

(一) 邇近我國企業由於內外經營條件的快速變化導致大量外移現象的產生,請自企業組織文化管理與融合的觀點論述在目前南向(東南亞)與西進(大陸)時各自在管理層面(如低中高)與組織結構(正式、非正式)可能產生的挑戰與解決之道。

(25%)

(二) 國營事業民營化是最近最熱門的管理話題之一,在工會/員工代表高喊保障工作權,不得降低工作條件等激烈訴求時,請問欲順利完成民營又兼顧勞工權益應有何等考量與作法?

(25%)

3. What are ethics? How do ethics impact the strategic management process. (15%)
4. The following is an excerpt from an actual strategic plan. (15%)

*Kcme's primary raw material is PVC sheet that is produced by three major vendors within the United States. Kcme, a small consumer products manufacturer, is consolidating down to a single vendor. Continued growth by this vendor assures Kcme that it will be able to meet its needs in the future.*

Assume that Kcme's chosen vendor will grow as forecast. Offer a scenario to Kcme management that might convince them that they should rethink their decision to rely on a single vendor. What do you recommend Acme do to minimize the risk(s) that you have identified? Are there any drawbacks with your recommendation?

5. Wu, Cynthia owns and operates a retail store selling outdoor clothing of an American manufacturer to a predominately college student market. Lately, a large department store has opened a similar department and is selling similar clothing manufactured in China, Thailand, and Bangladesh, at lower prices. Wu believes he is starting to lose business to this store. Assume you are part of a student team assigned to do a management class project for Wu. Wu's question for the team is: How can I apply Porter's generic strategies to better deal with my strategic planning challenges in this situation? How you reply? (20%)