

1. The following are the approximate market shares of different brands of soft drinks during the 1990s: Coke: 40%, Pepsi: 35%, 7-Up: 10%, De Pepper: 8%. All other brands: 7%. (本題 15 分)

- Compute the Herfindahl index for the soft drink market.
- Suppose that Pepsi acquired 7-Up. Compute the post-merger Herfindahl. What assumption did you make?
- Federal antitrust agencies would be concerned to see a Herfindahl increase of the magnitude you compute in (a) and (b), and might challenge the merger. Pepsi could respond by offering a different market definition. What market definition might Pepsi propose? Why would this change the Herfindahl?

2. In many modern industries, the following patterns seem to be common. Please employ related strategic management theory to identify the factors that might explain such differences? (本題 18 分，依二個案例分別作答)

- Standard inputs (such as a simple transistor that could be used by several electronics manufacturers) are more likely to be outsourced than "tailor-made" inputs (such as a circuit board designed for a single manufacturer's specific needs)
- Some contracts, such as contracts between Taipei city government and Matra (the French company in charge of Taipei Rapid Transit System), are extremely long with terms spelled out in minute detail. Others, such as between consulting firms and their clients, are short and fairly vague about the division of responsibilities.

3. In international management: (a) Explain why an industry is global, multinational, and transnational. How to identify them? Provide at least one example for each. (b) Explain how the HQs-Subsidiary relationship differs underlying the global strategy, multinational strategy, and transnational strategy. (c) If a company would like to adjust from a global company to a transnational company, what should it do? Specifically, how to adjust its structure, process, and culture? (d) During the adjustment process, what major difficulties will it face? (本題 17 分)

4. 請說明當一個產業到達成熟期，顧客需求、產品技術、製程技術、產業關鍵成功要素會作哪些改變？廠商應該採取什麼策略？(15%)

5. 企業從事多角化能為企業創造哪些優勢？多角化企業要發揮這些優勢的條件為何？(15%)

6. 請以蘋果電腦 (Apple Computer) 為例，說明該公司在個人電腦產業的競爭優勢？請確認並說明該公司最具優勢的資源 (Resource) 或專長 (Competence)，您如何建議公司 CEO 採取資源基礎策略 (Resource-based strategy)？(20%)