or three-year basis, second three-year, and third without time limit. What Terry didn't tell the press is that Honhai will at the same freeze labor recruitment in China. He sips of his hot tea, and then casts his eyes on a map, which writes "Vietnam".

1. Which of the following can best describe Honhai's business model?
 - a. OEM (original equipment manufacturing)
 - b. ODM (original design manufacturing)
 - c. OBM (original brand manufacturing)
 - d. EMS (Electronics manufacturing services)

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2. Which of the following capability does Honhai need in order to implement this business model?
- time-to-market
 - time-to-volume
 - inventory flexibility
 - engineering and manufacturing services
3. Since 2002, Honhai has doubled its revenue once two years. What would be its key mechanism/s to drive growth?
- branding
 - patenting
 - cost down
 - vertical integration
4. Honhai's relocation to China is primarily based on the consideration of?
- market sales
 - labor supply and costs
 - land supply and costs
 - access to knowledge and technology
5. To build a manufacturing empire in China, what kind/s of strategy would be involved?
- building production bases at multiple locations
 - establishing marketing channels
 - financing at multiple stock markets
 - labor recruitment
6. In order to link R&D centers, logistics hub and production bases all over China, what kind/s of tool would be deployed?
- TQM (total quality management)
 - CAD/CAM
 - information system
 - human resource management
7. Terry is sometimes called Genghis Khan (成吉思汗) by the media. Which of the following can best describe Honhai's corporate culture?

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- a. bureaucratic
- b. democratic
- c. authoritarian
- d. meritocratic (菁英領導)

8. According to your understanding on Honhai, which of the following management features of Genghis Khan can be also found in Honhai?
- a. profit sharing
 - b. eliminate office politics
 - c. embrace change
 - d. think ahead
9. As Honhai's scale and scope keep on expanding, what kind/s of challenge will Terry have to face?
- a. construction of plants and assembly lines
 - b. sustainability of corporate culture
 - c. financial management
 - d. labor recruitment and training
10. Honhai just went public at Hong Kong stock market as FIH (Foxconn International Holding). What would be its primary consideration/s?
- a. evade taxes
 - b. evade Taiwan's restrictions on investment in China
 - c. leverage international capital
 - d. distribute risks among financial markets
11. The reasons why Honhai didn't follow Huawei's move are because of their differences in
- a. corporate image
 - b. nationality
 - c. connections to China's central government
 - d. business model
12. What kind/s of impact will possible hit Honhai after the implementation of the Labor Contract Law?
- a. labor lawsuit

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- b. labor cost
- c. governmental corruption
- d. order lost

13. Why did Terry adopt an aggressive strategy to comply with the Labor Contract Law?

- a. forced by China's central government
- b. preempt possible lawsuits
- c. improve corporate image
- d. restructure incentive system

14. If Terry wants to relocate some of Honhai's production or functions to Vietnam, which of the following will be the first to be considered?

- a. components with short life cycles
- b. components or assembly require skilled labor
- c. logistics
- d. non-volatile components or low-end assembly

15. What problem/s will Honhai probably encounter in the initial stage of relocating from China to Vietnam?

- a. labor shortage
- b. institutional barriers
- c. language and cultural barriers
- d. inadequate infrastructure

Please read the article and then answer the subsequent 10 questions (i.e., 16-25) accordingly.

【涂志豪／台北報導】工商時報 2007.11.06

晶圓代工龍頭台積電轉投資精材科技昨日宣佈，爲了與台積電及采鈺間針對 12 吋晶圓製造及晶圓級封裝進行合作，精材位於竹科三廠的 12 吋晶圓級封裝生產線，已完成了裝機作業，預計明年首季開始量產。．．．台積電今年對後段封測的投資及著墨愈深，已吸引國內外封測廠及其它晶圓代工廠注意。．．．台積電總執行長蔡力行在日前台積電運動會時就指出，台積電原本就有提供包括晶圓植凸塊(Wafer Bumping)、晶圓級測試(Wafer Sorting)、及 CMOS 感測器封測及模組等封測業務，目的不是要與封測廠競爭，而是要提高台積電的附加價值，因爲系統單晶片(SOC)及系統級封裝(SiP)都是未來有發展前景的市場。對台積電來說，與轉投資公司共同提供封測服務，不會對營運及技術自我設限，如此一來才能繼續提高本身的附加價值。．．．精材科技成立於 1998 年 9 月，

