

※ 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。

一、選擇題 (60 分，每題 2 分)

1. After hiring a consultant, a senior management team realized that their competitive organizational culture reinforced behavior that undermined employee teamwork. Which of the following pillars of management has the organization done a poor job with?
 - a. Strategic positioning
 - b. Organizational design and structure
 - c. Individual leadership
 - d. Shareholder value
2. An auto executive observes that new environmental regulations are coming which will require lower levels of emissions from cars produced. Which of the following stakeholder management processes is he engaging in?
 - a. Strategic review processes
 - b. Environmental scanning
 - c. Scenario building
 - d. Contingency planning
3. An IT start-up firm lets employees come and go from work whenever they please as long as they get their work done. There is no formal dress code and employees and managers tend to dress very informally. These characteristics are would be indicators of what aspect of the firm's internal environment?
 - a. Its union
 - b. Its board of directors
 - c. Its culture
 - d. Its employees
4. A firm's office manager decides to purchase the recycled paper for use in the copy machine, even though there is a less expensive brand that is not recycled. His decision is based on which of the following arguments for CSR?
 - a. Moral responsibility
 - b. Sustainability
 - c. License to operate
 - d. Reputation
5. When a manager determines whether a firm's strategy leverages its key resources, he/she assesses the quality of what aspect of a firm's strategy?
 - a. External fit
 - b. Internal fit

- c. Differentiation
 - d. Implementable
6. Starbucks charges much higher prices for a cup of coffee than its competition. Starbucks is able to do this because they position themselves to be selling an experience, rather than merely a cup of coffee. Which aspect of the quality of a firm's strategy does this describe?
- a. External fit
 - b. Internal fit
 - c. Differentiation
 - d. Implementable
7. John signed a two year contract with AT&T to get a reduced price on his new iphone. He has had AT&T service for only 6 months and has been dissatisfied with AT&T service so he would like to switch to Verizon. However, cancelling his AT&T contract will cost him \$250. Which of the following characteristics of a powerful supplier group does AT&T have with respect to their contract with John?
- a. The supplier industry is more concentration than the industry it sells to
 - b. Industry participants face switching costs in changing suppliers
 - c. Suppliers offer differentiated products
 - d. No substitutes exist for what the supplier group provides
8. A large US corporation manufactures and sells office furniture. It develops a good name in this business and has strong capital resources. The corporation decides to purchase a failing food product distributor in order to try and turn that company around. Which of the following types of diversification is the firm pursuing?
- a. Related diversification
 - b. Unrelated diversification
 - c. Corporate diversification
 - d. Strategic diversification
9. Outback Steakhouse seeks to expand its business operations into India. Many Indians consider a cow a sacred animal and thus, do not eat beef. Which of the following international strategies is likely to be the most effective for Outback Steakhouse in this environment?
- a. A multidomestic strategy
 - b. A global strategy
 - c. Either strategy would work equally well
 - d. Outback Steakhouse should not do business anywhere outside the US
10. Which of the following refers to the theory that that firms involved in a competitive game can add value a firm can create value through both competition and cooperation?
- a. Complementation
 - b. Co-opiticion

- c. Value Net
 - d. Exchange basis
11. Because the iPhone has a strong hold on the smartphone market, Research in Motion (RIM), the maker of the BlackBerry decides that it must take a different tactic to woo customers. Rather than competing directly with the iPhone on features such as the number of applications and the graphical interface, RIM decides to make their product maximally compatible with software used in business such as Outlook Express. Which of the following approaches, drawn from game theory, has RIM implemented?
- a. Changing the players
 - b. Changing the added values
 - c. Changing perceptions through tactics
 - d. Changing the scope of competition
12. Most US employees are willing to disagree with their boss, whereas many employees in Asian countries are not comfortable doing so. This difference in the behavior of US and Asian workers is due to what cultural difference?
- a. Individualism versus collectivism
 - b. Uncertainty avoidance
 - c. Power distance
 - d. Masculinity versus femininity
13. A US manufacturer of dessert products wishes to expand to Asia. However, the firm realizes that Asians do not like desserts that are as sweet as Americans. Thus, they feel it is important to adapt to local norms to succeed. Which of the following strategies would you advise this firm to use?
- a. Multinational strategy
 - b. Global strategy
 - c. International strategy
 - d. Transnational strategy
14. In which of the following life-cycles of a business is cost management most important?
- a. Start up
 - b. Growth
 - c. Decline
 - d. Equally important in all stages
15. A health care firm has a corporate office to oversee hospitals with departments of human resources, marketing, and accounting. The firm gets a new CEO who decides the firm should be restructured. In doing so, he creates management teams consisting of a staff member from each department, HR, Marketing, and Accounting, and assigns a team like this to supervise each geographic region. In doing this, he has changed the organization from a _____ structure to a _____ structure.

