

科目：商管英文文獻選讀 適用：國企所在職專班

編號：812

考生注意：

1. 依次序作答，只要標明題號，不必抄題。
2. 答案必須寫在答案卷上，否則不予計分。
3. 限用藍、黑色筆作答；試題須隨卷繳回。

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Please read each article and answer the following questions in Chinese.

1. Sam Walton began Wal-Mart, the world's largest retailer, in 1962. Headquartered in Bentonville, Arkansas, Wal-Mart was built on the policies of "everyday low prices" and a 100% customer satisfaction guarantee. Walton provided the lowest prices, on average, among American retailers, and directed the organization to achieve superior customer satisfaction. He had previously worked for the J.C. Penney Company and it has been reported that Mr. Penney once told Sam that he did not have a future in retailing. Walton's views on retailing were iconoclastic and industry-defining in the United States.

With over 3,000 stores in the United States, Wal-Mart has begun an aggressive expansion into the international marketplace. Wal-Mart has 166 stores in Canada, 460 stores in Mexico, and 330 stores throughout Europe. It also operates a small number of stores in six other countries. Wal-Mart's recent entry into the European market (primarily through acquisition) has caused anxiety, and in some cases, panic among European retailers.

Carrefour, the second-largest retailer, was started in France when two brothers, Jacques and Denis Deforey, who were in the grocery business, partnered with Marcel Fournier, who owned a department store. Known for their extreme attention to detail and the ability to cater to local tastes, Carrefour established itself as the major retailer in Europe. Carrefour now has over 9,000 stores in Europe, South America, and Asia.

Carrefour's global strategy involves careful study of local markets and careful attention to local customs. For example, in China Carrefour cuts its vegetables vertically, not horizontally, to avoid an image of bad luck among its Chinese customers. Carrefour has 22 stores in China compared to Wal-Mart's 8.

Wal-Mart is a much stronger company financially and it has deep pockets for international expansion. Its everyday low price concept has been a very viable strategy and Wal-Mart pioneered creative and successful approaches to supplier management and technology integration. In the United States, Wal-Mart has huge scale economies and excellent logistical operations. In terms of domestic operations, Wal-Mart has a very impressive 39% return on assets.

Internationally, Wal-Mart has experienced less success. International sales account for only 13% of Wal-Mart's total revenue and its return on assets for international operations is only 6%. In Europe, Wal-Mart faces strong unions, increased regulatory constraints, and weak scale economies. The ability to export its everyday low price concept to Europe is being challenged, especially in Germany.

The world's largest retailer hopes to match its domestic success internationally and many analysts believe it has the financial and managerial clout to do so. On the other hand, Wal-Mart lacks the international experience of Carrefour and is a latecomer in many markets where Carrefour is well established.

1. Which international strategy does Wal-Mart follow? Which international strategy does Carrefour follow? Which do you feel is a better strategy for global expansion? (30%)
2. Should Wal-Mart continue its global expansion? (10%)
3. Which retailer, in your opinion, will win the battle for global leadership? (10%)

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II. As his plane lands at the Santa Maria International Airport in San José, Costa Rica, Ed Moore reassures himself that he made the right decision in accepting his first international assignment in this Central American country. The new job will be a promotion, the first time Ed will be entirely responsible for an entire plant, and it will give him international experience, which he hopes to use to continue his advancement in the company.

Ed Moore has worked for his present employer, Jestin Apparel, for 16 years. Ed is viewed as a loyal employee and he prides himself on the fact that he has worked for Jestin longer than he has been married to his wife, Susan. Susan and their two children (Eddie, age 10, and Jessie, age 13) are not as enthusiastic about the idea of living in Turrialba, a rather isolated town about a two-hour drive from San Jose. Although Turrialba is in a beautiful area of the country and offers abundant hunting and fishing opportunities for Ed, Susan worries about the ability of the children to adapt to the isolation. In fact, since the children do not speak Spanish, it will be necessary for Eddie and Jessie to attend school in San Jose, which requires a long bus ride daily. Both Ed and Susan want their children to become "citizens of the world" and they both feel this opportunity may be good for personal development. Although the family vacationed in Europe once before, their international experience was very limited and none of the Moore family members speak another language.

Ed will be the new plant manager for the Costa Rican manufacturing facility of Jestin. This plant sews together pre-manufactured garments and exports the finished product back to the United States. The previous plant manager relocated to San Salvador to open a new, larger facility for Jestin. Most of the 230 employees are young females, although a number of young men and older women are also employed at the plant. The workers receive an hourly wage which is considerably higher than the average wage in Costa Rica. By most reports the workers are happy with their jobs at Jestin. Turnover is mainly due to young women getting married and starting a family, or young men relocating to the capital in search of more opportunity. Although the quality and efficiency of the plant are considered acceptable by management, Ed has been instructed to try and improve both areas. Ed is known as a rather tough manager, who feels that the best way to motivate employees is through a combined program of threats and incentives. Corporate management felt that Ed's somewhat autocratic style of management would be effective in Costa Rica.

Susan was employed in the United States as an assistant human resources manager, even though she had no formal training in that area. She enjoyed her job and she was hoping that she would be able to work in Costa Rica in a similar capacity. The Turrialba plant already had a bilingual HR manager who was familiar with Costa Rican labor laws and regulations; however, it was felt that perhaps Susan could first learn Spanish and then assist the HR manager. Ed's salary as plant manager will be more than their combined incomes in the United States, and the family will be provided with free housing, a maid, and company-provided transportation. The family will live in extreme luxury by local standards.

As the plane touches down in San José, Ed remembers the trip the family made to Costa Rica three months earlier. The company had sent the family to Costa Rica to preview the country and to acquaint them with Costa Rican culture. The Moores enjoyed the cultural tours and the whitewater rafting experiences; however, the children still protested against the move. Leaving friends in the United States is not easy, and they know that they will be giving up the comforts they have become accustomed to in

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the United States. Ed hopes the assignment will only be for a couple of years, although no plans have been made for his repatriation back to the United States.

As the plane comes to a halt at the gate, Susan looks at Ed and the worry in her face tells him that not all the Moores are confident that the decision was a good one.

1. What stress factors will Ed and his family likely encounter in this new assignment? (10%)
2. How significant a factor will family happiness be when it comes to Ed's success in this new job? (10%)
3. How do you think the Costa Rican employees will respond to Ed's management style? (10%)
4. Was Ed the best choice for the position? What criteria should be used in selecting expatriates? (10%)
5. What could Jestin do to increase the probability that this international assignment will be successful? (10%)