Part I. 20%
如果某客戶已簽下訂單預定於下月15日取貨，到了那一天他並沒有來拿貨。剛好另一客戶需要同樣的貨，希望能先給他，您是否會先交貨給後者？不巧過了兩天一個客戶來取貨，而您做出來的貨已交給後訂約者。請依長短期解決方案說明您該怎麼辦？

Part II. 20%
某公司研發部門，某項產品已完成二年半，目前已做了 50 個樣品交給客戶做測試，預計五月底要做成試產（pilot run），七月一日開始大量生產二萬套。這個研發小組共有七個人，二年半來已經過全面換手，沒有一位是原初的設計者。競爭公司在半年前即已做出開始量產，而此產品的生命週期並不長，若不把握機會就賺不到錢了。現在該競爭公司願意設計轉移，大老闆認為已研究二年半尚未確定能否成功，不如停止研發接受技術轉移，立刻開始量產，還能把握機會賺一票。

如果您是研發部門的主管，而您的組員希望多給一些時間，並且自動的積極的趕工加班。可是大老闆希望停止研發、請問您如何處理？

Part III. 15%
Assuming you are an advisor of a system company in Taiwan. A system company is a manufacturing company that put components together and making equipment or machines. Your company is using Qualcomm's chips. Read the news below and then give a brief comment.

Will Qualcomm’s Earnings Momentum Slow?
04.01.04

Banc of America Securities downgraded Qualcomm (nasdaq: QCOM - news - people ) to "neutral" from "buy" and also cut earnings estimates and the 12-month target price. Banc of America said that although handset fundamentals "remain positive," the momentum will slow after the March quarter and could lead to "multiple contraction" on moderating earnings-per-share growth. The research firm cut the fiscal 2004 earnings estimate to $1.78 per share from $1.80 and cut the fiscal 2005 earnings estimate to $1.88 per share from $1.95. Banc of America cut Qualcomm’s target price to $60 from $72. Banc of America said "Qualcomm is in a uniquely strong position in the wireless market," but is looking for "an acceleration of 3G or new CDMA 450 builds to get more optimistic on the stock." Elsewhere in the wireless equipment sector, Banc of America's two top picks are Cisco Systems (nasdaq: CSCO - news - people ) and UTStarcom (nasdaq: UTSI - news - people ), both rated at "buy" with target prices of $32 and $47. The firm’s two least favorites are Ericsson (nasdaq: ERICY - news - people ) and Lucent Technologies (nyse: LU - news - people ), rated at "sell" and "neutral," respectively, with target prices of $18 and $4.
**Part IV 20%**

Market Eyes Services Data After Payrolls

By Ceri Radford

LONDON (Reuters) - Financial markets will turn to service sector data for further signs of economic pick-up next week, after much higher-than-expected U.S. payrolls suggested a sound bedrock of recovery. Interest rates will remain in the spotlight, however, as the Bank of England (BOE) and the Bank of Japan (BOJ) meet and the European Central Bank (ECB) gives its monthly report after opting this week to keep rates on hold.

Service sector data from both sides of the Atlantic are out on Monday, following on the heels of this week's U.S. non-farm payrolls number which showed employment grew at the fastest pace in nearly four years. "In the U.S., a strong number would come as no surprise as the expectation is for the index to hold above 60," said Ken Wattret, chief euro land economist at BNP Paribas.

"But the euro zone figure is much more important -- the feeling is that the recovery is losing momentum. The most important gauge for the likelihood of an ECB rate cut is data rather than comments, and a decline in PMI would put pressure on the ECB to cut rates as well as boosting front-end euro bonds."

Analysts polled by Reuters expect the euro zone PMI services sector index to decline marginally to 56.0 in March from 56.2 in February. But the U.S. Institute of Supply Management's (ISM) non-manufacturing survey is expected to show a modest increase to 61.5 from 60.8 last month. Analysts said reactions were likely to be tempered as markets had now priced in a more optimistic outlook following the strong U.S. payrolls.

