

# Resource-Based Theory for Exploring the Competitiveness of College

蕭國佑、曾清枝

E-mail: 9901215@mail.dyu.edu.tw

## ABSTRACT

Owing to the changes of educational environment, the competition of universities and colleges is facing with challenge. Therefore, this study, on resource basic theory, aims to explore how the universities and colleges in Taiwan can use their limited resources to promote their competition to environment factories. The universities and colleges must actively adjust their inner limited resources to face the challenge from outdoors factories, or they will meet the strict difficulty of operating and even the risk of bankrupt. The Educational Ministry is approaching to amend "private school laws" for the choice of closing down. Because of the changes of environment factories: the reduce of birthrate, the rapid increase of new universities and colleges, the entrance of WTO allowing abroad universities and colleges to set up in Taiwan, for the sake of eternal earning, they have to face the outdoors challenge, in the same time promote their own competition power. This study takes C.C. Technology College for example. For eternal exist, it has enforced on the following policies: 1. to improve the level of teachers and administrators, 2. to promote the service of administration, 3. to offer better soft and hard equipments, 4. to raise teaching quality and encourage students actively to attend the world or national contests, 5. to promote school image, 6. rapidly to explore school visible to enterprises and let its own graduates be the favorite employees of enterprises; thus, be able to attract more persons enter C.C. Technology College and be its students.

Keywords : resource-based theory ; the reduce of birthrate ; world trade organization

## Table of Contents

中文摘要	iii	英文摘要	iv
誌謝辭	v	內容目錄	vi
目錄	viii	圖目錄	ix
第一章 緒論	1	第一節 研究背景與動機	1
第二節 研究目的	1	第三節 研究範圍與研究流程	2
第二章 文獻探討	4	第一節 資源基礎理論	4
第一節 資源基礎理論	8	第二節 資源分類與特性	12
第二節 核心資源之分類	12	第三節 競爭力與競爭力優勢區別	16
第三章 研究方法	17	第一節 研究架構	17
第一節 研究對象	19	第二節 衡量核心資源	19
第二節 分析分法	21	第三節 問卷設計	21
第三節 樣本結構與描述	26	第四節 資料分析結果與討論	26
第四節 各競爭力構面所需之核心資源基礎	27	第一節 資源條件與資源評量分析	27
第五節 各競爭力構面資源評價與分析	33	第二節 結論與建議	37
第四章 結論與建議	47	第一節 結論與建議	47
第一節 結論與建議	47	第二節 核心資源與競爭力構面因果關係探討	47
第二節 核心資源與競爭力構面因果關係探討	50	第三節 管理意涵	50
第三節 管理意涵	50	第四節 研究限制	52
第四節 研究限制	52	參考文獻	52
參考文獻	52	附錄A 預試問卷	57
附錄A 預試問卷	57	附錄B 第四章個案探討與訪談綜合分析	61
附錄B 第四章個案探討與訪談綜合分析	61		

## REFERENCES

- 一、中文部份 Charles, W. L. H., & Gareth, R. J. (1999), 策略管理(4版)(黃營杉譯), 台北:華泰書局, (原文於1996年出版)。方至民(2000), 企業競爭優勢, 台北:前程企業。司徒達賢(1995), 資源基礎理論與企業競爭優勢關係之探討(國科會, No.NSC82-0301-H-110-040), 台北:行政院國家科學委員會。吳思華(2001), 策略九說—策略思考本(3版), 台北:臉譜出版社。林晉寬(1994), 從資源基礎理論探討資源特性與成長策略之關係, 國立政治大學企業管理研究所未出版之碩士論文。高淑芬(1993), 資源特性與合作策略關聯之研究—以資源基礎觀點, 國立中興大學企業管理研究所未出版之碩士論文。楊佩蓉, 張瑞雄(2008), 由日本的少子化對策看台灣的少子化, 發表於新世紀社會保障制度的建構與創新:跨時變遷與跨國比較研討會, 台北:台灣社會福利學會。陳萬淇(1995), 個案研究法, 台北:華泰書局。吳銘隆(2007), SPSS 統計應用學習實務問卷分析與應用, 台北:知城圖書。顏秀如, 張明輝(2008), 學校競爭優勢的理念與策略, 教育研究月刊, 167, 81-92。李永山(2006), 私立大學競爭優勢評估指標之研究, 私立銘傳大學資訊管理學系未出版之碩士論文。二、英文部份 Aaker, D. A. (1995). Strategic Market Management. New York: John Wiley & Sons Co. Amit, R., & Paul, J. H. S. (1993). Strategic

Assets and Organizational Rent. *Strategic Management Journal*, 14, 33-46. Ansoff, H. I. (1995). *Corporate Strategy*. New York: McGraw-Hill.

Ansoff, H. I., & McDonnell, E. (1990). *Implanting Strategic Management*. New Jersey: Prentice-Hall.

Bain, J. S. (1956). *Barriers To New Competition*. Massachusetts: Harvard University Press.

Barney, J. B. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17, 99-120.

Chatterjee, S., & Wernerfelt, B. B. (1991). The Link Between Resource and Type of Diversification: Theory and Evidence. *Strategic Management Journal*, 12, 33-48.

Collis, D. J. (1991). A Resource-Based Analysis of Global Competition: The Case of the Bearings Industry. *Strategic Management Journal*, 12, 49-68.

Collis, K. P. (1986). Sustainable Competitive Advantage: What it is and What it isn't. *Business Horizons*, 29, 54-61.

George, S. D. (1984). *Strategic Market Planning: The Pursuit of Competitive Advantage*. Minnesota: West Publishing Company.

Grant, R. M. (1991). The Resource-Based Theory of Competitive Advantage: Implications for Strategy Formulation. *Management Review*, 33, 114-135.

Grant, R. M. (1995). *Contemporary Strategy Analysis*. Cambridge: Blackwell.

Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (1997). *Strategic Management*. Minnesota: West.

Halawi, L., Aronson, J., & McCarthy, R. (2005). Resource-Based View of Knowledge. *The Electronic Journal of Knowledge Management*, 3(2), 75-86.

Itami, H., & Roehl, T. (1987). *Mobilizing Invisible Assets*. Massachusetts: Harvard University Press.

Nelson, R., & Winter, S. (1984). *An Evolutionary Theory of Economic Change*. Cambridge, Massachusetts: Belknap Press.

Penrose, E. T. (1959). *The Theory of the Growth of the Firm*. New York: John Wiley.

Peteraf, M. A. (1993). The Cornerstones of Competitive Advantage: A Resource-Based View. *Strategic Management Journal*, 14, 179-191.

Peter, S. (1994). Quality Competitive and Competitiveness. *Business Strategy Review*, 5(3), 21-34.

Porter, M. E. (1980). *Competitive Strategy-Techniques for Analyzing Industries and Competitors*. New York: The Free Press.

Porter, M. E. (1985). *Competitive Advantage-Creating & Sustaining Superior Performance*. New York: The Free Press.

Prahalad, C. K., & Hamel, G. (1990). The Core Competence of the Corporation. *Harvard Business Review*, 68(3), 57-68.

Selznick, P. (1957). *Leadership in Administration: A Sociological Interpretation*. New York: Harper & Row.

Wernerfelt, B. (1984). A Resource-Based View of the Firm. *Strategic Management Journal*, 5, 171-180.