

國立台灣大學商學研究所博士班入學考試試卷 (91 學年度)

科目 策略管理

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一、

請解說優勢持續性 (sustainability)，請說明已經在市場上具有競爭優勢之廠商，長期維持其優勢的難易，最終的優勢來源是什麼。

二、

In a paper "Hustle as Strategy" written by Amar Bhide (1986) shows that successful companies do not have long-term strategic plans, which are a big play in doing a right thing. Their strategy is hustle--concentrating on operating details and on doing things right.

Please comment his ideas and explain the **sustainability of Hustle strategy**.

三、

在解釋國家競爭力的學說當中，Porter 於 1990 年提出的鑽石模型(The Diamond Model)廣泛為學界所討論應用。(1) 請說明這個模型，(2)您認為這個 model 是否適合用來解釋台灣的國際競爭力呢？換言之，台灣的競爭力是否適合用 Porter 的 model 中的那幾個構面來解釋？試舉一個台灣的產業為例，來說明您的論點。

四、

The idea of "virtual corporation" is that a firm should not rely on internal hierarchy to organize its value-added activities if it wants to be flexible and competitive. Therefore, a firm should pursue vertical de-integration by outsourcing its activities as many as possible. Especially when nowadays the internet and e-commerce become more and more popular, the answer to the traditional "make-or-buy" question should also change. That is, "buy" should dominant.

Please provide your opinions on this argument.

試題請隨卷繳回