

國立臺北科技大學 102 學年度碩士班招生考試

系所組別：4400 服務與科技管理研究所

第二節 管理學 試題

第一頁，共一頁

注意事項：

1. 本試題共二題，配分共 100 分。
2. 請標明大題、子題編號作答，不必抄題。
3. 全部答案均須在答案卷之答案欄內作答，否則不予計分。

1. What are Management and 2 E's in Management? Explain. (30 points)

2. The new iPhone 5 carries a bill of materials (BOM) of \$199.00 for the low-end model with 16Gbytes of NAND flash memory, according to a preliminary virtual teardown conducted by the IHS iSuppli Teardown Analysis service. When the \$8.00 manufacturing cost is added in, the cost of iPhone 5 rises to \$207.00. For the 32Gbyte version of the iPhone, the BOM cost increases to \$209.00, while 64Gbyte version is estimated at \$320.00, as presented in the table below. Taiwan industry accounts for approximately 10% of the total cost of the supply chain. But cannot get the touch panel, processor and other components of the maximum profit orders, Taiwanese manufacturers share the profits with only less than 1% of the total profits, still cannot escape the fate of "hard labor".
Please use "Management Matrix" and "Value Chain" method to explain what Taiwan industry can learn from the above information. Each method is worth 35 points.

(Costs in U.S. Dollars)

Components / Hardware Elements	iPhone 5 Hardware Comments	iPhone 5 Model		
		16GByte	32GByte	64GByte
Pricing without Contract		\$649	\$749	\$849
Total BOM Cost		\$199	\$209	\$230
Manufacturing Cost		\$8.00	\$8.00	\$8.00
BOM + Manufacturing		\$207	\$217	\$238
Major Cost Drivers				
Memory				
NAND Flash		\$10.40	\$20.80	\$41.60
DRAM	1GByte LPDDR2	\$10.45	\$10.45	\$10.45
Display & Touchscreen				
Processor	A6 Processor	\$17.50	\$17.50	\$17.50
Camera(s)	8 Megapixel + 1.2 Megapixel	\$18.00	\$18.00	\$18.00
Wireless Section - BB/RF/PA	Qualcomm MDM9615+RTR8800+Front End*	\$34.00	\$34.00	\$34.00
User Interface & Sensors				
BT / WLAN	BTv4.0 + Dual-Band Wireless-N	\$5.00	\$5.00	\$5.00
Power Management				
Battery	Assumed 1800mAh	\$4.50	\$4.50	\$4.50
Mechanical / Electro-Mechanical				
Box Contents		\$7.00	\$7.00	\$7.00

* - Assumed

Source: IHS iSuppli, 2012 年 9 月