

國立交通大學 101 學年度碩士班考試入學試題

科目：管理個案分析與文選評論(8151)

考試日期：101 年 2 月 18 日 第 2 節

系所班別：管理學院碩士在職專班

組別：管理科學組

第一頁，共六頁

【不可使用計算機】*作答前請先核對試題、答案卷(試卷)與准考證之所組別與考科是否相符！！

個案分析共四大題，每大題各佔 25 分，總分共 100 分。每個子問題所佔總分百分比，列於題目後面。作答時請務必清楚標示題號。

I. A Tale of Two Cultures

In an attempt to give Southwest Airlines a competitive advantage based on low-cost, high-quality service, CEO Herb Kelleher has developed terminal and instrumental values that make Southwest's culture the envy of its competitors. Southwest managers and employees alike are committed to the success of the organization and do all they can to help one another and to provide customers with excellent service (a terminal value). Four times a year, Southwest managers work as baggage handlers, ticket agents, and flight attendants so they get a feel for the problems facing other employees. An informal norm makes it possible for employees to gather with Kelleher every Friday at noon in the company's Dallas parking lot for a company cookout.

Kelleher keeps the organization as flat and informal as possible, and managers encourage employees to be creative and to develop rules and norms to solve their own problems. To please customers, for example, employees dress up on special days like Halloween and Valentine's Day and wear "fun uniforms" every Friday. In addition, they try to develop innovative ways to improve customer service and satisfaction. All employees participate in a bonus system that bases rewards on company performance, and employees own over 18% of the airline's stock. The entrance hall at company headquarters at Love Field in Dallas is full of plaques earned by employees for their outstanding performance. Everybody in the organization cooperates to achieve Southwest's goal of providing low-cost, high-quality service. The culture of excellence that Southwest has created seems to be working to its advantage. Southwest increased its operating routes and profits every year in the 1990s and is one of the most profitable airlines flying today.

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Contrast Southwest's CEO and culture with that of Value Line, Inc. Jean Buttner, publisher of the *Value Line Investment Survey*, has fashioned a culture that the company's employees apparently hate and no one envies. In her attempt to reduce costs and improve efficiency, she has created instrumental values of frugality and economy that are poisoning employees' attitudes toward the organization. Employees must sign in by 9A.M. every day and sing out when leaving. If they fake their arrival or departure time, they face dismissal. Because at Value Line messy desks are considered signs of unproductivity, Buttner requires department managers to file a "clean surfaces report" every day, certifying that employees have tidied their desks. She keeps salary increases as small as possible and has kept the company's bonus plan and health plan under tight rein.

How have these values paid off? Many highly trained professional workers have left Value Line because of the hostile atmosphere produced by these "economical" values and by work rules that devalue employees. This turnover has generated discontent among the company's customers. So bad have feelings between employees and Buttner become that employees reportedly put up a notice on their bulletin board criticizing Buttner's management style and suggesting that the company could use some new leadership. Buttner's response to this message from a significant stakeholder group was to remove the bulletin board. Clearly, at Value Line there is no culture of cooperation between managers and employees.

1. List the reasons why Southwest's and Value Line's cultures differ so sharply.
(10%)
2. Could Value Line's next CEO copy Southwest's culture? (15%)

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II. The growth of MStar Semiconductor Inc

MStar Semiconductor Inc.(晨星半導體), an IC design house registered in the Cayman Islands and headquartered in Taiwan, has listed in the Taiwan Stock Exchange. (台灣證交所). Industry analysts have viewed MStar as a likely competitor to fabless chip designer MediaTek Inc.(聯發科). MediaTek Inc. is headquartered in Hsinchu and mainly provides mixed-signal IC solutions for consumer electronics applications.

In 2009, revenue of MStar were NT\$27.71 billion, compared with revenue of NT\$15 billion in 2008. MStar posted NT\$16.1 billion in revenues in the first half of year in 2010. In the quarter ending Sept. 30, 2011, MStar's revenues expanded to US\$320 million, exceeding the company's forecast.

