

國 立 清 華 大 學 命 題 紙

96 學年度_____科技管理研究所_____系(所) 甲(科管) 組碩士班入學考試

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I. Multiple-choice questions (50 questions, two points each)

Note: Each incorrect answer will get 0.5 point penalty.

1. According Moore's law in semiconductor industry, the law indicates that the speed and capacity of IC (integrated circuits) are double and the size of IC is half in every _____ months.
 - a. 6
 - b. 10
 - c. 12
 - d. 18
 - e. 24
2. The business strategy of European easyJet Airline company is:
 - a. cost-leadership
 - b. differentiation
 - c. cost-focus
 - d. differentiation-focus
 - e. stuck-in-the-middle
3. Which is NOT feature of Delphi method in collecting expert opinions?
 - a. anonymity
 - b. opinion statistics
 - c. repeated feedback
 - d. consensus formation
 - e. social pressure enhancement
4. Which is government agency is in charge of funding "Leading New Product Development Project" to industry in Taiwan?
 - a. Department of Industrial Technology, MOEA
 - b. National Science Council
 - c. Industrial Development Bureau, MOEA
 - d. Small and Medium-sized Enterprise Administration, MOEA
 - e. Ministry of Education
5. Which was the Taiwanese company receiving the most patents issued by the US patent Office in 2005?
 - a. Acer
 - b. ASUS
 - c. Foxconn
 - d. Quanta
 - e. TSMC

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6. Which one of the following companies is the most famous for encouraging intrapreneurship?
- 3M
 - Apple
 - IBM
 - Dell
 - Sony
7. In a new product development team, Mr. A as a team member, is very well experienced in the product-related technologies and markets. Mr. A. always travels to join many world trade shows and reads many scientific journals. He always channels the external key information to other team members. So, Mr. A is playing a key role in:
- Team leader
 - Team ambassador
 - Product champion
 - Coordinator
 - Gatekeeper
8. The shape of technology life cycle generally is :
- U-shaped
 - Inverted U-shaped
 - S-shaped
 - M-shaped
 - W-shaped
9. Which is the best example of technology fusion coined by the Japanese Prof. Fumio Kodama?
- Fax machine
 - Telephone
 - Copier
 - Printer
 - Multi-functional business machine
10. If you want to collect the number of battery-equipped vehicles in Taiwan, which is the following source of information the most reliable?
- Environmental Protection Administration
 - Council of Environmental Energy
 - Fuel cell producers
 - Car magazine
 - Directorate General of Highway, Ministry of Transportation and Telecommunication

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11. According to Henry Mintzberg, top managers spend more time in:
- interpersonal roles
 - informational roles
 - decisional roles
 - spoke person
 - negotiator
12. Who is the lead user in creating a new passenger car?
- general car driver
 - car designer
 - car dealer
 - car producer
 - racing car driver
13. What is NOT the feature of matrix organization?
- a subordinate has two bosses
 - more flexible organization
 - employee's performance can be evaluated by line managers and project managers
 - project managers tend to have more authority
 - more challengeable task for employees
14. Consider a hospital's need to order surgical dressings. Based on hospital records, the ordering costs for surgical dressings are \$ 15, the annual holding cost is \$6, and the annual demand for dressings is 605. Please calculate its economic order quantity (EOQ) to minimize the total of ordering and holding costs.
- 45
 - 55
 - 65
 - 75
 - 85
15. Acer produced many information and communication products. Recently, Acer aimed to become the largest notebook producer in the European market, what is best departmentalization of organization to cope with the strategy for Acer?
- vertical functional
 - divisional
 - global matrix structure
 - geography departmentalization
 - product departmentalization

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16. Kerry starts up a new 85°C Café, she charges NT\$80 for an average cup of coffee. If her fixed costs (salaries, insurance, etc.) are NT\$ 200,000 and the variable costs for each cup of coffee are NT\$ 30. She can sell 80 cups/week on average, how many weeks for Kerry to reach break-even.

- a. 30 weeks
- b. 40 weeks
- c. 50 weeks
- d. 60 weeks
- e. 70 weeks

17. According to Ansoff's Product-Market matrix, Toyota enters the luxurious car market by Lexus brand. This is the best example of:

- a. Product penetration
- b. Product development
- c. Market penetration
- d. Market development
- e. Market diversification

18. By applying Fielder contingency leadership model, the relationship-oriented leader performs the best in which the following portfolio among leader-member relation, task structure and position power.

- a. good, high, strong
- b. good, high, weak
- c. poor, high, strong
- d. poor, low, strong
- e. poor, low, weak

19. What is the most two important reasons that many multinational enterprises established their R&D centers in mainland China?

