

國立臺灣師範大學 104 學年度碩士班招生考試試題

科目：管理學

適用系所：工業教育學系

注意：1.本試題共 3 頁，請依序在答案卷上作答，並標明題號，不必抄題。2.答案必須寫在指定作答區內，否則不予計分。

1. 討論企業如何使用(1)產品差異化，與(2)產能控制，以管理競爭程度，並提高產業的獲利控制能力。(10分)
2. 什麼樣的因素最有可能使：(1)收購；(2)內部創業，成為進入新產業的優先選擇方法？(10分)
3. 在何種意義下，創新可被視為競爭優勢唯一最重要的基石。(10分)
4. 公司一方面要成為產業中成本最低的生產者，同時又要讓其產出對顧客而言是最有價值的。請討論此一陳述的可能性。(10分)
5. 公司應該把那些價值創造活動委外給獨立供應商？這些活動委外的風險為何？(10分)
6. Please explain following terms: (a) generic competitive strategies (2分), (b) segmentation (2分), (c) targeting (2分), (d) outsourcing (2分), (e) original equipment manufacturer (2分), (f) diversification (2分). Please use the above mentioned terms to illustrate the recent strategic actions of HTC based on a recent Wall Street Journal report below(18分). (共30分)中英文作答皆可。

HTC Sees Brighter Fourth-Quarter Sales

By ARIES POON

TAIPEI— HTC Corp. on Friday predicted sales would at least stay flat in the fourth quarter after three years of decline.

The Taiwanese smartphone maker expects revenue of 43 billion New Taiwan dollars to NT\$47 billion (US\$1.41 billion to US\$1.55 billion) for the current quarter ending Dec. 31. The target range represents a growth of 2.7% to 12% from NT\$41.86 billion in the third quarter, and as much as 9.6% higher than the NT\$42.90 billion it fetched in the same period in 2013.

國立臺灣師範大學 104 學年度碩士班招生考試試題

HTC also expects to remain profitable for the third straight quarter. In the three months ended Sept. 30, HTC reported a net profit of NT\$640 million, compared with a net loss of NT\$2.97 billion a year earlier.

“We are forecasting a pretty material increase in handset shipment volume [for the fourth quarter],” Chief Financial Officer Chialin Chang told investors during a conference call. Mr. Chang declined to disclose the company’s shipment forecast.

“I hope the momentum will extend into the first quarter of next year,” Mr. Chang said.

But analysts say HTC still faces headwinds in a market dominated by Apple Inc. and fast-growing Chinese players.

A challenge HTC and most Android handset makers face in this quarter is the stronger-than-expected demand for the new iPhones. Apple recently launched two iPhones, one with a bigger 5½ inch screen. Both offer one of the biggest revamps to the iPhone in two years and are well-timed for the year-end holiday season.

HTC, once the world’s top smartphone maker by volume, dropped out of the top 10 largest handset vendors by shipments last year. Apple and Samsung Electronics Co. have been grabbing HTC’s share in the high-end market, while low-cost Chinese makers have been squeezing the Taiwanese company in the mid- and low-end markets.

HTC is hoping to reverse years of shrinking sales by beefing up its midrange product lines and expanding into non-smartphone businesses.

國立臺灣師範大學 104 學年度碩士班招生考試試題

The company has recently added a selfie-focused smartphone to its mid-price Desire line. It has also unveiled the Nexus 9 tablet with Google Inc., a waterproof action camera and software for taking selfie photos.

Mr. Chang said HTC has plans to launch new smartphones over the next two quarters, but declined to give more details.

He also said the project with Google doesn't mean HTC is returning to contract manufacturing of phones and tablets for other brands.

"We are open to, and will also consider, co-branding opportunities with partners," he added.

But the mid-tier market is getting crowded, which complicates HTC's reliance on that segment as a solution, analysts say.

Samsung said Thursday it would seek to compete head-on against low-priced Chinese rivals amid falling sales in China. Chinese brands like Xiaomi Inc., Huawei Technologies Co. and Lenovo Group Ltd. are already dominating the that market.

"Apparently HTC is trying to stay away from the competition from Apple in the high-end segment. But the smartphone market, especially the mid- and low-end segments, is still very tough," said KGI Securities analyst Richard Ko.

7. What is management of technology (MOT)? (4 分) What are the differences between MOT and management science? (4 分) What will your research interests be if you successfully enroll into the MOT program? (12 分)中英文作答皆可。

