I. Vocabulary (30%): for the following, choose the most appropriate answer:

1. The stock market continues to fall. The outlook of economy is still not ______
   (A) bright    (B) living    (C) continuous    (D) mean.

2. The design of product is novel and creative.
   (A) bland    (B) concise    (C) innovative    (D) narrow.

3. The commerce of Taiwan owed its prosperity to peace and stability for development.
   (A) manufacturing    (B) agriculture    (C) engineering    (D) trade.

4. Many businessmen around Sun Moon Lake start to increase investment to welcome potential customers.
   (A) lessen    (B) reduce    (C) boost    (D) decrease.

5. Food, clothes, metals and cars are among the country’s chief products.
   (A) sales    (B) markets    (C) commodities    (D) relationships.

6. Lucia was promoted to a managerial ______.
   (A) college    (B) position    (C) company    (D) department

7. Your ______ are the people you work with, especially in a professional job.
   (A) colleges    (B) collars    (C) collectors    (D) colleagues.

8. The act of ______ between buyer and seller is to gain the best benefit for each party.
   (A) manufacturing    (B) pricing    (C) defecting    (D) bargaining

9. We specialize in plastic goods.
   (A) special    (B) specialty    (C) specialize    (D) specially

10. He got a ______ from the boss because he breaks the record of monthly sales.
    (A) change    (B) bill    (C) cash    (D) reward.

II. Translate the following sentences into Chinese on your answer sheet.
(30%)

1. In today’s business world successful product or process innovation provides companies with major opportunities and advantages.

2. Take good care of your employees and they’ll take good care of your customers, and the customers will come back.

3. A theory is a statement of relations among concepts within a set of boundary assumptions and constraints.

4. The job categories sampled were nearly evenly divided between managers (53%) and
nonmanagers (47%).

5. Sales performance is generally defined narrowly and associated with the salesperson’s sales productivity or sales volume.

6. A free market economy implies competition in price and quality.

7. Although we did not ask about age or race, it appeared that most informants were in their mid to late twenties, and most were white.

8. Because of their unique knowledge and skill sets, society grants professionals higher levels of prestige and autonomy than it grants nonprofessionals.

9. Early field research on learning in teams focused on effects of leader behavior and group climate.

10. Firms can learn about alliances and acquire knowledge useful in the design and management of other alliances. (Learning and strategic alliances)

III. Reading Comprehension: Choose the best answer (24%)

During the 1980s, Matsushita was highly globally integrated, Philips was the most multinational in terms of international spread and responsiveness of national subsidiaries to local requirements, whereas GE was primarily US-based and oriented toward the requirements of the North American market. During the 1980s, customer preference for consumer electronic products were highly uniform across countries, and competitive advantage was strongly determined by the ability of companies to access global economies in product development and manufacturing, and coordinate the global marketing of new products and new models. By the end of the 1980s, Matsushita was the clear winner, Philips was still hanging on (despite dismal profitability), and GE had exited from the industry.

1. What products does this paragraph refer?
   (A) motorcycles (B) branded, packaged consumer goods (C) telecommunications equipment (D) consumer electronics

2. According to this paragraph, which firm has the best performance during the 1980s? (A) Matsushita (B) Philips (C) GE (D) 3M

3. What is the key for success?
   (A) local responsiveness (B) product development (C) global integration (D) market differentiation

4. If you wanted to buy the product during 1980s in Taiwan, what brand was least likely for you to have? (A) Matsushita (B) Philips (C) GE

In branded, packaged consumer goods, national differences remained strong during the 1980s. Unilever, with its locally responsive multinational spread, and Procter & Gamble, despite its strong US and European bases, increased their global leadership. Meanwhile Kao, the leading
Japanese soaps and personal hygiene products supplier, largely failed in its attempts to penetrate international markets.

1. Please choose one answer that belongs to branded, packaged consumer goods
   (A) car (B) electronics (C) cloth (D) sanitary and d etergents

2. What makes the industry of branded, packaged consumer goods successful in the 1980s?
   (A) local responsiveness (B) product development (C) global integration (D) market differentiation.

3. When you make a comparison between these two paragraphs, which two firms, though in different industry, adopt the strategy of local responsiveness?
   (A) GE and Kao (B) Matsushita and P & G (C) Philips and Kao (D) Unilever and GE.

4. What would you think as the best title for the two paragraphs combined together?
   (A) product development in the multinational companies (B) creating the conditions for innovations (C) matching multinational strategy to industry characteristics (D) the rise and fall of multinational business.

IV. Please comment the competitive strategy for the different industries, according to the above two paragraphs: (16%)

   Clue: the key success factor in electronics is the global integration while in packaged consumer goods it is national market differences.

   (1) Please compare the differences between electronics and branded, packaged consumer goods. (8%)

   (2) Please explain why Matsushita in electronics and Unilever in branded, packaged consumer goods have their global leadership, though in different strategies. (8%)