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目前最大股東為台積電，董事長為前台積電副總蔣尚義，執行長為林俊吉，現在員工人數約 1300 人，主要業務為提供半導體影像感測元件、與各類型 IC 產品之高階晶圓級封裝等相關生產代工服務。

16. TSMC introduced a new business model in the semiconductor industry, which is called

- a. IDM (integrated device manufacturing)
- b. foundry
- c. design house
- d. specialized supplier

17. The core competency of this new business model is primarily based on the capability of providing

- a. design service
- b. mask service
- c. wafer fabrication service
- d. assembly and test service

18. What are the forces driving the growth of wafer size?

- a. decreasing unit cost of chip fabrication
- b. Moore's law
- c. increasing entry barrier
- d. scale economies for automation

19. Moore's Law describes an important trend of IC: the number of transistors that can be inexpensively placed on an IC is doubling approximately every 18 months. What was this law really about when Gordon Moore published it in 1965?

- a. an observation from the history
- b. a forecast about the future
- c. a goal for the entire industry
- d. a prophecy deemed to be fulfilled

20. How did this law affect the development of semiconductor industry in general?

- a. shorten time-to-market
- b. increase transistor density
- c. increase development costs

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d. accelerate globalization of production and marketing

21. How did this law affect the development of TSMC in particular?

- a. relocate 12-inch plant to China
- b. upgrade lithography technology towards nano-scale
- c. increase wafer size
- d. increase the complexity of fabrication processes

22. If continue following this law, what challenge/s will the semiconductor industry face in the future?

- a. shortage of raw material
- b. complexity in design and engineering
- c. physical limit of lithography
- d. replacement of substitute products

23. According to Porter's five-force analysis, how will the investment in packaging increase TSMC's competitiveness?

- a. raise entry barriers
- b. strengthen TSMC's current position
- c. increase bargaining power vs. suppliers
- d. increase bargaining power vs. customers

24. What else would TSMC possibly do to increase its competitiveness?

- a. recruit more talent
- b. invest in design
- c. integrate activities along the value chain
- d. raise more capital from the stock market/s

25. TSMC's control over 精材科技 is primarily based on the use of

- a. ownership
- b. operation right
- c. stock share
- d. the appointment of high-ranking officers

Please read the article and then answer the subsequent 14 questions (i.e., 26-39) accordingly.

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In the morning of early December, 2007, Mark Rogers, general manager of Apple Inc.'s UK division, was browsing the Wall Street Journal in his office in Apple's London headquarter while preparing for a later meeting of market review. Apple just introduced its iPhone (i.e., a phone with a multi-touch screen and iPod's features) in Europe on Nov. 9 by the mobile phone operator, O2. The iPhone's introduction in US was quite remarkable. In June, 2007, during the initial 36 hours of debut in US, 125 units were sold per minute. Even though Apple took a firm stand in its first step in the mobile phone market, it didn't necessarily mean Apple was able to do as well in its next step. In Europe, it was expected that Apple would encounter more intensive competition. For example, since 3G (i.e., a network facilitating faster internet surfing and audio-video synchronized transmission on mobile phones) was not prevalent in US yet, iPhone, unlike its major rivals, lacked of 3G support. Without higher-speed internet access via 3G, iPhone's many internet relevant functions might disappoint Europe users. Besides, in UK, iPhone was sold, mainly due to the tariff and specifically designed wireless service for the Europe market, at a premium GBP 269 with an additional monthly service plan starting at GBP 35. On the contrary, Nokia's (i.e., leader in Europe and worldwide market dominating almost double market share of its closest competitor by the end of 2007) high-end music phones were free of charge for customers paying similar monthly service.