"The payrolls have taken the premium out of bonds -- it's the last chapter in the whole U.S. recovery story. The market will be more stable next week now that unsustainability fears have been allayed," said economist Michael Straughan at American Express Bank. Other U.S. data includes February consumer credit figures on Wednesday, and weekly jobless claims on Thursday. The Good Friday holiday will shorten the week for American and European markets.

**CENTRAL BANK SPECULATION**

On Thursday the BOE's Monetary Policy Committee (MPC) is expected to keep base rates unchanged at 4.00 percent, although the need to curtail ballooning house prices and consumer debt could make it a close call, analysts say.

"On balance, the desire to hang hikes on (quarterly) inflation reports mean a May move is still marginally more likely," economists at HSBC wrote. The ECB monthly report on Thursday will be examined closely after comments from central bank head Jean-Claude Trichet this week dampened expectations for a near-term rate cut. Euro zone bonds sold off sharply when a cut failed to materialize after a week of rife market speculation.

Jobs data will also be in the spotlight in Europe, as Germany reports monthly unemployment figures on Tuesday. Economists polled by Reuters forecast a rise of 15,000 in March after an increase of 26,000 previously brought an end to the declines seen since June 2003. Europe's biggest economy will follow this up the next day with February manufacturing orders. On Friday, the BOJ holds a meeting on monetary policy in which it is not expected to change rates despite this week's upbeat Tankan business sentiment survey.

"Unlike in Europe, the Japanese recovery looks like it's starting to fire from all cylinders -- but the BoJ is aware that premature tightening can lead to disaster, and is unlikely to make any changes," Wattret said.
Part V. 15%
Reading the “reported article” below and write your analysis of the implications to the business world. Particularly, what type of companies might benefit by such technology? Name one and explain.

“Global shipments of camera-equipped mobile phone handsets reached 84 million units in 2003, about five times bigger than in 2002, according to a survey of U.S. research firm Strategy Analytics unveiled Monday. Of total mobile phone shipments in 2003, camera-equipped handsets accounted for 16%.
Their shipments exceeded those of digital cameras, which came to 49 million units.”

Part VI. 10%
朋友手拿一份報紙說讓我做一個小小的測驗，我欣然同意了。

問題一：如果你知道有一個女人懷孕了，她已經生了八個小孩，其中有三個耳朵聾，兩個眼睛瞎，一個智能不足，而這女人自己又有梅毒，請問，你會建議她墮胎嗎?
我剛要回答，朋友制止了我，又問我第二個問題。

問題二：現在要選舉一名領袖，而你這一票很關鍵。下面是關於這三位候選人的一些事實：
候選人A：跟一些不誠實的政客有往來，而且曾諮詢占星學者。他有婚外情，是一個老煙槍，
每天喝8–10杯的馬丁尼。
候選人B：他過去有兩次被解雇的紀錄，睡覺睡到中午才起來，大學時吸過鴉片，
而且每天傍晚會喝一杯特的威士忌。
候選人C：他是一位受難的戰爭英雄，素食主義者，不抽煙，只偶爾喝一點啤酒。
從沒有發生過婚外情。
請問你會在這些候選人中選哪一個?

朋友讓我把答案寫在紙上，然後告訴我說：
候選人A是富蘭克林．羅斯福，
候選人B是溫斯頓．丘吉爾，
候選人C是亞當森．希特勒。

我聽了答案驚讶地張大了嘴巴。

朋友表情凝重地問我：你是不是為世界人民選擇了希特勒?那你會建議那位婦女墮胎嗎?
我說:這個問題不用考慮,我們受計劃生育優生教育多年了,也生那麼多怪瓜劣果了,就別再添亂了。墮胎。

朋友說：你殺了貝多芬，她是貝多芬的母親。
我又一次吃驚地張大了嘴巴。

朋友說：嚇一跳吧?本來你認為很好很人性主義的答案,結果卻扼殺了貝多芬、創造了希特勒?
最後朋友總結道：所以不要用既定的價值觀來思考事物。
我抓過朋友手中的報紙，原來真是一個測驗題，題目是《你的決定滅了誰》。

請你將讀完以上這段敘述對你在管理決策的啟發寫下來。