

國立中央大學98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(甲組) 科目：管理學 共 2 頁 第 1 頁

一般類組(乙組)

一般類組(戊組)

*請在試卷答案卷(卡)內作答

The following passage is excerpted from an article by Bingham & Eisenhardt. All citations are removed. (*Managerial and Decision Economics*, 2008)

Base your answers for questions 1~4 on the materials provided in the passage.

The resource-based view (RBV) is a major theoretical framework that addresses the source of interfirm performance differences. Indeed, RBV has become one of the primary theories for understanding the origins of competitive advantage and superior firm performance. However, despite its position as a dominant conceptual frame, its contribution to the strategy field remains controversial. On the one hand, some argue that RBV clarifies understanding about why some firms continue to outperform others in their industry. For example, firms create competitive advantage when managers develop resources that are valuable, rare, inimitable, and non-substitutable (VRIN) in a given market and exploit them in additional markets. RBV also suggests that competitive heterogeneity and advantage are sustainable to the extent that competitors are unable to duplicate the benefits that firms derived from these VRIN resources.

On the other hand, others suggest that RBV may provide little theoretical insight regarding intraindustry performance differences. For example, some scholars assert that RBV lacks empirical support and boundary conditions, and that it cannot explain competitive advantage in high-velocity markets. Some also argue that the theory is inherently tautological. That is, competitive advantage is defined in terms of value and rarity, and the resource characteristics leading to competitive advantage are also described in terms of value and rarity. This tautology makes disconfirming RBV improbable, and therefore, limits its explanatory power. Taken together, these arguments suggest that while RBV is influential, its contribution is not fully realized.

In our view, some of the confusion surrounding RBV's contribution to strategy centers on the concept of resources. The perspective has an insufficiently precise theoretical account of how firms use resources to create and maintain competitive advantage. Specifically, we argue that the concept of resources is confounded with the strategic logic of RBV. This confounding obscures the fact that the strategic logic of RBV is only one of several strategic logics for how heterogeneous firm resources lead to intraindustry performance differences. More crucial, the confounding of the concept of resources with the strategic logic of RBV obscures the fact that the theoretical tie between resources and competitive advantage is affected not only by the nature of the

resources per se as in RBV, but also by the linkages among resources. This elaborated view of resources leads to a typology of strategic logics. The central implication of this typology is that, while specific VRIN resources may lead to competitive advantage as argued within RBV, these resources are neither necessary nor sufficient conditions for that advantage to ensue.

The purpose of this paper is to disentangle the concept of resources from the strategic logic of RBV and so extend our theoretical understanding of resources and their tie to competitive advantage. In so doing, we attempt to make several contributions to the literature. First, we develop a typology of strategic logics and competitive advantage. In particular, we outline how the concept of resources can be disentangled from the strategic logic of RBV and usefully applied in multiple strategic logics, which we term leverage, position, and opportunity. Further, we provide the related insight that these strategic logics are associated with distinct performance objectives (e.g., profit and growth). Thus, by delineating alternative strategic logics that lead to competitive advantage, we shed light on how distinct strategic logics are associated with different performance objectives.

Second, we contribute by fleshing out the strategic logic of opportunity by noting the centrality of organizational processes and 'simple rules' heuristics for capturing opportunities for strategy, and its particular relevance in highly dynamic markets and entrepreneurial firms. Specifically, we argue that, while the leverage strategic logic that underlies RBV is appropriate for moderately dynamic markets, it is inherently mismatched in both more stable and high-velocity markets. Rather, the appropriate strategic logic and the related nature of competitive advantage (e.g., its duration and the predictability of its duration) depend upon specific assumptions about market dynamism. Such clarity regarding assumptions provides theoretical boundary conditions, a contribution particularly valuable for RBV.

Most significant, we contribute the insight that linkages among resources are fundamental to the creation of competitive advantage. Specifically, we argue that, while the nature of specific resources may enable the creation of competitive advantage, specific characteristics of resources per se are neither necessary nor sufficient conditions for competitive advantage. Rather, competitive advantage stems from both the characteristics of individual resources and the linkages among resources. Further, we spotlight inimitability as the most important resource attribute for competitive advantage by elaborating how different types of resources and linkages among resources have distinct sources of inimitability. Overall, we suggest an elaborated conception of resources and their relationship to competitive advantage that extends beyond the traditional view of RBV.