A report on the WSJ regarding iPhone's top competitor, Nokia, caught Rogers's attention. It reported that Nokia partnering with Universal Music (i.e., the largest music company in the world) introduced a service called "Comes with Music" in December, 2007. Through this service, customers were able to buy and download music via Nokia's handsets. This service would make iPhone's function of music download less unique. Nokia was looking for partnerships with other large music companies such that its music catalogs could be enlarged. In addition to music access, Nokia kept exploring the new multimedia services, such as games and GPS (global positioning system), for its mobile devices. It seemed to Rogers that Nokia intended to defeat Apple's invasion face to face. In November 2007, Nokia opened a flagship store which was very close to Apple's own London store exhibiting and selling iPhones. Nokia even employed the same architectural firm that had worked on Apple's stores. Nokia hoped that its stylish store design and many similar features would further compete with iPhone's stores. Nokia's new phones featuring scrolling wheel also looked much like Apple's iPod. Rogers worried about what Apple should do to respond to Nokia's moves.

26. Which of the following can best explain Nokia's moves in the last quarter of 2007 and in the near future?
- Strengthen one's own current position

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- b. Grab an unoccupied position
 - c. De-position or re-position
 - d. Employ exclusive club or product ladders
27. iPhone's pricing in Europe is primarily based on the consideration of
- a. cost
 - b. competition
 - c. customers' perceived value
 - d. target demand
28. The way Nokia is doing to defend its Europe market is best called:
- a. contraction defense
 - b. counteroffensive defense
 - c. preemptive defense
 - d. flank defense
29. iPhone's intrusion in Europe can be characterized by which of the following specific attack strategy?
- a. product proliferation
 - b. encirclement attack
 - c. market concentration
 - d. product innovation
30. 3G phone users who are fascinated with the video telephony are pursuing which of the following needs?
- a. physiological need
 - b. safety need
 - c. social need
 - d. esteem need
31. Motorola is the 2nd largest mobile phone supplier globally. According to the above article, what is Motorola's relative market share in global mobile phone market?
- a. Between 20% and 29%
 - b. Between 10% and 19%
 - c. about 1/2

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d. about 1/3

32. Let all mobile phone suppliers in global market be entries of a BCG matrix. Nokia has been the leader and Motorola has been 2nd player in 2006 and 2007. Let circle size represent the sales volume. Assume that from 2006 to 2007, Nokia moves vertically upward with enlarging circle on the BCG matrix. Which of the following is the best description of Motorola from 2006 to 2007 on the BCG matrix?

- a. Motorola's sales volume is increased
- b. Motorola's market share is increased
- c. Motorola may move vertically upward or vertically downward on BCG
- d. Motorola may move horizontally left or horizontally right on BCG

33. As Rogers's senior vice president in strategy who studies The Art of War by Sun Tzu very well, you point out that Nokia's strategy can be best described as:

- a. 故知兵者，動而不迷，舉而不窮。故曰：知己知彼，勝乃不殆；知天知地，勝乃可全。
- b. 夫地形者，兵之助也。料敵制勝，計險厄遠近，上將之道也。知此而用戰者必勝；不知此而用戰者必敗。
- c. 凡戰者，以正合，以奇勝。故善出奇者，無窮如天地，不竭如江河
- d. 故用兵之法，十則圍之，五則攻之，倍則分之。

34. In addition to disclosing Nokia's strategy, you are asked to propose iPhone's competitive strategy in Europe. Which of the following is the best applicable strategy to iPhone?

