

1. Please explain following terms (20%) :

- (1) 、 entrepreneurship (3%)
- (2) 、 venture capital firms (4%)
- (3) 、 stakeholders (4%)
- (4) 、 BCG matrix (5%)
- (5) 、 CSR (4%)

2. Case study: Please carefully read the following case and then answers the questions

Beginning with 9 stores, the CEO of an American coffee company has exported their chic cafes throughout the country. Service is anything but fast, and the price of a cup of coffee could make the Dunkin' Donuts crowd faint. Despite a slowdown in sales from established stores, the company is pursuing rapid expansion. It made its first acquisition seven years later, buying another coffee company with a 23-store. With more than 500 stores in place, the CEO plans to open 150 more within a year and has announced plans to team up with foreign partners to open stores in Asia.

Many of their managers have years of experience from such companies as Burger King, Taco Bell, Wendy's, and Blockbuster. The CEO believes that he should hire people smarter than you are and get out of their way. They recruits their workers from colleges and community groups and give them 24 hours' training in coffee making and lore to creating the company's hip image and quality service.

A computer network links their expanding company empire, and the CEO hired a top information-technology specialist from McDonald's to design a point-of-sale system to enable managers to track sales. Every night, computers from all 400-plus stores send information to their headquarters so that executives can spot regional buying trends.

Questions:

- (1) Which of Porter's competitive strategies is the company using and what challenges may the CEO face in future.(15%)
- (2) Discuss how the CEO is using leadership, information and control systems, and human resources to implement strategy at his company. (15%)

(背面仍有題目,請繼續作答)

3. (19%) Please describe the three early need-based theories of motivation (Maslow's hierarchy of needs theory, ERG theory, and two-factor theory), and state both their similarities and dissimilarities. Also, please comment on their contributions to the contemporary theories of motivation.

4. (19%) Please describe the four latest views of leadership (leader-member exchange theory, transformational-transactional leadership, charismatic-visionary leadership, and team leadership), and compare their viewpoints by offering examples. Also, please comment on how they are affected by the contingency theories of leadership.

5. (12%) National culture has been essential when studying organizational behavior. Please translate and comment on the following sentence:
“National cultures differ in terms of the degree to which people believe they control their environment. For instance, North Americans believe that they can dominate their environment; other societies, such as those in Middle Eastern countries, believe that life is essentially predetermined. Since personality traits influence employees' behavior, for global managers, understanding how personality traits differ takes on added significance when looking at it from the perspective of national culture.”