

系所組別： 企業管理學系乙組

考試科目： 管理學

考試日期： 0306， 節次： 3

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請用中文作答

1. Explain the following four motivation theories – hierarchy of need theory, equity theory, expectancy theory, and reinforcement theory, and compare and contrast their similarities and differences. (30%)

### Should Firms Practice Corporate Social Responsibility?

In the eyes of advocates of corporate social responsibility, the case for CSR is overwhelming. The corporate sector must be mindful of the "triple bottom line" and must continually evaluate its environmental and social performance as well as its economic achievements. The corporate sector must promote global sustainability, meeting the needs of the present without compromising the needs of the future. In short, the goal of CSR is to promote a humane and just society, and corporations must play an appropriate role in achieving this objective. After all, corporations are granted a license to operate by society; therefore they owe something to society in return. The unconstrained pursuit of profit breeds abuses, excesses, greed, and failure to consider the needs of future generations. Moreover, corporations have unique talents and

resources to solve society's ills and should be expected to contribute them when necessary to address these problems.

Some experts, however, believe that the CSR movement is unethical, misguided, and inappropriate. Their case rests on a belief that in an economic system relying on shareholder capitalism, the corporate goal is (and should be) to maximize profits for shareholders. Requiring managers to promote social goals in addition to economic goals may cause managers to lose focus, thereby abandoning their fiduciary duty to shareholders. Moreover, these critics argue that the CSR movement rests on a fundamental misunderstanding of the functioning of free markets. True, firms are motivated to earn profits. But they can earn profits only by providing consumers with products that consumers are willing to buy at a price they are willing to pay; moreover, they are pressured to produce these products while using as few of society's scarce resources as possible. In a world of global competition, this is no easy task.

2. Please summarize the two different views on corporate social responsibility mentioned in the above article. (15%)
3. Which view do you agree with? Defend your answer. (15%)

(背面仍有題目,請繼續作答)

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One of the primary features of the new economy is the globalization of supply chains, which allows companies to cut their costs, focus on their core competencies, and lower prices to consumers. But complex supply chains are not without cost. They require firms to select reliable suppliers, coordinate delivery schedules, and monitor and control product quality.

Like any chain, a global supply chain is only as strong as its weakest link. Mattel, the world's leading toy marketers, learned that lesson the hard way. In 2006, Mattel's sales reached \$5.7 billion, with markets outside the United States accounting for \$2.8 billion. Among its stable of best-selling toy brands are Barbie, Hot Wheels, Fisher-Price, Sesame Street, and American Girl.

Like most major toy companies, Mattel sources many of its toys from China, either in company-owned facilities or from contract manufacturers. China's toy manufacturing industry is centered in Guangdong Province, which adjoins Hong Kong. Some 5,000 toy companies are located in the province, which is the country's most populous and prosperous as a result of its attractiveness to manufacturers. China exports over \$8 billion worth of toys each year and produces over 70 percent of the world's toys.

But the Chinese toy industry has been rocked by a series of scandals and product recalls involving the use of lead paint, leading to millions of dollars of losses, tarnished brand names, and at least one suicide. Lead poisoning can cause hearing loss, damage to the nervous system, and stunted growth and development, particularly among children under the age of six. Its use in house paints or in products designed to be used by children was banned in 1978 by the United States.

China similarly bans lead from consumer products. But Chinese regulators enforce such laws laxly. Public health officials believe that millions of Chinese children have unsafe levels of lead in their blood—one study conducted in 2004 at Peking University indicated that 34 percent of Chinese youngsters had levels of lead in their blood that exceeded World Health Organization standards. Nonetheless,

Chinese factories are tempted to use lead paint on their toys because it is cheap and they are under extreme cost pressure. Moreover, adding lead to paint speeds drying and enhances moisture resistance, thereby reducing corrosion and mold.

Mattel was one of many firms affected by the scandals. Mattel's Fisher-Price subsidiary was forced to pull 83 toy models totaling nearly one million units from retailers' shelves, including popular Sesame Street products featuring Elmo, the Cookie Monster, and Big Bird. Mattel found out about the lead contamination from an audit conducted by one of its customers. But Mattel was not alone. Toys "R" Us had to recall 129,000 military toys produced by a Hong Kong supplier for excessive levels of lead paint. The company tested the first batch of toys off the production line, but not subsequent shipments. The lead was caught during a subsequent spot inspection. The RC2 Corporation, headquartered in Illinois, was forced to recall 1.5 million Thomas & Friends train sets coated with lead paint, while Target pulled 20,000 children's flashlights contaminated with lead paint.

In Mattel's case, the recalled toys were produced by the Lee Der Industrial Co. Mattel allowed the factory to perform its own inspection tests, as Mattel had a 15-year working relationship with the company. Mattel also conducted random audits of the manufacturer's testing records, as well as the product itself. The problem lay with inadequate controls over Lee Der's supply chain. Lee Der apparently received yellow paint pigment from one supplier without knowing that it contained toxic lead compounds. Although Lee Der owned lead-detecting equipment, its test failed to detect the presence of lead. Chinese regulators believe that the paint supplier provided Lee Der with false quality inspection documents. Mattel itself had trouble determining which of Lee Der's three paint suppliers bought the yellow paint pigment containing the toxic lead compounds.

4. What can Mattel and other toy companies do to ensure that toy safety is maintained despite the complexity of their supply chains? (20%)
5. Who is at fault when toys coated in lead paint are sold on retailers' shelves? The retailer? The regulatory authorities of the importing country? The regulatory authorities of the exporting country? The toy company? The contract manufacturer used by the toy company? Or the paint suppliers of the contract manufacturer? Defend your answer. (20%)