

—國立台灣大學商學研究所博士班入學考試試卷（92 學年度）

科目 策略管理

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1. 公司常以「分散風險」(diversifying risk) 的理由來進行多角化策略(diversification strategy)。而這些風險可以包括好幾方面，例如：透過公司的多角化降低經理人的工作風險(job risk)與雇用風險(employment risk)；透過公司多角化以降低股東的投資風險；或是透過公司多角化降低與競爭者之間競爭的風險等等。請以所有您了解的策略相關理論，來一一說明上述的幾種觀點反映了哪些策略理論或觀點，並提出您的評論。(20%)
2. In terms of the sustainable competitive advantage, each of the following parts describes a firm that was an early mover in its market. Based on the information provided, please indicate whether the firm's position as an early mover is likely to be the basis of a sustainable competitive advantage. (依三個案例分別作答) (30%)
 - (1) An early mover has the greatest cumulative experience in a business in which the slope of the learning curve is 1.
 - (2) A bank has issued the largest number of automated teller machine cards in a large urban area. Banks view their ability to offer ATM cards as an important part of their battle for depositors, and a customer's ATM card for one bank does not work on the ATM systems of competing banks.
 - (3) A firm has a 60 percent share of T3MP, a commodity chemical used to make industrial solvents (溶劑). Minimum efficiency scale is thought to be 50 percent of current market demand. Recently, a change in environmental regulation has dramatically raised the price of a substitute chemical that indirectly competes with T3MP. This change undermines (逐漸損害....的基礎) the market for the substitute, which is about twice the size of the market for T3MP.
3. Gatignon & Reibstein (1997) used the following decision model for an incumbent in shaping its response to a new entry. Please comment the model and raise its applications in Acer's response against Compaq's or IBM's TabPC launching. (12.5%)
(請見附表一)
4. What is required for a related diversification strategy to produce synergy? Please explain. (12.5%)
5. Which source of competitive advantage is usually more sustainable: a patent or a brand? Why? (12.5%)
6. If you were a market leader in an industry, which of the strategies that reflect competitive dynamics would probably be the most attractive to you? If you were a weak competitor with few resources, which strategy would you likely find attractive? (12.5%)

試題請隨卷繳回

附表一

RESPONDING TO COMPETITIVE ACTIONS

Decision Model for Determining Response to a New Entrant

