科系名稱：管理個案分析(861) 考試日期：91年4月20日 第2節

此題試紙可做草稿，考試填表用。答題應寫於試卷(答案卷)。請簡要作答注意分配時間。

I. 20%
周美玉在一個月前進入會計部門工作。她受過高等教育，
對於新工作處理得有條不紊，表現得相當幹練。然而，
她卻經常牢騷滿腹地向周遭同事宣稱：「本公司的環境多麼不理想
工作多麼繁重、升遷機會多麼渺茫...等等，而以前所服務的那家公司又是如何地好」。
面對周美玉這種足以挫傷士氣並令人反感的行為，周美玉的主管應採何種對策？

II. 20%
某日，我的大老闆勾走一位年輕人的肩膀走到我面前說：「這是我的兒子，
剛從美國一家學校放暑假回來。我希望讓他在公司裏打暑期工，以便獲取工作經驗。
請將他視同其他打暑期工的學生，千萬不要有任何差級待遇。倘若他未能遵守公司的規定
，請給他施加必要的懲戒措施！」老闆講話的態度十分誠懇與無私，我不知該不該相信他，
並按照他的話去做？

III. 20%
Even though independent gasoline stations have been having a difficult time, Susan Chen has been thinking about starting her own independent gasoline station. Susan’s problem is to decide how large her station should be. The annual returns will depend on both the size of the station and a number of marketing factors related to the oil industry and demand for gasoline. After a careful analysis, Susan developed the following table:

<table>
<thead>
<tr>
<th>Size of First Station</th>
<th>Good Market($)</th>
<th>Fair Market($)</th>
<th>Poor Market($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small</td>
<td>50,000</td>
<td>20,000</td>
<td>-10,000</td>
</tr>
<tr>
<td>Medium</td>
<td>80,000</td>
<td>30,000</td>
<td>-20,000</td>
</tr>
<tr>
<td>Large</td>
<td>100,000</td>
<td>30,000</td>
<td>-40,000</td>
</tr>
<tr>
<td>Very Large</td>
<td>300,000</td>
<td>25,000</td>
<td>-160,000</td>
</tr>
</tbody>
</table>

For example, if Susan construct a small station and the market is good, she will realize a profit of $50,000.
(1) Develop a decision table for this decision. (任何能幫你做決策的表,或將上表加一欄位或若干欄位的工作底稿)
(2) What is the maximax decision? (樂觀解)
(3) What is the maximin decision? (悲觀解)
(4) What is the equally likely decision? (所有可能機會均等時的解)
IV. 20% Please read the following announcement from the government in Taiwan. Comment on the decision process and subsequent development recently. Your position against or for the policy will not affect your score but the logic will.

Document Type: Press Release
Published: March 29, 2002
By: Premier Yu Shyi-kun
Source: Government Information Office

After an extremely careful assessment and planning as well as thorough communications and coordination, the Executive Yuan has decided to liberalize the policy relating to investment in silicon wafer plants on the Chinese mainland. The government has decided to liberalize small-scale and low-level investments under the principle of effective management after the establishment of supportive measures.

Priority will be given to liberalization of investment in used wafer-manufacturing equipment (including 8-inch and below), while investment in new equipment shall be discussed after two years. Such liberalization will be accompanied by a control of total volume; that is, the government will approve the investment of no more than three 8-inch wafer plants by the year 2005.

Furthermore, manufacturers that apply for mainland-bound investment must at the same time make relative investments and upgrade technology in Taiwan. In other words, manufacturers may only apply for investment after completing the construction of their Taiwan-based 12-inch wafer foundries and after such plants reach stable levels of basic production. Wafer-manufacturing equipment can only be transferred to the manufacturing facilities on the mainland for which construction has been completed after the Taiwan-based 12-inch wafer foundries have reached an economic scale of production.

Based on the following factors, the Executive Yuan has decided to lift the ban on investment in 8-inch wafer fabrication plants on the Chinese mainland:

1. The government has been encouraging Taiwan businesses to deeply cultivate Taiwan with a global perspective. Semiconductor and wafer production is a global industry. Taiwan's companies must remain current with international trends and plan the development of their businesses with a global perspective. In view of the future competition for the mainland semiconductor market, the ROC government now allows its businesses to invest and develop an early presence there. This is to ensure that Taiwan's businesses can compete effectively with other nations and the Chinese mainland in the future as well as maintain Taiwan's leading international position in the wafer manufacturing industry. However, lifting the ban on investment on the Chinese mainland must follow commitments by Taiwan manufacturers to continuously upgrade the development of the local semiconductor industry and prevent Taiwan's core technologies from flowing into the Chinese mainland.

