

國立中央大學97學年度碩士班考試入學試題卷

所別：企業管理學系碩士班 一般類組(甲、乙、戊組)科目：管理學 共 2 頁 第 1 頁

*請在試卷答案卷(卡)內作答

回答問題請標明題號，以中文或英文作答均可，但求簡明扼要。

1. Please explain Table 1 from the perspective of Michael Porter. (10%)

Industry	ROA
1 Pharmaceuticals	10.27%
2 Chemicals and allied products	7.86
3 Food and kindred products	7.25
4 Printing and publishing	6.68
5 Rubber and miscellaneous plastic	6.25
6 Fabricated metal products	5.58
7 Paper and allied products	4.70
8 Electronics and electrical equipment (no computers)	4.67
9 Nonferrous metals	4.23
10 Machinery, except electrical	3.80
11 Petroleum and coal products	3.76
12 Textile mill products	3.71
13 Aircraft, guided missiles, and parts	3.57
14 Stone, clay, and glass products	3.44
15 Motor vehicles and equipment	3.16
16 Iron and steel	3.14
17 Airlines (transportation by air)	2.05

Table 1 Industry Profitability 1981-2001 (Adopted from *Business Models – A Strategic Management Approach* by A. Afuah (2004))

2. Please explain Table 2 from the perspective of Resource-Based View. (10%)

Firm	ROA	Firm	ROA
Pharmaceuticals		Airlines	
Bristol Myers Squibb	13.71%	Southwest Airlines	4.85%
Merck	13.37	AMR	1.51
Schering Plough	12.89	Delta Airlines	1.50
WYETH American Home Products	12.52	UAL	0.96
Eli Lilly	10.23	US Air	0.31
Pfizer	9.66	America West Holdings	-2.27
Pharmacia & Upjohn	7.98	Continental Airlines	-4.97
American Cyanamid	3.57	TWA	-5.37
		Northwest Airlines	-13.40

Table 2 Firm Profitability 1981-2001 (Adopted from *Business Models – A Strategic Management Approach* by A. Afuah (2004))

3. Provided the profitability variation among firms shown in Table 1 & Table 2, what possible pitfalls could have occurred should a study attempt to search for best practices of a firm by comparing Pharmacia & Upjohn and Southwest Airlines on their profitability. (10%)

4. A. C. Hax & D. L. Wilde II (2001) proposed “The Delta Model” (Fig. 1) as a new set of strategic options.

4A: Please elaborate the fundamental differences between “The Delta Model” and Michael Porter’s view on strategy. (10%)

4B: Please elaborate the fundamental differences between “The Delta Model” and RBV on firm boundary. (10%)

4C: Please explain iPod’s strategy with “The Delta Model”. (10%)

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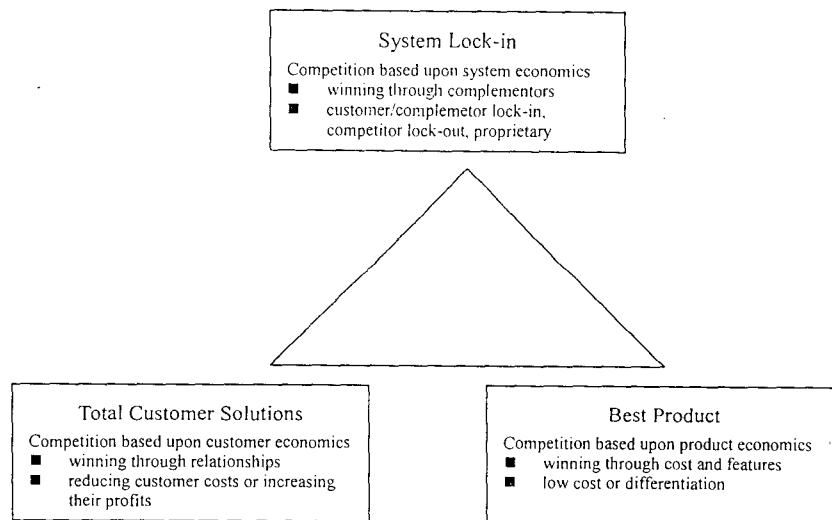


Fig. 1 The Delta Model

5. 公司生產線領班,月薪五萬,薪資雖不能算低,但工作辛苦,常須要輪大夜班,這個月該領班表現良好,身為老闆,你會選擇\$2000現金,或兩張等值的台北101 85樓景觀餐廳免費餐券來獎勵他,請說明原因。(10%)
6. 請說明中視「超級星光大道」和影音網站 youtube.com 在內容來源及營收模式有何相似之處(10%)? 以上二者,何者會有 Chris Anderson 的長尾(Long Tail)現象?(5%)
7. 中央企研所希望錄取懂得問對的問題的學生。Clay Shirky 的新作 -- *Here Comes Everybody: The Power of Organizing Without Organization* (Penguin Press, 2008), 這本書是討論有關於 Wikipedia, Linux 和無名小站 (www.wretch.cc) 之類的社群,雖然你尚未看過這本書,但根據你多年使用無名小站的經驗與對管理活動中「組織」的了解,請向 Clay Shirky 提出三個問題。(15%)

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