- a. 故明君賢將，所以動而勝人，成功出于眾者，先知也。
- b. 故善用兵者，譬如率然。率然者，常山之蛇也。擊其首則尾至，擊其尾則首至，擊其中則首尾俱至。
- c. 出其所不趨，趨其所不意；行千里而不勞者，行于無人之地也。
- d. 用兵之法，無恃其不來，恃吾有以待也；無恃其不攻，恃吾有所不可攻也。

35. Consistent with the above answer, in order to identify iPhone's target market, Rogers is supposed to consider the following information EXCEPT:

- a. the market potential of mobile phones or smartphones
- b. the underlying demands of potential mobile phone users
- c. Motorola's core competences

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d. Nokia's core competences

36. What is the best advertising strategy for iPhone in Europe?

- a. informative advertising
- b. persuasive advertising
- c. reminder advertising
- d. reinforcement advertising

37. The distribution channel of iPhone in UK is called

- a. indirect channel
- b. direct channel
- c. multiple channel
- d. hybrid channel

38. From Nokia's perspective, the partnership between Nokia and Universal Music can be best described as

- a. complementary alliance
- b. competitive collaboration
- c. vertical partnership
- d. strategic cooperation

39. Nokia keeps extending its multimedia services in order to

- a. enhance credence qualities
- b. increase competitive differentiation
- c. establish product-feature specialist
- d. take advantage of single-segment concentration

40. Managers watch changes in technology closely because of their spillover effect. Which of the following is NOT considered a technology spillover risk?

- a. Employees
- b. organizational structure
- c. processes
- d. resistance to change

41. Effective managers welcome some degree of _____ conflict because it _____.

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- a. affective; clarifies role ambiguity
 - b. cognitive; withers ineffective ideas on the vine
 - c. relationship; forces strong leaders to emerge
 - d. substantive; generates creative problem-solving
42. Which of the following motivation theories focuses PRIMARILY on the social nature of motivation?
- a. acquired needs theory
 - b. equity theory
 - c. expectancy theory
 - d. two-factor theory
43. The normative decision-making model implies that the most important question managers can ask when deciding how much subordinate participation to encourage is _____.
- a. do subordinates have sufficient information to make high-quality decisions?
 - b. how important is the subordinate commitment to the decision?
 - c. how important is the quality of the decision?
 - d. is the problem well structured?
44. A mission statement articulates the fundamental purpose of the organization and often contains _____.
- a. a value proposition
 - b. a company identity or self-concept
 - c. primary activities
 - d. all of the above
45. In a declining industry
- a. product differentiation efforts are focused on product refinement as a basis of product differentiation
 - b. firms that are first movers can gain product differentiation advantages based on perceived technological leadership
 - c. highly differentiated firms may be able to gain product differentiation advantages by preempting strategically valuable assets

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d. highly differentiated firms may be able to discover a viable market niche that will enable them to survive despite the overall decline in the market

46. Perceptual map is in general generated by

- a. conjoint analysis
- b. LISREL
- c. Regression
- d. multidimensional scaling

47. Companies good at launching new products often have _____ culture that encourages risk-taking and the open exchange of ideas.

- a. an entrepreneurial
- b. a centralized
- c. a marketing oriented
- d. a collaborative

48. Even though most people in the original target market for electric toothbrushes already knew how to brush their teeth, consumers still had some learning to do in order to make good use of the new brushing technique. The electric toothbrush is an example of a _____.

- a. dynamically continuous innovation
- b. discontinuous innovation
- c. competitive innovation
- d. moderate innovation

49. General Mills has developed an experiential website called MyCereal.com. Visitors to this site can mix their own cereal ingredients. By allowing customers to develop their own cereal according to their desires, General Mills is making further implementation of a(n) _____.

- a. full line strategy
- b. marketing mix strategy
- c. production differentiation strategy
- d. competitive stretch strategy

50. A skunk work is most closely related to _____.

- a. a specialized form of brand extension

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- b. negotiations conducted before the introduction of a co-branded product
- c. a venture team off-site location
- d. marketing for products that are not branded