

元智大學 100 學年度研究所 碩士班 招生試題卷

系(所)別： 管理學院經營管
理碩士班

組別： 國際企業碩士學
程

科目： 企業管理

用紙第 1 頁共 2 頁

●不可使用電子計算機

您可採用中文或是英文回答問題。

Essay Questions (50 Points):

1. Profile the causes and likely benefits that prompt companies to consider adopting a contemporary form of structure such as the network format. (15 points)
2. Despite its advantages, FDI has been described as an "expensive" and "risky" international growth strategy. Other things being equal, why is FDI expensive and risky? Compare the risks involved with FDI to the risks involved with exporting and licensing. (15 points)
3. What is the difference between learning effects and economies of scale? (10 points)
4. What is the difference between leadership and management? (10 points)

Reading and Discussion (50 Points): Read the following case story and answer questions after it.

Kyocera Corporation (京都陶瓷株式會社) was founded in 1959 as the Kyoto Ceramics Company, Ltd., by its chairman, **Dr. Kazuo Inamori** (稻盛 和夫), and seven of his colleagues. By 1992, the firm was a major Japanese corporation, with 1992 sales of ¥453 billion and net income of ¥27 billion.

In 1992, the firm consisted of six corporate product groups. Four of these product groups—fine ceramic parts, semiconductor parts, consumer-related products, and electronic components—produced and sold ceramic-related products. These four product groups accounted for 75% of total revenues and 80% of income. The other two product groups—optical instruments and electronic equipment—manufactured and sold non-ceramic-related products.

Profit centers called "**amoebas**" were Kyocera's fundamental unit of operations. An amoeba had responsibility for all of the planning, decision making, and administrative activities attributed to it. Amoebas were the smallest organizational unit of operations inside Kyocera; they varied in size from a minimum of three members to a maximum of 50, with the average being around 15. In 1992, there were about 800 amoebas in the Japanese portion of Kyocera. Employees in different shifts belonged to the same amoeba. The size of an amoeba was determined by taking into consideration its visibility, communication requirements, and accountability.

Administratively, there were six organizational levels within Kyocera: 1) product group, 2) division, 3) department, 4) section, 5) unit, and 6) team. Any organizational level could be considered an amoeba as long it had independent business responsibility. Aggregations of amoebas were also profit centers, with Kyocera itself

元智大學 100 學年度研究所 碩士班 招生試題卷

系(所)別： 管理學院經營管理碩士班

組別： 國際企業碩士學程

科目： 企業管理

用紙第 2 頁共 2 頁

● 不可使用電子計算機

being the ultimate profit center.

The primary purpose of the amoeba management system was to create an environment in which individuals both enjoyed their work and were able to influence the way it was performed. The amoeba system was designed to promote an environment in which amoeba members developed into managers. In effect, amoebas were separate companies and their members were expected to act as if they were a small independent enterprise and to devote their attention and creativity to the operation of their amoeba so that both the amoeba and their technical and managerial skills would develop.

Amoebas were concerned with process and product innovation. They were expected to find ways to improve production and to identify opportunities that would lead to higher revenues or lower costs. To allow amoeba maximum freedom to improve their performance, amoebas could buy and sell from both inside and outside the firm. If an amoeba could not sell all of its output internally, it was allowed to market its products outside of Kyocera. Intra-company pricing was predominantly based upon market prices. However, problems in identifying meaningful selling prices usually occurred when the services provided by the department were intangible (such departments included quality control and production control).

Amoebas were expected to form, expand, divide, and disband as appropriate. Because between 20 and 40 changes to the number of amoebas occurred every month, the number of amoebas in the firm tended to vary daily. Amoebas were created either by forming new ones or by dividing existing ones. When the firm launched a major, strategically important new product and put it into commercial production, a new amoeba was formed to manufacture that product. An amoeba was also formed to ensure that any improvements in the new product's profitability could be observed. Existing amoebas were expected to develop new products in order to grow. Amoebas were divided to improve their manageability when they became too large or when a new product became sufficiently successful to warrant the existence of its own amoeba. Amoebas usually were disbanded or absorbed into other amoebas when the business opportunity no longer existed. When an amoeba was disbanded, its members were assigned to other amoebas.

1. What are the strengths and weaknesses of the amoeba system? (10 points)
2. In amoebas system, what is the role of headquarter? (15 points)
3. In such de-centralized organization, the coordination mechanism is critical to align amoebas for achieving the overall efficiency. If you are Dr. Kazuo Inamori, what will you do to let amoebas work together as a whole? (15 points)
4. Would the amoeba system work in Taiwan? (10 points)