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國立臺北科技大學

九十六學年度工業工程與管理系 EMBA 班碩士在職專班入學考試

管理實務試題

填准考證號碼

第一頁 共一頁

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注意事項：

1. 本試題共【3】題，配分共 100 分。
2. 請按順序標明題號作答，不必抄題。
3. 全部答案均須答在試卷答案欄內，否則不予計分。

1、請從管理的角度敘述西遊記中四個人物：唐玄奘、孫悟空、沙悟淨、豬八戒為達天竺取經的目標，個別在組織中呈現出來的人格特質與管理角色。(30 分)

2、Coopetition or Co-opetition is a neologism coined to describe cooperative competition. Co-opetition focuses on cooperation between companies in imperfectly competitive markets.

Examples of coopetition include Apple and Microsoft building closer ties on software development, and the cooperation between Peugeot and Toyota on a new city car for Europe in 2005.

以上是網路百科全書 Wikipedia 對於 Coopetition (競爭合作) 的定義：企業間在不完全競爭市場中，彼此相互合作的現象，請以您目前工作的企業或部門舉出一個 Coopetition 的例子 (例如，但不限：製造策略、行銷策略、技術研發等)，並說明之。(30 分)

3、How to Turn Money Into Innovation

http://www.businessweek.com/innovate/content/nov2006/id20061114_428152.htm?chan=search

Given today's focus on innovation, it should come as little surprise that

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research and development spending is on the rise. In 2005, the 1,000 companies from around the world with the biggest R&D budgets spent a combined total of \$407 billion—\$20 billion more than the top 1,000 of 2004.

But you don't have to read further than the No. 1 spender to realize this is no panacea. The company with the biggest R&D budget in 2005 was Ford Motor. Eight billion dollars later and the company is hardly a paragon of innovation. In other words, money simply can't buy effective innovation.

The list of top spenders is one element of the Global Innovation 1,000 Survey, released on Nov. 13 by the management consulting firm Booz Allen Hamilton. The second annual study examines the link between R&D spending and business performance, and it suggests that some long-held beliefs about R&D and innovation are wrong: for example, that a bigger R&D budget tends to deliver more patents—a common metric for measuring innovation. In fact, there's no correlation between the number of corporate patents and financial performance. And as the Ford example proves, a well-funded R&D engine can take you nowhere.

Overall, the Global Innovation 1,000 finds are both promising and frustrating. On the positive side, it proves that at least some companies have found a way to increase the efficiency and effectiveness of their R&D investments. "That means we can do better, we can raise that innovation effectiveness curve," says Dehoff. "We can build the processes that will get more bang for the buck."

But while the Global Innovation 1,000 Survey is insightful and provocative, it is maddening in that it raises as many questions as it answers. For instance, the research showed that there was no overall "best organizational structure." But is a decentralized model more effective in certain industries—or, say, for larger companies—while a lean, highly centralized model is better for others? Does the trend of moving R&D to low-cost countries represent a danger that companies will lose touch with their core consumers or an opportunity to understand and connect with new ones?

依據上文所述回答以下問題：

- (1) 2005 年全球研發經費前 1000 名的公司，其總研發經費比前一年 (2004 年) 多出多少美元？(5 分)
- (2) 2005 年全球研發經費第一名的企業是哪家公司？(5 分)
- (3) 請敘述此篇文章的大意，並發表您的相關看法。(30 分)