2. Lifting the ban is intended to demonstrate Taiwan's economic liberalization and to consolidate the foundation for Taiwan's global logistics operations. Taiwan is not precipitously lifting the ban on investment in wafer fabrication plants on the Chinese mainland, nor is Taiwan limiting its further development, but is developing together with other nations on the Chinese mainland. This decision is intended to publicize Taiwan's free and liberalized economy, increase the confidence of international investors in the Taiwan market, and ensure that international capital will continue to flow into Taiwan's semiconductor industry and stock market. We are convinced that this will benefit the international community in using Taiwan as a base for global operations.
3. This open policy will help upgrade local industries and raise Taiwan's competitive edge in the international semiconductor market. At the same time that we are lifting the ban, the government also asks local businesses to increase relative local investment and continue to upgrade their technologies. Under these conditions, local industries will be significantly upgraded. Consistent with the efforts of local businesses, the government will adopt specific and effective measures to accelerate the development of 12-inch wafer foundries and assist the development of semiconductor-related industries on Taiwan. We are confident that the open policy will help to significantly upgrade the industries on Taiwan. We will actively work to develop Taiwan into a 12-inch wafer fabrication center, an IC design center, and a research and production center for the semiconductor and information industries.

In order to ensure that the investment in 8-inch wafer foundries on the Chinese mainland will not have a negative impact on the semiconductor industry and our domestic economy, the government will establish sound and effective management mechanisms. The relevant agencies will make complete plans when considering investment in high-tech industries on the Chinese mainland, including wafer foundries, with the objectives of ensuring that no core technologies, personnel, and capital will be drained off, and Taiwan's current advantages in high-tech industries will be maintained.

The specific measures will strengthen controls on exports of high-tech facilities and technologies, impose appropriate restrictions on the transfer of high-tech personnel, and effectively manage the outflow of capital. In addition to efficiently implementing the current regulations, the relevant government agencies will draft laws to protect national science and technology, formulate regulations on high-tech personnel from Taiwan working on the Chinese mainland, pre-examine the financial conditions of companies investing on the Chinese mainland, and subsequently establish a monitoring mechanism.

In the meantime, the Statute Governing the Relations Between the People of the Taiwan Area and the Mainland Area will be revised to provide heavier penalties on violators. Furthermore, such monitoring principles as volume control, relative investment, direct management, management of technology in step with the international community, keeping R&D in Taiwan, and case-by-case approvals will be applied to investment in 8-inch wafer foundries on the Chinese mainland. A new inter-ministerial review and supervisory taskforce will be established to examine investment applications in wafer foundries on the Chinese mainland and follow-up management.

All the formulations and revisions of the above-mentioned regulations, provided they involve administrative orders, should be completed and implemented before April 30, 2002. Draft amendments to the laws should be proposed before May 10, 2002, submitted to the Legislative Yuan for review, and hopefully passed during this legislative session. (The supporting managing regulations lifting the ban on investment in 8-inch wafer foundries on the Chinese mainland are as follows.) In addition, the government will thoroughly investigate any illegal investments in wafer foundries on the Chinese mainland made prior to the liberalization. According to expert evaluations, more than eight domestic 12-inch wafer plants will be completed by 2005, at which time advanced-technology for 0.13-micron or smaller circuits will be mature. The productive capability of a 12-inch wafer plant will be 2.25 to 2.7 times that of an 8-inch wafer plant. In other words, by 2005 Taiwan will increase its production capability equivalent to that of twenty advanced-technology 8-inch wafer plants. The combined sustained operation of these 12-inch wafer plants and the existing twenty 8-inch wafer plants will increase our international status in wafer production, domestic production value, and employment opportunities. Since the relocation will not exceed three low-level 8-inch wafer plants from Taiwan to the Chinese mainland, the Chinese mainland production value will be only an extremely small percentage of domestic production value.
However, these measures will be advantageous for an early presence on the Chinese mainland and for fair competition with the world and the Chinese mainland. Furthermore, they will meet the competitive requirements of the semiconductor industry by establishing a global presence. Under the policies of small-scale openness and effective management, the "clustering effect," which is a matter of concern to some people, will be limited and balanced by the benefits of openness.

To meet this new era of globalization and high technology, the government is fully confident in its "active opening and effective management" policy toward the Chinese mainland, which will strategically open and expand cross-strait and international business development and management. Concurrently, transparent, systemic, and effective management will establish a secure investment system on the Chinese mainland. We are also convinced that an open policy will strengthen industrial upgrading and rebuild Taiwan's economy to the peak of development.

V. 20%

When Taiwan joins the WTO it should have some benefits. Please comment on the positive and negative sides on what Taiwan would experience. Moreover, elaborate some possible acts that will reduce the negative impacts.