參考用

國立中央大學98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(甲組) 科目：管理學 共 2 頁 第 2 頁

一般類組(乙組)

*請在試卷答案卷(卡)內作答

一般類組(戊組)

1. Which of the following best expresses the main theme that the authors attempted to deliver? (10%)
- (A) The concept of resources should be separated from strategic logics.
(B) RBV is the dominant theory for interfirm performance differences.
(C) RBV is inherently tautological.
(D) The strategic logic of opportunity plays a more significant role than the strategic logic of resource in explaining sources of competitive advantage.
(E) VRIN resources enable a firm to capture new opportunities in a dynamic market.
2. Why is RBV considered tautological? (10%)
- (A) Disconfirming RBV is improbable.
(B) RBV is influential but limits in explanatory power.
(C) RBV cannot explain competitive advantage in high-velocity markets.
(D) The linkage, not the nature, of the resources is the key to competitive advantage of a firm.
(E) None of the above.
3. Which of the following, if true, would best strengthen the cited argument from the passage? "...the theoretical tie between resources and competitive advantage is affected not only by the nature of the resources per se as in RBV, but also by the linkages among resources." (10%)
- (A) The individual resources may not be valuable and inimitable. But as they connect to each other in a unique way, they are mutually reinforcing to become more valuable and inimitable.
(B) The strength of the linkage among resources determines the nature of the resources and a firm's advantage.
(C) The linkage among resources rests on the nature of resources and in turn will determine the competitive advantage of a firm.
(D) All of the above.
(E) None of the above.
4. Which of the following are included in the topology of strategic logics developed by the authors? (Select all that apply. No point for being partially correct.) (10%)
- (A) logic of opportunity
(B) logic of leverage
(C) logic of inimitability
(D) logic of linkage
(E) logic of position

Critical Reasoning: Questions 5-7

5. A laboratory is studying the incidence of fatal liver damage in rates. 65% of all rates whose environments exposed them to low levels of the toxin sulfur dioxide died of liver disorder. 90% of all rates who died of liver disorder, however, were not exposed to any environmental toxins.

Which of the following would provide a reasonable explanation for the statistics above? (15%)

- (A) Environments and nonenvironmental causes of liver disease in rates are mutually exclusive.
(B) Only a small portion of the entire group of rates studied was exposed to environmental sulfur dioxide.
(C) Environmental toxins are not particularly dangerous to the livers of rates.
(D) There is only one cause of fatal liver disease in rates.
(E) None of the above.

6. A study shows that students who receive full scholarships tend to maintain high grade point averages than do students who must work to finance school. The study concludes that scholarships enable students to achieve high grade point averages by easing the stress related to financial concerns and freeing up students' time to study more.

This study's conclusion depends on which of the following assumptions? (15%)

- (A) Students who must work to pay for their studies cannot maintain high grade point averages.
(B) Students who get high grade points averages take easier courses than those who work to finance school.
(C) Finance-related stress affects student performance in a manner similar to that of restricted study time.
(D) High grade point averages were not the primary criterion upon which the scholarships awards were based.
(E) None of the above

7. Although the dosages of harmful chemicals from second-hand smoke are so small that their effect should be negligible, a study found that nonsmoking spouses of smokers displayed an incidence of heart disease that was significantly greater than those of nonsmokers who were not as regularly exposed to second-hand smoke.

Each of the following, if true, could contribute to an explanation of the unexpectedly high incidence of heart disease in smokers' spouses. (15%)

- (A) A disproportionately high number of people married to smokers are among the older segment of the married popular, a group that inherently has a high-than-average risk of heart disease.
(B) On average, more alcohol and coffee, both of which have been linked to heart disease, are consumed in the homes of nonsmokers than in the homes of smokers.
(C) A disproportionately high number of smokers are married to other smokers, and the risk of heart disease increases in proportion to the number of smokers living in a household.
(D) Nonsmokers tend to be more health conscious so that they will try not to be in second-hand environments.
(E) None of the above

8. 請簡述美國次級房貸與全球景氣衰退的關係?(10%)

9. 如果你是企研所管理學出題者, 請問你會傾向測驗學生考試當時管理學的知識, 或是入學之後學習管理知識的潛力? 請說明原因.(5%)

參考用

注意：背面有試題