

國立中央大學 106 學年度碩士班考試入學試題

所別：企業管理學系 碩士班 一般丙組(一般生)
企業管理學系 碩士班 一般戊組(一般生)

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科目：管理學

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*請在答案卷 內作答

申論題：共100分，每題25分

- (1) Please analyze the following paragraph by the concepts of management theories. What managerial implications might be obtained from the opportunism perspective? (25 分)

Buyer-supplier cooperation is essential to bilateral performance and customer market competitiveness in industrial practice. In a buyer-supplier relationship, the behavior of one party can lead to a considerable reaction from the other party. Crosno *et al.* (2015) examined supplier opportunism and compliance reactions to change requests made by buying firms influenced by buyers requesting extensive changes, outcome-based control, behavioral control, and buyer support. If the risk of opportunism is sufficiently high in a particular relationship, considerable resources must be spent on controlling and monitoring functions rather than on other productive purposes (Wathne and Heide, 2000). In response to supplier opportunistic behaviors, buyers can behave opportunistically to protect themselves. Buyers may also behave opportunistically to take advantage of suppliers. Buyer-supplier opportunistic behaviors are thus critical in the relationship between the specific investment of current suppliers and buyer market competitiveness.

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- (2) Please analyze the following paragraph by the concepts of management theories. What managerial implications might be obtained from the glocalization perspective? (25 分)

Starbucks' customers in China will soon be drinking frappuccinos made from home-grown beans. The world's largest coffee shop chain is launching its first local coffee brand in the country by sourcing beans from its southwestern Yunnan province. By cutting transportation costs and import tariffs, the locally-grown coffee beans will be 30-50% less expensive to produce than beans from Latin America and Africa. But adding a domestic coffee brand to Starbucks' menu is also likely to be popular in a country that is at once proud of its national identity, yet increasingly willing to adopt the coffee-drinking habits of the west. As fast as the demographic of China's 1.3bn consumers is changing and its economy expanding, Starbucks like every other multinational with a presence there - is determined to keep pace. Starbucks has been careful in establishing itself in China, employing local management and creating joint ventures with local partners. Initially, it authorized three companies to operate in northern China, Shanghai and eastern China and southern China respectively. But when China joined the World Trade Organization, ending restrictions on foreign investment in the industry in 2004, Starbucks took the opportunity to buy back control from its China partners. It has also separated from Starbucks' Asia-Pacific headquarters, opening its own headquarters in Shanghai in 2006.

(Source: China drinks: Starbucks goes local THE ECONOMIST INTELLIGENCE UNIT From The Economist Published: January 14, 2009)

注意：背面有試題

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(3) Please analyze the following paragraph by the concepts of management theories. Why companies go or not go green? (25 分)

Every piece of clothing we buy has had an impact on our planet before we even bring it home. First, there's water consumption. 2 billion pairs of jeans are produced every year, and a typical pair takes 7,000 litres of water to produce. For a t-shirt, it takes 2,700 litres of water to make just one— that's the amount of water an average person drinks over the course of 900 days! Secondly, there's the dyeing process of which 1.7 million tonnes of various chemicals are used; not to mention the hazardous chemicals like PFCs that leave a permanent impact on our environment.^a On the other hand, Greenpeace launched its "Detox My Fashion" campaign in July 2016. Detox committed companies ahead of the field are Inditex (Zara) · Benetton · H&M. There are still many uncommitted toxic addicts that have failed to take responsibility for their toxic trail and have yet to make a credible, individual Detox commitment. This is despite the fact that some of their products have been identified as polluting in investigations that Greenpeace has undertaken since October 2013. Sadly, while the sector is moving to Detox, Armani, Bestseller, Diesel, D&G, GAP, Hermes, LVMH Group/Christian Dior Couture, Metersbonwe, PVH, VAncl and Versace continue to avoid tackling the problem with the seriousness it deserves.^b

(Source: ^a Fast fashion is "drowning" the world. We need a Fashion Revolution! Blogpost by Shuk-Wah Chung - 21 April, 2016. <http://www.greenpeace.org/international/en/news/Blogs/makingwaves/fast-fashion-drowning-world-fashion-revolution/blog/56222/>; ^b Greenpeace- The Detox Catwalk 2016 <http://www.greenpeace.org/international/en/campaigns/detox/fashion/detox-catwalk/>)

(4) Please analyze the following paragraph by the concepts of management theories. What managerial implications might be obtained from the Hofstede's cultural dimensions theory? (25 分)

The New Southbound Policy that aims to strengthen Taiwan's trade and economic ties with members of the Association of Southeast Asian Nations (ASEAN), South Asian countries, as well as New Zealand and Australia. Centered on the values of "settling in for the long haul, seeking comprehensive development, and creating mutual benefits," the plan is based on policy guidelines approved by President Tsai Ing-wen on August 16 during a meeting on international economic and trade strategy. Under the plan, the government will integrate the resources and strengths of the public and private sectors to forge a new mutually beneficial model of cooperation and a sense of economic community with those countries. The plan consists of four main components: promote economic collaboration, conduct talent exchange, share resources, and forge regional links.

(Source: The Bureau of Foreign Trade (MOEA) 'New Southbound Policy' promotion plan https://www.newsouthboundpolicy.tw/English/p2_2.aspx)