- a. cheap land and low cost of R&D personnel
- b. cheap land and market adaptation
- c. industrial clusters and high quality of R&D personnel
- d. market adaptation and low cost of R&D personnel
- e. industrial clusters and market adaptation

20. Since the 1999 enactment of Science & Technology Basic Law in Taiwan, the ownership of intellectual property derived from government funded research is belonged to:

- a. government funding agency
- b. research implementing organizations (e.g., universities, research organizations)

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- c. professors and researchers
- d. technology transfer office
- e. None of above

21. _____ is a leader who presents problem, gets suggestions and make decisions by his/her subordinates.

- a. autocratic leader,
- b. democratic participative leader
- c. participative consultative leader
- d. democratic leader
- e. *Laissez-faire* leader

22. A _____ network is a flow chart-like diagram that depicts the sequence of activities needed to complete a project and the time or costs associated with each activity.

- a. JIT
- b. PERT
- c. TQM
- d. QFD
- e. PACE

23. The “configuration-to-order” of personal computer is to prepare the ready-to-deliver computer configuration only with two major parts uninstalled. This shortens the time between customer order cycle and delivery cycle. What are these two major parts uninstalled in the configuration?

- a. Mother board and CPU
- b. CPU and DRAM
- c. CPU and DVD driver
- d. DVD Driver and DRAM
- e. CPU and SRAM

24. The “Direct-Sale” business model of Dell Computer is a good example of:

- a. product innovation
- b. process innovation
- c. strategic innovation
- d. modular innovation
- e. architectural innovation

25. Which one of in the following actions is NOT sexual harassment?

- a. suggestive remarks
- b. unwanted touching

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c. requests for sexual favors

d. verbal

e. none

26. Sony and Samsung sell LCD TVs to end users in the global market. In April 2004, S-LCD Corporation was formed by Samsung (51%) and Sony (49%) dedicated to the manufacturing of amorphous TFT LCD panels, such that Samsung and Sony were able to secure the supply of LCD panels in the manufacturing of LCD TVs. This is an example of:

a. cost leadership strategy

b. diversification strategy

c. focus strategy

d. competitive collaboration

e. forward integration

27. Dell dominates global PC market. However, Dell fails to compete with IBM and HP in server market, especially for the high-end servers. Unfortunately, Dell is not a technology leader; therefore, Dell is not able to sustain the high-tech requirements most of IBM's customers specify. Michael Dell (Dell's CEO) is studying The Art of War by Sun Tzu in order to identify a practical solution to successfully enter the server segment. As Dell's Chief Strategy Officer who fully understands the competitive strategies employed in that book, you are asked to propose the key suggestion. Which of the following principles can be most applicable to such an issue?

a. 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。

b. 所謂古之善用兵者，能使敵人前後不相及，眾寡不相恃，貴賤不相救，上下不相收，卒離而不集，兵合而不齊。

c. 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。

d. 凡戰者，以正合，以奇勝。故善出奇者，無窮如天地，不竭如江河。

e. 攻而必取者，攻其所不守也。守而必固者，守其所不攻也。

28. Intel dominates PC chipset market globally. Even though Core 2 Duo, a microprocessor chipset, is still very popular and successful in the market, Intel still introduced Core 2 Quad, a more powerful microprocessor chipset, in January 2007. Such a replacement of the current and popular technology by a new and better technology for the sake of upholding its technology leadership is called:

