

# 國立中央大學管理學院高階主管企管碩士班九十三學年度入學試題

組別：一般經營管理組(甲組)

科目：經營管理實務

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※ 全部的題目皆須作答 ※

請注意！【A 卷試題】，請將答案填寫於 A 卷。

【B 卷試題】，請將答案填寫於 B 卷。

## 【A 卷試題】

1. 請問您所服務的公司如何衡量不同層級(上、中、下級)員工的績效？其具體的衡量指標為何？請您評估此衡量方式的優缺點為何？ (25%)
2. 何謂「企業競爭優勢」？您所服務的企業有何「競爭優勢」？並請舉例說明貴組織如何建立、維持及運用這些「競爭優勢」？ (25%)

## The Evolution of IBM

IBM is in many ways a remarkable organization. Founded in 1911 from the merger of two companies, the early IBM sold mechanical clocks, scales, and punch-card tabulating equipment. By 2001, it was the largest technology company on the planet with earnings of \$7.7 billion on revenues of \$86 billion. In its ninety-year history, IBM has survived several paradigm shifts in technology that led to the decline and bankruptcy of many of its peers.

During the 1930s, IBM was a leader in the production of mechanical tabulators using punch-card technology. In 1933, it acquired a producer of electric typewriters. More important, the acquisition gave IBM access to knowledge of electronics, which it ultimately put to use elsewhere in the company. In 1947, IBM introduced its first “electronic multiplier,” a calculator with electronic, as opposed to mechanical, working elements. More significant, IBM’s electronic knowledge underlay its introduction in 1952 of its first production computer, the IBM 701.

In the ensuing decades, IBM rode the wave of disruptive technology. Its revolutionary System 360 computer, introduced in 1964, began to replace mechanical and simple electronic systems for performing scientific and business calculations. Its System 370 computer, introduced in 1970, solidified this trend. By the mid-1980s, IBM had emerged as the largest manufacturer of mainframe computers in the world and at the time had the dominant computing technology, with a virtual lock on the market. But by this time, a new technology was taking root that was to threaten IBM’s very survival: the personal computer.

Personal computer technology was developed in the mid-1970s by a number of small start-up enterprises, including MITS and Apple. In 1980, William Lowe, the lab director at IBM’s Entry Level Systems (ELS) unit in Boca Raton, Florida, pushed IBM management to give him authorization to try and develop a personal computer. Top management was initially reluctant. Its two previous attempts to introduce a PC had ended in total failure. Lowe ultimately got permission to produce a PC but with an almost unrealistic deadline of one year to complete the job. He recruited another IBM insider, Don Estridge, to head the project team. Estridge was soon persuaded that the only way to meet the deadline was for IBM to purchase off-the-shelf components, such as an Intel microprocessor and a Microsoft operating system, and to adopt an open systems design, where technical specifications were published. This would allow developers to write software applications that would run on the

PC. Strategically, this approach represented a radical departure for IBM, which had tended to make the majority of its own components and software in-house and had adopted a closed

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systems approach. The countercultural strategy was possible only because the ELS unit was outside IBM's business mainstream, geographically separated from the company's center of operations, staffed by a maverick group of engineers and managers, and protected from IBM's bureaucracy by its CEO, Frank Cary.

Introduced in August 1981, the IBM PC was a dramatic success. However, the use of open systems architecture and off-the-shelf components soon gave rise to a thriving industry of companies that made IBM-compatible machines, or clones, such as Compaq Computer. By the mid-1980s, these clone makers were starting to eat into IBM's market share. Moreover, PC architecture based on an Intel microprocessor and Microsoft operating system went on to revolutionize the computer industry. In many companies, client-server systems based on PC technology replaced mainframe and midrange computers. As this occurred, sales of IBM mainframes slumped, and by 1993 IBM was awash in red ink. It lost \$8 billion on shrinking sales as the PC technology it had given birth to cannibalized its profitable mainframe computers. Many observers were already writing IBM's obituary.

At this juncture, Lou Gerstner became CEO. He soon realized that IBM's computer business was rapidly becoming commoditized. Having given up control over microprocessor technology to Intel and software to Microsoft, IBM had no proprietary advantage. His strategy was to take IBM out of the commoditization game by emphasizing its service business. He believed that if IBM could solve the information technology problems of large corporations, the company would win big sales with recurring sales revenues spread out over years and margins that were a lot better than those IBM could get by competing only at the product level.

Not only has this strategy been very successful, it has given IBM a way to exploit the latest disruptive technology, the Internet. As Internet-centric computing has grown in importance, IBM has reinvented itself as a dominant provider of e-business solutions and services. It has become an e-business solutions company, ideally positioning itself to profit from the spread of web-based technology into every nook and cranny of the modern business corporation.

## Questions

1. How many paradigm shifts has IBM survived in its history? (15%)
2. Describe how IBM was able to survive each of these paradigm shifts. (15%)

3. What does the history of IBM tell you about the strategies that incumbent companies must pursue to survive paradigm shifts? **(20%)**

中央大學管理學院高階主管企管碩士班【兩岸經營管理組】  
九十三學年度入學試題

科目：兩岸經營管理比較

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【申論題】

1. 請根據兩岸人口變動因素，分析在中國投資（ 1 ）教育市場，（ 2 ）安養保健市場，以及（ 3 ）休閒房產市場的機會。(60%)
2. 請根據一般台灣電子科技公司之組織營運需求，擬定企業兩岸資訊系統佈局之方案。(20%)
3. 請探討人民幣為何有升值壓力？這對台商的經營有何衝擊，台商高階主管應如何決策？(20%)