

※ 考生請注意：本試題不可使用計算機。請於答案卷(卡)作答，於本試題紙上作答者，不予計分。

I. Explain the following concepts: (40%; 5% each)

- (a) Leadership
- (b) Learning organization
- (c) Integrated marketing communication
- (d) Target costing
- (e) Efficient portfolio
- (f) Opportunity cost of capital
- (g) Knowledge management
- (h) Marginal cost

II. Essay Questions: (60%)

1. Japan's economic growth has been slowed in the past couple of decades. Facing the direct competition from Korean firms and the growing market opportunity in China, Japanese firms are forced to rethink their Asian business strategies. For years, Japanese firms have been undertaking exclusive vertical integration strategy, which they consider themselves as the innovation leading roles in influencing their Asian partners, who have lower technology know-how (雁型模式). However, Japanese firms start to realize the importance of maintaining horizontal collaboration partner relationships with other Asian firms to pursuit growth opportunities in Asia. ("日本再起的光與影", 天下雜誌, vol. 530, September 4, 2013)
 - (a) Discuss the advantages and disadvantages of Japan's vertical integration strategy vs. horizontal collaboration strategy. (15%)
 - (b) What are opportunities and threats for the firms in Taiwan? (15%)
2. Because of the global competition, more and more manufacture-based companies have started to break out of the mind-set that considers manufacturing as separate from services. Companies that have undertaken this approach, e.g. Nike and Apple among them, build their strategies not around products but around deep knowledge of highly developed core service skills or creative concepts. In such companies, the organizations are more like intellectual holding companies. The organizations keep themselves as lean as possible, and outsource as much of the rest as possible. However, at the same time, they build themselves around specialized core competencies joined together with other strategic partners. Hence, the whole industry becomes a loosely structured network of service enterprises joined together for one undertaking. In January 2014, Acer invested NT\$70 million (15.6% stock holding of 支付連) in PCHome's third party payment service business unit, 支付連. (Note: 支付連 provides services to process on-line payment between sellers and buyers.)

Discuss what are the strategic implications for Acer? (10%) for PCHome? (10%) for the consumer electronic industry community? (10%)