混亂的組織

P公司是一家相當重視新產品研發的電腦週邊產品公司。它研發工程師的人數約佔全公司總人數的17%。由於新產品的開發計畫多，各功能部門的人員在運作上造成混亂的現象。以研發部門為例，其組織架構採處、部、課三個層級，其運作上產生的問題如下：

（一）由於project多，有些project由處級主管直接掌握，以爭取時效，造成部級主管無法完全瞭解及掌握部門內工作及人員的動態。
（二）由於研發部門除執行新產品的開發任務外，又必須負起舊產品改善的責任，故常常需調度課級人員，以及時達成任務，如此又產生A課人員參與B課project的情形，造成課級主管無法掌握課內工作及人員的動態。
（三）如此一來，在年度人員考核的執行及人員與主管工作的默契上造成障礙。

上述的問題不只是發生在研發單位，而且亦發生於生產及行銷單位。

問題：1、為什麼會發生這樣的狀況？根本的原因是甚麼？（15分）
2、組織設計上要如何改變以解決這樣的問題？（10分）
2. 25%

The Old Man

West Chiang smiled as he carried some of his belongings into the huge, oak-paneled office that would be his on Monday. At the relative young age of 50, he had been appointed president of Chungkou Developers (the nation's largest developer of planned model cities) three months ago when Middle Deng announced his retirement.

Middle, or the "Old Man" as he affectionately known in the organization, had been the second president in Chungkou's history. Most agreed he was responsible for the tremendous growth and success the company had achieved in the past decade. West had worked closely with the Old Man for the past five years and was his choice to succeed him.

West had learned all he could from Middle. The two were very close and had spent much time together discussing management philosophies, decision making, and human relations. While they sometimes differed in opinion, the discussions were always helpful to West.

When he opened the top drawer in his new desk, West was surprised to find two old and worn pieces of paper that Middle had apparently left behind. Both contained statements from East Mao, the founder and first president of Chungkou during the 1950s. The first read as follows:

"Decision making is a lonely business, and the greater the degree of responsibilities, the more intense the loneliness. It is human to wish to share the risk of error and to feel the comforting strength of outside support, like the flying buttresses along the wall of a medieval castle. But the strong man, the one who gives enterprise its vitality, is the man who weighs thoughtfully the entire range of available opinion and then determines policy by relying solely on his own judgment."
The second piece of paper contained East's response to the question "What, then, are the outward attributes displayed by a man who comes to be regarded by his associates as one who may be highly trusted with the authority to say yes or no?" It read as follows:

- The instinct for recognizing when a problem exists.
- The ability to articulate the problem with clarity.
- The ability to saturate himself with pertinent data.
- The ability to maintain an open mind until the evidence is in.
- A sense of urgency that forces him to work as rapidly as possible.
- The courage not to look back after a decision is made.

West put the pieces of paper in his briefcase to give back to Middle the next time he saw him. Then he thought, "I'm still learning from that old goat. I bet he left them here for me."

As West left the building on his way home, he thought, "On Monday, I'll be the Old Man." He wasn't sure now if he was glad or scared.

**Question:** Given today's turbulent business environment and the increased complexities facing managers, what should West Chiang do with the two pieces of paper? In other words, would they be of any use to him as he begins his term as president? Use theories to support your discussions.
3. 15% 簡要作答
有一天你遇見多年前的老同學趙五，他知道你對管理有心得，向你請教：「我的上司常常向我諮詢我對事情的看法，但是當我提問我對事情的看法給他後，他卻不予理會。假如他不想借重我的意見，又何苦來詢問我呢？在這種情況下我該如何？」你將如何向他建議？

4. 20% 每小題五分 簡要作答
康康科技製造銷售無線掌上型個人數位助理，除以當初的自有品牌銷售並在三個月前開始接KON的大量OEM定單生產，五個月前開始接大量TOM的OEM定單生產。公司內部因產銷協調不良經常出現會計次數增加、責任歸屬不清、員工士氣並沒有受到業績穩定的鼓勵。(1) 試列舉兩項產銷失調的現象。(2) 試解釋一般董事長在處理自有品牌與OEM業務衝突的原則(3) 上述動機能實施各組織階層嗎？為什麼？(4) 台灣一般廠商若純做自有品牌商品的製造銷售前途如何？你的主要立論是什麼？

5. 15% 分析過程要交代於試卷上
To demonstrate some basic analytic capability one can use the following equation to show the work.

\[
\text{FORTY} + \text{TEN} + \text{TEN} = \text{SIXTY}
\]

Each of the letters in the equation below represents one of the digits from 0 to 9. Note that each letter represents different digit. For instance, S does not equal to F while O does not equal to I. Determine which digit corresponds to each letter. Write down your steps.

\[
\begin{align*}
\text{FORTY} \\
+ \text{TEN} \\
\hline
\text{SIXTY}
\end{align*}
\]

That is, to find the values of F, O, R, T, Y, E, N, S, I, X.