

# 東吳大學 105 學年度碩士班研究生招生考試試題

第 1 頁，共 2 頁

系級	國際經營與貿易學系碩士班B組(國際企業與行銷)	考試時間	100 分鐘
科目	企業管理	本科總分	100 分

一、請閱讀下文，並完成文後題目。

Most global organizations have made significant strides since the 1970s, when it was widely believed that “working abroad is working abroad.” Transferring managers into new and different national cultures, without careful thought and proper selection, sets those managers up to fail.

Most research on the transfer of managers between diverse countries—particularly the moving of U.S. executives overseas—indicates a fairly high failure rate. Of particular interest is the finding that U.S. executives seem to fail at a rate that is considerably higher than those of European and Japanese managers transferred to new countries.

Why don't more managers succeed when they are placed in foreign countries? One possible reason is that most organizations still select transfer candidates on the basis of technical competence alone, ignoring other predictors of success such as language skills, flexibility, and family adaptability.

(source: Stephen Robbins, *Management*)

問題：

1. 請以中文寫出本文的重要內容。(15%)
2. 請寫出你對本文作者論點的同意或不同意之處。(10%)

二、請閱讀下文，以完成文後的問題

Organized endeavors directed by people responsible of planning, organizing, leading and controlling activities have existed for thousands of years. The Egyptian pyramids and the Great Wall of China are tangible evidence that projects of tremendous scope, employing tens of thousands of people, were undertaken well before modern times. The pyramids are a particularly interesting example. The construction of a single pyramid occupied more than 100,000 people for 20 years. Who told each worker what to do? Who ensured that there would be enough stones at the site to keep workers busy? The answer to such questions is managers. Regardless of what managers were called the time, someone had to plan what was to be done, organize people and materials to do it, lead and direct the workers and impose some controls to ensure that everything was done as planned.

(source: Robbins & Coulter, *Management*)

問題：

1. 本文中，作者認為管理者 (Manager) 應該做些什麼事情?(15%)
2. 為何埃及金字塔是一個特別有趣的例子？請說明你的看法。(10%)

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第 2 頁，共 2 頁

系級	國際經營與貿易學系碩士班B組(國際企業與行銷)	考試時間	100 分鐘
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三、根據某媒體的報導，摘錄如下：

2014 年徐重仁接掌全聯，開始調整店型、大規模展店，在併購松青超市之後，總店數達到 804 家，預估 2017 年，達成 1000 店，為了加速展店，全聯大規模換血，調整組織，喊出 2020 年，營業額目標 2000 億。

2016 年 2 月全聯宣布延攬前統一超商老臣謝健南。謝健南是前統一超商營運長，最擅長物流及資源整合。在謝健南的轉戰全聯擔任執行長，還包括先前的前康是美總經理蔡篤昌，從經理轉任營運長，前樂清總經理鄭大智，出任全聯副總，三人將和徐重仁，一起為全聯開創新局。

日前，全聯廣告打出嚴選生鮮，徐重仁將全聯定位，從便宜至上的超市，轉向社區化的小型二代店發展，坪數縮小，生鮮比重拉高到 50，成功讓年營收突破 800 億元，如今營運班底到位，預料又將引發一場流通業大戰！

問題：

1. 何謂「定位」？對全聯有何重要性？（10%）
2. 就流通業或超市業而言，徐重仁的上述延攬人才作法對全聯有何利弊？（10%）
3. 你認為 2020 年營業目標可否達成？請說明你的看法。（10%）

四、環境影響企業經營甚大。學者將環境分成一般環境(general environment)與任務環境(task environment)。請說明二者分別為何。又環境分析可用的工具有哪些，請分述之。（20%）