- a. Functional, Divisional
 - b. Divisional, Functional
 - c. Matrix, Functional
 - d. Divisional, Matrix
16. Which of the following organizational structures can be confusing because of the existence of dual reporting relationships?
- a. Functional structure
 - b. Divisional structure
 - c. Matrix structure
 - d. Network structure
17. If a manager wants to maintain the worth of a company after an acquisition, which of the following is an effective approach to handling the different cultures of the acquiring and acquired firms?
- a. Leave the cultures of both firms alone and intact
 - b. Work toward the elimination of the culture of the acquired firm
 - c. Merge companies where the cultures are fairly similar to begin with
 - d. Conduct an employee survey to see which culture the employees prefer
18. Which of the following is the key reason an organization typically creates a balanced scorecard?
- a. To prevent litigation
 - b. To help translate strategy into action
 - c. To maintain organizational archives
 - d. To promote and fire employees
19. The difference between TQM and Six Sigma compared to ISO 9000 is based on these factors:
- a. TQM and Six Sigma focus on improving products, ISO 9000 concentrates on the process of production
 - b. TQM and Six Sigma focus on production processes and ISO 9000 concentrates on improving products
 - c. All three processes are basically the same
 - d. All three processes are for international firms only
20. After a long period of stability a firm reaches a pivotal crisis which has the potential to bankrupt them. You have been hired by the firm to advise them on what kind of change to pursue? What kind of change would you recommend for a firm in crisis?
- a. Organic and incremental
 - b. Organization and transformative
 - c. Planned and incremental
 - d. Planned and transformative

21. A small coffee shop has found that many of its current customers prefer Starbucks coffee. In order to accommodate these customers the coffee shop needs to pay full price for Starbucks coffee for home distribution. This is very expensive, but Starbucks is unwilling to offer a discount to coffee shops since it has its own shops selling coffee everywhere. Which of the following terms refers to the relationship between the coffee shop and Starbucks?
- Joint dependence
 - Dependence asymmetry
 - Resource scarcity
 - Expert power
22. A manager is reviewing a stack of resumes to deciding who to hire for a new associate position. In reviewing the stack of resumes he notices that one of the applicants has her B.S. degree from the University of Georgia (UGA). Because he has known other good employees that have degrees from the UGA he decides that the applicant with the UGA degree will likely work out well. Which of the following heuristics is the manager using to make a decision here?
- Availability
 - Representativeness
 - Adjustment
 - Framing
23. Which of the following theories explains the fact that members of an in-group seek to find the negative aspects of the out-group in order to enhance their self-image?
- Social identity theory
 - Realistic conflict theory
 - Conservation of resources theory
 - Groupthink theory
24. You serve on a committee in your organization to oversee employee benefits. All the employees on this committee are middle managers but they are from various departments including finance, accounting, human resources, and marketing. Your committee reports to the VP for Human Resources. What kind of team would you call this committee?
- Vertical team
 - Horizontal team
 - Self-managing team
 - Self-directed team
25. Maria and Jose have worked together in the same office in the same position for quite some time. They have similar educational backgrounds and have been in the job for about the same period of time. Maria works extremely hard and often notices that Jose is taking long breaks and not putting in the same effort that she is. Thus, when she learns that Jose is paid \$8000 more than she is she is very upset. Because of this, she decides to reduce her effort and take long breaks as well. Which of the

following theories explains this behavior?

- a. Expectancy theory
- b. Equity theory
- c. ERG theory
- d. Goal setting theory

26. You are supervising a team at work. Derek, a member of your team, always seemed focused on the conversation and is a good listener. He also reacts to what others are saying and participates in the conversation. Which of the following describe Derek's communication style?

- a. Open and empathetic
- b. Direct and self-contained
- c. Open and passive
- d. Attentive and interactive

27. You have worked with your boss Carlos for 7 years now. You worked side by side with Carlos before he became your boss. Carlos has become a key confidant for you and you are for him as well. Now that he has moved into management and knows many of the higher-ups he is introducing you to them and giving you opportunities to work with them. By doing so he is helping you build

- a. Your human capital
- b. Your personal capital
- c. Your management capital
- d. Your social capital

28. You have to tell one of your staff members that she will not receive the promotion she applied for. Although she has been with the company a long time and has performed well, the company used an assessment center to select the person for the promotion. The assessment center is comprised of exercises which are very similar to the job itself. You explain to her that, despite how much the firm values her, one of the other applicants performed much better on the assessment and so it was decided that he was a better fit for the position. After hearing this she indicates that, although she is disappointed, she feels ok about it because the assessment center is a fair selection tool and he performed better? Which kind of justice is she basing her assessment on?