MStar attributed strong revenue growth to great demand for new chips used in high-end handsets and new TV chips used in Internet TVs, and to solid demand from emerging markets such as China. In August, 2011, MStar expected shipments of mobile phone chips to increase by 30% to 50% in the future. In addition, MStar is scheduled to ship new chips used in smartphones that run on the Android system.
(取材自 Taipei Times)

題目：

1. 晨星半導體 (MStar Semiconductor)公司在哪一國設立登記？總部設在哪一國？哪一個股票市場掛牌上市？(6%)
2. 文章中提到晨星半導體公司的競爭對手為何？為什麼說這兩家公司是競爭關係？試運用 2 項管理領域的觀點（或理論）敘述這兩家公司總部設在半導體公司林立的台灣有何優勢？試抒發晨星半導體公司是運用何種策略因應這個競爭對手？(10%)
3. 試說明晨星半導體公司 2008 年至 2011 年銷貨收入成長的情況？試說明 2 項文章所提及晨星半導體公司銷貨收入成長的理由？(5%)
4. 試列舉晨星半導體公司 1 項產品項目？閱讀文章後，試申論晨星半導體公司產品策略有何優點？(4%)

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Ⅲ. Apple iPhone 4S Preorders Top One Million in Single Day

By IAN SHERR And JOHN KELL From Wall Street Journal

Preorders for Apple Inc.'s iPhone 4S topped one million in a single day, surpassing the company's previous records and setting the stage for another successful launch from the U.S. electronics giant.

The presales report, which represented an increase of more than 67% over the first-day orders for the original iPhone 4 last year, signaled a flood of demand for a device that industry pundits and analysts had warned might not excite customers.

The positive orders report comes less than a week after Apple co-founder Steve Jobs died after a long struggle with cancer. His death last Wednesday prompted droves of Apple fans to visit the company's retail stores, where many left memorial messages and condolences.

The iPhone 4S is making its debut as Apple faces increasing competition from handsets built using Google Inc.'s Android mobile operating system. Samsung Electronics Co. is expected to introduce a device supporting a new version of Android in the near future.

The iPhone 4S's success is still uncertain, however. The fifth generation of the company's smartphone includes a faster processor, better camera and voice-command services. However, some observers were left underwhelmed, saying the new features weren't enough of an upgrade from the device's iPhone 4 predecessor. Some Apple blogs expressed disappointment with the iPhone 4S as they covered the product launch at the company's Cupertino, Calif., campus last week.

Demand for the new device could also have been shaped by emotion surrounding Mr. Jobs's death. Some customers said that while they were initially drawn to the device because of its features, they also wanted to show support for the company by participating in the device's launch.

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Online and telephone preorders for the iPhone 4S began in the predawn hours on Friday, marking Apple's first major product launch since Chief Executive Tim Cook took the company's reins.

1. How do emotions impact employee and consumer behavior? (6%)
2. What impact did the death of Steve Jobs have on consumer emotions? Offer two examples. (6%)
3. What is the role of consumer emotions on the iPhone 4S launch? (6%)
4. How does the iPhone 4S launch impact the future success of Apple's new CEO, Tom Cook? (7%)

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IV.

1. 台灣政府積極提倡文創事業，假設你經營了一間台灣偶像劇傳播公司，請試著從資源基礎論(Resource Based View)與 SWOT 分析架構評估你的偶像劇傳播公司經營策略(注意，作答時請先對該理論做個說明，再進入分析)(每個理論 5%，共 10%)。
2. 你是一個熟悉通訊產業的台灣商人，往來兩岸市場間，也非常熟悉兩岸的手機生產網絡以及市場的經營。最近因緣際會，你有兩個生意機會，一個是 HTC 手機獨家代理商(假設 HTC 手機的中國市場經銷權全部讓你負責)，另一個則是自己創立一個山寨手機。請試著在這兩者中做出一個決定後，從以下的理論挑三個理論分析你的決定與策略(注意，作答時請先對該理論做個說明，再進入分析)(每個理論 5%，共 15%)。
 - 五力分析 (Five Forces Model)
 - 藍海策略 (Blue Ocean Strategy)
 - 動態競爭理論 (Dynamic Competition Theory)
 - 破壞性創新理論(Destructive Innovation Theory)
 - 核心能耐理論(Core Competence Theory)