a. value innovation

b. disruptive innovation

c. creative destruction

d. value creation

e. incremental innovation

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29. Microsoft's Xbox has been sold close to or even below its cost. Which of the followings can NOT justify the underlying reasons of such a pricing strategy?
- Create positive satisfaction for all game players by offering low price
 - Aim at customer lifetime value by getting profits from Xbox's game software
 - Increase Xbox's installation base so that more players would like to play with each other, an effect of network externality.
 - Increase the market share and penetrate the market which used to be dominated by Sony PlayStation
 - Enhance customers' total perceived value when more players adopt it.
30. Steve is such a big fan of Michael Jordan that he would rather pay NT\$50,000 just for meeting Michael Jordan in Taipei. Which of the following conditions would make Steve very satisfied?
- Steve expects to meet Jordan for 10 seconds, and Jordan does show up for 20 seconds
 - Steve expects to meet Jordan for 100 seconds, and Jordan does show up for 90 seconds
 - Steve expects to meet Jordan for 200 seconds, and Jordan does show up for 200 seconds
 - Steve expects to meet Jordan for 300 seconds, and Jordan does show up for 300 seconds
 - Steve expects to meet Jordan for 400 seconds, and Jordan does not show up at all
31. Which of the followings is NOT correct about ingredient brand?
- Ingredient brand is nothing but a set of associations with relevant thoughts
 - Additional profit can be generated out of the ingredient brand only
 - Additional loss can be attributed from the ingredient brand only
 - An ingredient brand successful in one application can be so in another
 - The success of ingredient branding is specifically dependent on both internal and external marketing
32. Which of the following is NOT correct about marketing?
- External marketing is more important than internal marketing for most high-tech industries
 - Customer retention is more important than customer acquisition in gaining customer life time value
 - Companies focusing on marketing concept may gain profit by enhancing customer satisfaction
 - All employees should engage in marketing to create and deliver more value to customers
 - None of the above
33. There are three major types of diversification. In _____ the company seeks new products that have technological or marketing synergies with existing product lines, even though the new products themselves may appeal to a different group of customers.
- concentric diversification
 - horizontal diversification
 - conglomerate diversification
 - vertical diversification
 - innovative diversification
34. According to Michael Porter, a/an _____ is a set of firms pursuing the same strategy directed to the same target market.
- strategic group
 - conglomerate association
 - industrial group

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- d. associated agencies
- e. integrated association

35. IBM uses its sales force to sell to large accounts, outbound telemarketing to sell to medium-sized accounts, direct mail with an inbound number for small accounts, retailers to sell to still smaller accounts, and the Internet to sell specialty items. Such a distribution channel is called:
- a. integration
 - b. hybrid
 - c. complicated
 - d. upward
 - e. downward
36. When Gillette introduced the MACH 3 shaving system, Gillette charged 35 percent more than was currently being charged by its nearest competitor to communicate a quality image for the product. Because Gillette had patents that prevented competitors from quickly imitating the shaving system, a high initial price was placed on the product. Gillette used a _____ pricing strategy.
- a. cost-oriented
 - b. market-skimming
 - c. value-oriented
 - d. market-penetration
 - e. customer-oriented
37. Suppose ASUS plans to introduce a new product line for Panel PC in Asia market. The marketing manager of ASUS would like to identify the potential issues for such a new product introduction by conducting the focus group. Which of the followings is correct?
- a. All types of potential users are supposed to be included in a focus group in order to gain as much information as possible.
 - b. In order to identify the consensus, the moderator is supposed to work by following what participants suggest and guide
 - c. The findings of focus group is supposed to be subject to biased sample representation
 - d. The research of focus group is supposed to be conducted after the market survey
 - e. Focus group is a confirmatory research in that the nature of encountered issue is quite clear prior to the research.
38. _____ productivity ratios are most useful to the manager for determining how to change operations to improve productivity.
- a. Aggregate
 - b. Company
 - c. Total factor
 - d. Partial
 - e. Individual
39. Which of the following is NOT a characteristic of decentralized control?
- a. Employee commitment

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- b. Informal and organic structural arrangement
- c. Employee self-control
- d. Widespread employee participation
- e. Rewards focused on individual performance

40. Which of the following statements is correct in terms of conflict management in organizations?

- a. Very low levels of conflict create an atmosphere of peace and quiet and tend to increase creativity.
- b. Managers should work hard to eliminate as much conflict as possible because of the hostility it creates.
- c. Some individuals are conflict prone, and managers should avoid hiring them.
- d. Some high levels of conflict are desirable in some cases because they eliminate complacency
- e. Managers can enhance organizational performance by ensuring moderate amounts of conflict.

41. Grant Chiu would like to be an entrepreneur after graduating from NTHU MBA program. Which of the following would be the most desirable characteristic of the industry being considered?

- a. Pretty high start-up costs are required; therefore, only a few firms are in businesses
- b. The new start-up will introduce a newly patented innovation of which customers are not fully aware, but it is expected to dominate the target market
- c. Relevant products have been successfully introduced to the market by other firms; therefore, products are highly desirable by most of target customers
- d. Target customers will not have problems if the new start-up cannot have enough supply in a short time, because substitute alternatives are available in the market
- e. Few potential customers have demonstrated substantial interest in the new innovation proposed by the start-up, even though the purchase intention for the rest of market is uncertain.

