

東吳大學 108 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、領導理論可分為哪三大類？請比較這三類領導理論的立論觀點與內涵有何不同。

(25%)

二、組織文化有哪四大基本類型？這四大基本類型的差異點為何？請說明。(25%)

三、請舉例說明資訊科技對組織設計的影響。(25%)

四、閱讀下文，作者闡述有關天生全球企業 (born global) 在成立之初，即擴大市場

到海外，為甚麼這些企業有條件這麼做？請說明。(25%)

Earlier research on the internationalization process of firms in the field of international marketing focused mainly on two approaches: the Uppsala internationalization model and the innovation-related model. Both approaches are often referred to as the “stages model”, because they explained the internationalization process of firms as an incremental and gradual process. However, rapid change in the global business environment during the last few decades has had a strong impact on the internationalization process of most companies around the world. Hence, for many small- and medium-sized firms, the internationalization process deviates from the stages model. In other words, there is a significant increase in the number of firms that undertake international business from an early stage in their development. Because of the inconsistency between the stages theory and the empirical reality of a growing number of small- and medium-sized firms which tend to adopt a global focus from their conception, scholars in the field of entrepreneurship have questioned the universality of the stages-theory explanation of firms’ internationalization.

A stream of literature on the “international new venture” or “born global” emerged in the early 1990s. They conceptualize the idea of born global (BG) small-medium firms who derive significant competitive advantages through the deployment of resources to foster international development. We use the term “born global” in this research to mean business organizations that, from or near their founding, seek sustainable international business performance from the application of knowledge-based resources to the sale of outputs in multiple countries.

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第 2 頁，共 2 頁

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Many newly internationalized firms make an early leap into the international marketplace because of their unique organizational capabilities. Market orientation (MO) and entrepreneurial orientation (EO) are considered as organizational capabilities. MO is defined as the organizational culture that most effectively and efficiently creates the necessary behavior for the creation of better value for buyers than the competing alternatives and, thus entrenches continuous better performance for the business. When the value creation is for foreign customers, it is conceptualized as an international MO. Similarly, international entrepreneurship is defined as a combination of innovative, proactive and risk-seeking behavior that crosses national borders and is intended to create value in organizations.

By entering international markets, new firms acquire knowledge that can be used to build value creation skills. The entrepreneurial nature of BG firms is believed to enhance the ability of these firms to learn by actively seeking knowledge about international markets, potential customers and competitors, and the issue of operations across national borders. The knowledge about international markets can be obtained through EO and MO. The EO of BG firms can be invaluable to promote and acquire forward-looking knowledge about the foreign market from multiple resources of information. Similarly, market-oriented firms follow specific and identifiable routines and processes, such as generating information about customers through monitoring, assessing their changing needs and wants and sharing the information throughout the firm, and revising business strategies to enhance customer value.

A key characteristic of the BG firm is that they reflect proactive behavior, an important dimension of EO. MO can comprise either responsive or proactive behavior. Proactive MO finds the firm attempting to discover, understand and satisfy the latent needs of customers. We believe that a proactive MO overlaps with BG phenomena.

The speed of internationalization is another characteristic of BG firms. The entrepreneurial characteristic, which is innovative, proactive and risk taking, may play a part in internationalization speed. This can be done only by fostering marketing capabilities such as offering unique product.

(source: Akin Kocak & Temi Abimbola, *International Marketing Review*)