

科目：管理實務【企管系乙班碩士班】

說明：管理實務共兩題，每一題皆50分。作答限用中文或英文。評分標準與選用中文或英文作答無關。

第一題：Not too many years ago, the temple of management was General Electric. Former CEO Jack Welch was the high priest, and his disciples spread the word to executive suites throughout the land. One of his most highly regarded followers, James McNerney, was quickly snatched up by 3M after falling short in the closely watched race to succeed Welch. 3M's board considered McNerney a huge prize, and the company's stock jumped nearly 20% in the days after Dec. 5, 2000, when his selection as CEO was announced. The mere mention of his name made everyone richer.

McNerney was the first outsider to lead the insular St. Paul (Minn.) company in its 100-year history. He had barely stepped off the plane before he announced he would change the DNA of the place. His playbook was vintage GE. McNerney axed 8,000 workers (about 11% of the workforce), intensified the performance-review process, and tightened the purse strings at a company that had become a profligate spender. He also imported GE's vaunted Six Sigma program—a series of management techniques designed to decrease production defects and increase efficiency. Thousands of staffers became trained as Six Sigma "black belts." The plan appeared to work: McNerney jolted 3M's moribund stock back to life and won accolades for bringing discipline to an organization that had become unwieldy, erratic, and sluggish.

Then, four and a half years after arriving, McNerney abruptly left for a bigger opportunity, the top job at Boeing. Now his successors face a challenging question: whether the relentless emphasis on efficiency had made 3M a less creative company. That's a vitally important issue for a company whose very identity is built on innovation. After all, 3M is the birthplace of masking tape, Thinsulate, and the Post-it note. It is the invention machine whose methods were consecrated in the influential 1994 best-seller *Built to Last* by Jim Collins and Jerry I. Porras. But those old hits have become distant memories. It has been a long time since the debut of 3M's last game-changing technology: the multilayered optical films that coat liquid-crystal display screens. At the company that has always prided itself on drawing at least one-third of sales from products released in the past five years, today that fraction has slipped to only one-quarter.

Those results are not coincidental. Efficiency programs such as Six Sigma are designed to identify problems in work processes—and then use rigorous measurement to reduce variation and eliminate defects. When these types of initiatives become ingrained in a company's culture, as they did at 3M, creativity can easily get squelched. After all, a breakthrough innovation is something that challenges existing procedures and norms. "Invention is by its very nature a disorderly process," says current CEO George Buckley, who has dialed back many of McNerney's initiatives. "You can't put a Six Sigma process into that area and say, well, I'm getting behind on invention, so I'm going to schedule myself for three good ideas on Wednesday and two on Friday. That's not how creativity works." McNerney declined to comment for this story. (Business Week, June 11, 2007)

如果您是 3M 的新任總裁，您要如何處理已經推行四年半的 Six Sigma 計劃。

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第二題：山寨話題在大陸引爆，首屆「上網本」（指如 Netbook 的小筆電）暨「山寨本」（無品牌筆電）產業高峰論壇昨（8）日在深圳登場，吸引電腦製造商、零配件製造商和通路商共聚一堂，探討「上網本」機，以及「山寨本」出路。

網易科技引述大陸二線電腦品牌—長城電腦整機事業總經理羅福明的話說，結合 3G 上網的小筆電未來將成為大陸資訊電腦的主流，長城電腦計劃今年 6 月將推出安全「上網本」，同時目前長城電腦正在跟中國移動洽談 TD 上網系統的 Netbook。

獲得威盛、英特爾大廠支援的小筆電，正殺出一條低價之路，卻與正崛起的山寨本（仿冒筆電）狹路相逢，誰能勝出？陸資品牌仍自信，山寨本恐怕不敵品牌 Netbook。

不過，大陸品牌廠商都不敢小覷山寨廠的靈活創意，認為品牌廠商應該與山寨廠商攜手合作，借用靈活的山寨產業來開發 Netbook，顛覆過去傳統資訊電腦產業研發的樣態。

「上網本」將隨著 3G 通訊發展成為行業主流，已成業界共識。大唐集團聯芯科技副總裁馮磊表示，「上網本」的商機是來自於通訊行業近年來快速發展，未來 3G 商機是「上網本」發展的關鍵。（引自聯合新聞網-數位資訊 2009/03/09）

請您為「上網本」和「山寨本」各規劃出一套『贏的策略』。