

考試科目：管理個案分析

說明：

1. 中英文作答皆可，依序標明題號，考試時間 9:00~11:00。考試結束請交回題目及答題本。
2. CASE A.請作答於白色標示單之答題本、CASE B.請作答於藍色標示單之答題本。

CASE A.(請作答於白色標示單之答題本)

宏基公司創立於1976年，最初資本額為一百萬元，員工十一人，從事電視遊樂器生產、資訊產品設計以及代理ZILLOG微處理器等項目。並隨後與全亞電腦合辦「宏亞微處理機研習中心」以及代理Z80微處理機，而大幅拓展其業務。1981年轉投資成立宏基電腦，資本額為一千萬，在新竹科學園區設廠，跨入資訊產品製造業。1985年首度跨越國界，在日本、德國成立分公司，並於1987年將原來個人電腦品牌”Multitech”更換成”Acer”，正式邁入國際行銷時代。

一、 1995年至菲律賓蘇比克灣投資之背景和動機

(一) 分散風險為主，降低成本為輔

1992年開始宏基新竹廠發生人力問題，雖然生產趨向自動化，但電腦的製造仍然需要相當多的人力，半導體產業吸引許多人力，許多人力流動到這些廠商，造成人力上的不穩定，另一方面台灣經濟發展的結果造成人民好逸惡勞，不願意到工廠工作，喜歡到輕鬆的服務業工作，因此為解決人力上的問題，Acer開始啟用廠校生，建立建教合作，以解決部分直接人力問題，然而由於整個企業成長快速，人力仍嫌不足，乃開始引進外勞，一開始先引進馬來西亞外勞，但是由於馬來西亞因經濟成長，本身人力也開始不足，所以最後到菲律賓尋找外勞，1993年開始引進菲勞，1994年已不再引進馬來西亞外勞。此外由於台灣土地的取得不易，再加上神戶大地震之震撼，公司發現若不能未雨綢繆，只把生產地集中於一、二處，一旦該處發生重大天災或意外，將會使公司產生嚴重的傷害。因此，為解決人力和土地問題，分散生產基地，降低營運風險和成本，乃考慮到海外投資設廠。

(二) 當地人力供應充足

一開始公司所考慮的投資區域包括印尼、馬來西亞和菲律賓，然而由於馬來西亞和印尼因經濟成長快速，當地勞工已不敷使用，且當地缺乏公司所需的工程人才而作罷。相反地，菲律賓直接人力不虞匱乏，官方所公佈的失業率約8%，且為英語系國家，可協助宏基培養國際人才和支援全球化的市場，對宏基有非常大的助益，因此最後選中菲律賓蘇比克灣的自由港區設立製造廠及維修服務中心，公司名稱為Acer Information Products in Philippines(簡稱AIP)，宏基擁有100%所有權。此外，蘇比克灣屬於一個特區，該地區治安良善、管理有序，當地員工亦樂於接受指揮，較易管理。

(三) 菲國人力之技術與經驗累積

因為菲勞只能在他國工作兩至三年，工作技術與經驗無法累積，以及員工適應方面，往往必須重新投資與培養。因此，宏基希望藉由此一投資方案，可使台菲兩地之菲國人力，彼此交流，即可解決技術經驗傳承與適應的問題。

二、 當地國籍(HCNs)員工特性

菲律賓人天性不喜歡要求別人或『唱黑臉』，平常人與人相處平和融洽，社會權力差距(power distance)較小，這些民族性與台灣有很大差別，文化亦有差距，此外由於菲律賓人習慣以『yes』的態度回應他人，較習慣接受命令，較缺乏創新能力，缺乏創新能力與創新文化不符宏基的企業精神，蘇比克灣廠總經理在多次與菲律賓籍主管的會議中，對於人際互動的倫理，以及改善提案的乏善可陳，深深感到困擾。

問題：共計五十分

1. 試說明一般企業國際化的理由與動機有哪些？宏基1995年至菲律賓蘇比克灣投資有其特殊背景與動機，試評論宏基的例子，對於國內其他企業著手國際化，有何借鏡與警惕之處？（20%）
2. 如果你是菲律賓蘇比克灣廠人力資源部門最高主管，請針對以下兩個問題與情境，給予總經理適當建議：
 - (1) 如何有效領導與管理菲律賓籍主管（15%）
 - (2) 如何提升菲律賓籍主管的創新能力，提高改善提案的質與量（15%）

考試科目：管理個案分析

說明：

1. 中英文作答皆可，依序標明題號，考試時間 9:00~11:00。考試結束請交回題目及答題本。
2. CASE A.請作答於白色標示單之答題本、CASE B.請作答於藍色標示單之答題本。

CASE B. Problems in Appraisal at Peak Power(請作答於藍色標示單之答題本)

Peak Power, a medium-size hydroelectric power plant has been having difficulty with its performance appraisal system. The plant's present appraisal system has been in existence for about 10 years and was designed by the head of performance appraisal operations, a clerk who had been promoted into the position without any professional training in human resource management. Presently, all operating personnel are evaluated once a year by their supervisors, using the following form:

PEAK POWER PERFORMANCE APPRAISAL FORM

General Instructions: This form is to be completed in triplicate. After the employee's performance has been evaluated by the supervisor and reviewed by higher-level supervision, the employee will be informed of his or her performance rating and will sign all copies of the form indicating that he or she has been so informed. The employee's signature does not necessarily indicate that he or she agrees with the ratings given. Send one completed form to the human resources office, and allow the employee to keep a copy for his or her files. The other copy is the supervisor's.

Complete the form by marking an "X" in the appropriate locations below.

Performance dimension	Excellent	Above average	Average	Below average	Poor
Quantity of work					
Quality of work					
Dependability					
Initiative					
Cooperativeness					
Leadership potential					

"Excellent" is worth 5 points, "Above average" is worth 4 points, "Average" is worth 3 points, "Below average" is worth 2 points, and "Poor" is worth 1 point. Determine the employee's overall evaluation by summing the appropriate number of points from each of the six dimension scores above, and place the total here _____.

Supervisor's signature _____

Employee's signature _____

Ratings from each year are maintained in employee files in the HR department. If promotions come up, the cumulative ratings are considered at that time. Further, ratings are supposed to be used as a check when salary raises are given. In practice, little use is made of the ratings, either for determination of promotions or for salary decisions. A small, informal survey 2 years ago found that supervisors spent on average about 3 minutes filling out the form, and less than 10 minutes discussing it with employees.

Recent problems in other areas of HR management at the plant and the fear of potential lawsuits led Peak's president to consider hiring an experienced HR professional to upgrade performance management systems. You are being interviewed for the job, and have just been presented with the above information.

Questions:

1. The president asks you for your general evaluation of this appraisal system. What is your response? (15 分)
2. The president asks you for some suggestions for ways in which the present system can be improved. How do you respond? (15 分)
3. If you should be selected for this position, outline some steps you would take to ensure that a new performance management system would be accepted by its users. (20 分)