42. Which of the following is correct?

- a. IBM is the technology leader and is very proud of filing the most patents in the IT industry, because one of core competences of IBM is a group of top-notch engineers and scientific researchers.
- b. According to the industry analysis, the market demand for large size LCD TV will be significantly augmented in the next five years; therefore, AUO (a LCD panel manufacturer) should target on the large size LCD TV at least in the short term.
- c. Marketing function is essential. In particular, after either radical or incremental innovation is determined by R&D department, marketers have to develop the corresponding position and marketing strategy subsequently to ensure seamless collaboration.
- d. Blue Ocean Strategy develops comprehensive competition strategies in the research of various strategic moves across numerous industries. As long as by carefully following the proposed principles disclosed in the book, a firm is able to create its blue oceans.

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e. Firm A, the technology leader, introduces an innovative product in the market first. Firm B, the technology follower, introduces another similar but worse product to the market later. Because of the first-mover advantage, Firm A will dominate the market and become the market leader.

43. Which of the following is NOT necessary for a Management By Objective (MBO) program to be effective?

- a. Involvement by top management and subordinates
- b. An implementation consistent with overall organizational goals
- c. Employees understanding why MBO was adopted
- d. A formal goal setting process
- e. Clear goals assigned to employees by management

44. Which of the following regarding BCG matrix is correct?

- a. In January 2007, Intel is the first and only company which announces that a new chipset produced by 45 nm insulating wall and switching gate will be introduced to the market in the second half of 2007. Such a leading new chipset can be classified as a star for Intel.
- b. Dell and HP compete head-to-head with each other in global PC market. In the last report, Dell outperforms HP by just 0.01% market share. If all entries of the BCG matrix are PC players in the global market, Dell and HP will be classified as cash cows.
- c. If a product line T is classified as a dog, then T can be divested (withdraw strategy) in order to gain as much remaining value as possible, fight for leadership to become a cash cow again, or do nothing by just selling as much units in market as possible.
- d. Relative market share (RMS) of BCG is in log scale. In global PC market, firm A and B are followers. On the dimension of RMS, the shift magnitude of A from 5% market share (MS) to 9% MS is greater than the shift magnitude of B from 7% to 12% MS.
- e. Cash cow represents the position which can generate a lot of cash for the business. Therefore, for strategic business units (SBU) with the goal of profit maximization, it is the first priority to become the market leader and classified as cash cows.

45. Old Navy sells clothes on the cutting edge of teen fashion. A commercial in which an endorser claims that her lipstick costs more than Old Navy's great t-shirt, which had previously been described as a fashion must, is a further attempt by Old Navy to implement a(n) _____ strategy when compared to other stores targeting the same consumers.

- a. defender
- b. differentiation
- c. overall cost leadership
- d. focus
- e. diversification

46. Johnson & Johnson wants to test as many possible positioning and/or image variations as possible as quickly and easily as possible for its new line of product. The firm is most likely to employ:

- a. minimarkets
- b. direct marketing

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- c. simulated test markets
- d. full sales
- e. pseudo sales

47. Assume that n different players/companies serve a specific market segment for a product category. Since the competition is so intensive that for any given company i , $i=1..n$, the market share is the same as any of the rest competitors, i.e. $1/n$. What is the relative market share (in normal scale) for the company i in this scenario?

- a. greater than 0 and less than $1/n$
- b. greater than $1/n$ and less than 1
- c. greater than 1
- d. $1/n$
- e. 1

48. Which of the following statements with regard to the perceptual map is NOT correct?

- a. Distance matrix can be transferred to similarity matrix in order to make the map
- b. Horizontal or vertical axis indicates one of the major characteristics or attributes of product category under consideration
- c. The closer the brands in the perceptual map, the more likely these brands are perceived as similar alternatives by target customers
- d. Unoccupied position on the perceptual map can be identified and some new product can be developed to occupy the new position which have not been fulfilled by competitors
- e. None of the above

49. Differences in positioning strategy are built on the need to meet certain criteria in order to be of value in truly differentiating the company's products. The manufacturer of Chef's Fork differentiates its grill accessory by placing a meat thermometer in its handle. From this description, you know the manufacturer of this product has satisfied the criteria of:

- a. distinctiveness and preemption
- b. superiority, affordability, and importance
- c. preemption and superiority
- d. importance, distinctiveness, and superiority
- e. importance and preemption

50. Andre and Chloe Henson received the Neiman Marcus Christmas catalog. Andre told Chloe to throw it away because they couldn't afford anything in it. In fact, Chloe found some distinctive stationery for \$20.00 in the catalog. Neiman Marcus is losing customers because people view it as offering only high priced products. In this example, Neiman Marcus is experiencing:

- a. underpositioning
- b. doubtful positioning
- c. overpositioning
- d. confused positioning
- e. misleading positioning

---the end---