- a. Distributive justice
- b. Procedural justice
- c. Interactional justice
- d. Informational justice

29. Define the concepts of the bureaucratic approach as being:

- a. Innovative, decentralized authority, flexible
- b. Close supervision, formal authority, extensive rules
- c. Highly motivated, little supervision, informal authority

d. Autocratic, self-governing, no supervision

30. Microsoft has been somewhat protected from the threat of new entrants with its Windows product because of customer preference to buy software that is compatible with the existing universe of software. Which of the following describes the reason why threat of new entrants is reduced?

- a. Supply-side benefits of scale
- b. Demand-side benefits of scale
- c. Customer switching costs
- d. Capital requirements

二、問答題 (40 分)

請在看過以下個案之後，回答之後的問題

台中縣大甲鎮的田野鄉間到處是黃澄澄的油菜花田，時見白色的粉蝶飛舞，其中卻聳立著指揮全球捷安特公司作戰的巨大集團總部。巨大機械式自行車專業生產與行銷的廠商，由劉金標先生於 1972 年創建，三十年來，巨大從沒沒無聞的小公司，發展成為全球自行車領導品牌「Giant 捷安特」的知名跨國公司。

創業的前幾年，巨大一直處於虧損狀態，後來在劉金標不斷改善產品品質及羅祥安積極開拓國外客戶的雙重努力下，獲得當時美國大自行車品牌 Schwinn 代工的訂單，讓巨大快速茁壯，到了 1980 年，巨大就成為台灣最巨大的自行車廠。

1981 年，巨大開始以自創品牌「Giant 捷安特」在國內設立專賣店，開啟了自有品牌的營運之路。1986 年，佔巨大七成業務量的 Schwinn，在深圳投資中華自行車廠，隨時有可能從巨大抽回訂單。面對危機，羅祥安向劉金標提議，加速在歐洲推展自有品牌 Giant，做到「世界的 Giant，Giant 的世界」陸續在歐洲、北美、日本、澳洲、大陸等國建立行銷通路，並於荷蘭、大陸設立生產據點。

劉金標認為自行車是萬年工業，永遠都有市場，最重要要的是要不斷研發、創新產品，以領導流行及創造市場。在營運上，除了自有品牌產品的生產與行銷外，巨大同時也為歐美及日本的知名品牌廠商代工，為全球消費者提供優質信賴的產品和服務。巨大機械的營收來源中 77% 來自自有品牌銷售及代工，另外則有 19% 來自於自行車零件業務。

為了延續捷安特的創新優勢，巨大集團 2002 年在台成立了營運總部，2003 年則設立了技術研發中心，進行自行車基礎關鍵技術研發，藉由營運總部及研發中心的整合運作，不斷推出最快、最好且具創新價值的產品。

巨大從地方區域性的公司成長為一個國際企業，該公司依靠的不再只是傑出的製造技術能力，而是採取全球布局策略，善用各地資源，擴大其經營範疇。以研發體系為例，巨大的研發人員總計有 150 人，100 位在台灣，從事新材料、新技術、新車種的研發，並開發出全球模組(global model)，荷蘭、美國、大陸的研發中心則負責開發適合當地車種(local touch)，已進行聯合開發、分工製造。如果是完全創新的車種，巨大則會啟動跨國研發組織委員會，由技術、銷售、及製造等部門推出代表，一起腦力激盪，由這個團隊攜手合作，進行產品概念到成型的設計。不僅是設計策略由台灣的技術研發中

心發動，製造策略、產銷策略、投資策略及財務運作，同樣也由台灣營運總部規劃，再依各地的不同資源，形成一套綿密的跨國操作模式，稱之為 3S 策略(即 strategy、support、service)。

巨大的分工模式如下：材料工廠由台灣、大陸負責，製造工廠則以中國大陸及荷蘭為主；在產品類別上，大陸廠生產中低價位的車種，荷蘭廠則生產歐洲車種，台灣廠則生產高附加價值的車種。海外子公司須配合集團的方針、目標進行適合的策略，最終成果再彙總回台灣營運總部。

巨大創業三十一年來，經過相當多的定位調整，朝高級化發展，透過新產品開發來帶動流行、創造市場新需求，獲得相當成效。外來巨大的眼光將持續鎖定全球最大的自行車市場——中國大陸。

問題

1. 巨大機械為何要走向國際化並發展自有品牌？(10 分)
2. 請說明巨大機械在生產製造、研發、行銷通路等佈局情形？(10 分)
3. 請以多國籍企業策略之四大分類：(全球策略(global strategy)、國際策略(international strategy)、跨國策略(transnational strategy)、多國策略(multi-domestis strategy)，說明巨大機械的國際策略型態？(20 分)