

國立臺灣科技大學  
九十一學年度碩士班招生考試試題

系所組別：企業管理系甲組  
科目：管理學

總分 100 分

1. 英國學者 Mike Gregory 曾發表過以下的看法：

“Manufacturing industry has been fundamentally changed, especially in electronics, computer, telecommunication, and other high-tech or technology fast-developing industries. One of the most identifiable symbols is that traditional vertical-integrated value-adding chain has been dramatically replaced by collaborations between many fragmented but specialized value stars and value constellations. When some companies are seeking subcontracting or even hollowing-out by positioning themselves to engage with variously final customers directly, at the same time, others are accumulating up the out-sourced tasks and sharply focusing on few core capable skills to provide operational service in a very professional way. The original equipment manufacturers (OEMs) are evolving into the total solution providers (TSPs); the contractual electronics manufacturers (CEMs) are maturing towards electronics manufacturing service (EMS) providers; the collaboration between them, more interestingly, are cultivating a global manufacturing virtual network (GMVN) that deeply challenges existing business model and classical concepts such as manufacturing, service, supply chain, and even firm or enterprise.”

請闡述台灣高科技產業在如此的演變中，過去五年來的演變，以及應用網路科技未來所應採行的策略。(20分)

2. 在著名SCM廠商Manugistics的網站上，他們對SCM的描述如下：

“Effective supply chain management enables you to make informed decisions along the entire supply chain, from acquiring raw materials to manufacturing products to distributing finished goods to the consumer.”

而SAP R/3 也宣稱他們的ERP可以達到這些功能：

“R/3 has detailed functionality to order needed materials, schedule and track the manufacture of products, and to schedule and track distribution.”

就這兩家廠商的定義看起來，ERP和SCM好像一樣，但又有差異，請詳細說明ERP和SCM的差別在哪裡?(15分)

※ 如須計算時可使用一般型計算器，但不可使用可程式之計算器。



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3. Successful service firms need the involvement of employees, especially the front-stage staff facing customers. However, the “multiplicity of employee’s roles” (e.g. operation specialist, marketer, customer entertainer, service product and firm employee) that might cause role conflicts is always a problem for managers of service business. What should managers do to overcome it? (25%)
4. 最近泛亞電信「這是一定要的啦」廣告系列引起了消費大眾一定程度的注意，請從行銷的角度，分析其特色及整體效應。(10%)
5. 何謂「組織公民行為 (organization citizenship behavior)」？敬請詳述其內容意義、理論基礎及測量構面。(15%)
6. 在知識經濟時代中，企業創新學習能力已成為新競爭規則中的致勝之道；因此，如何快速、有效移轉外部知識或技術，將成為企業競爭優勢的重要來源。請問：企業在進行「組織間的知識移轉 (knowledge transfer)」活動時，會受到那些知識特性(knowledge-specific)與組織特性(firm-specific)的影響？(15%)

