

國立中央大學管理學院高階主管企管碩士班九十二學年度入學試題

組別：一般經營管理組(甲組)

科目：經營管理實務

共 2 頁 第 1 頁

※ 全部的題目皆須作答 ※

請注意！第 1、2、3、4 題為【A 卷試題】，請將答案填寫於 A 卷。

第 5、6、7 題為【B 卷試題】，請將答案填寫於 B 卷。

【A 卷試題】

章家敦發表「中國即將崩潰」之後，大前研一也發表了對大陸前景樂觀的論著，(國內正反意見可參考附件的文章)。

請依您平時的思考及觀察回答以下問題，附件文章僅供參考，無需引用。

問題：

請以企業高階主管的角度以及全球性的觀點分別探討：

- 1.高科技產業在大陸投資佈局的可能方式與其風險管理，及可行性分析。(20%)
- 2.高科技產業中個人至大陸工作的可行性與其風險管理，及生涯規劃。(5%)
- 3.傳統產業在大陸投資佈局的可能方式與其風險管理，及可行性分析。(20%)
- 4.傳統產業中個人至大陸工作的可行性與其風險管理，及生涯規劃。(5%)

Microsoft's Luck

The product that launched Microsoft into its leadership position in the software industry was MS-DOS, the operating system for IBM and IBM-compatible PCs. The original DOS program, however, was not developed by Microsoft. Instead, it was developed by a company called Seattle Computer, where it was known as Q-DOS (which stood for “quick and dirty operating system”). When IBM was looking for an operating system to run its original PC, it made contact with a number of software companies, including Microsoft, asking them whether they could develop such a system. IBM did not, however, make contact with Seattle Computer. Bill Gates, a player in the emerging Seattle computer community, knew that Seattle Computer had already developed a disk operating system. Borrowing \$50,000 from his father, a senior partner in a prominent Seattle law company, Gates went to see the CEO of Seattle Computer and offered to purchase the rights to the company's Q-DOS system. He did not, of course, reveal that IBM was looking for a disk operating system. Since Seattle Computer was short of cash, the CEO quickly agreed. Gates then renamed the system MS-DOS, upgraded it somewhat, and licensed it to IBM. The rest, as they say, is history.

So was Microsoft lucky? Of course it was. It was lucky that Seattle Computer had not heard about IBM's request. It was lucky that IBM approached Microsoft. It was lucky that Gates knew about Seattle Computer's operating system. And it was lucky that Gates had a father wealthy enough to lend him \$50,000 on short notice. On the other hand, to attribute all of Microsoft's subsequent success to luck would be wrong. While MS-DOS gave Microsoft a tremendous head start in the industry, it did not guarantee Microsoft continued worldwide success. To achieve that, Microsoft had to build the appropriate set of resources and capabilities required to produce a continual stream of innovative software, which is precisely what the company did with the cash generated from MS-DOS.

Questions

5. Do you think that luck plays a critical role in determining competitive success and failure?

Please explain. (20%)

6. Which is more important in explaining the success and failure of companies, strategizing or luck?

(20%)

7. When is a company's competitive advantage most likely to endure over time? (10%)