

考試科目	管理個案	所別	科學所 碩士後進 4193	考試時間	3月15日 星期六	第二節
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一、請閱讀後附資料第一篇文章「How Japan Can Grow」，並回答下述問題：

1. 請說明作者認為日本需要做哪些突破，才能再度成為有競爭力的國家？ 25%
2. 依你的瞭解，台灣在這幾方幾面的努力及績效如何？ 25%

二、請閱讀後附資料第二篇文章「The Vision Thing」，並回答下述問題：

1. 請簡要說明本文的重點為何？ 25%
2. 舉一家因明確的願景而成功的公司？為什麼你認為如此？ 25%

備 考 試 題 隨 卷 繳 交

命 題 委 員： (簽章) 年 月 日

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OPINION

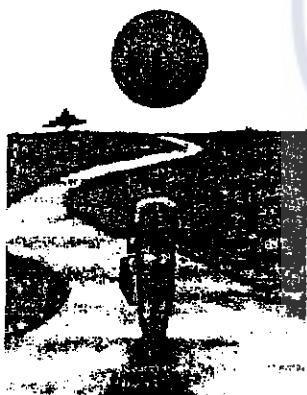
管理個案考試閱讀文章 共 2 頁

How Japan Can Grow

Peter Lorange and Dominique Turpin

Japan's economy has been in the doldrums for so long that many Japanese seem to have adopted a resigned attitude of *Sho gu mi* ("That's life") toward it. But Japan, of course, can become competitive again, provided its political and corporate leaders take on four difficult but essential tasks.

The first task is to instill a commitment to growth. Since Japan's economy grew on average by only 1% in the 10 years from 1992 to 2002, many Japanese have come to see "no growth" as the norm. This self-defeating view must be overcome, and specific reforms can help. For example, Japan's



A robust economy isn't as far out of reach as some may think.

corporate tax rate is simply too high to induce firms from other countries to invest in the country. Given the unique abilities of Japanese workers in such industries as microelectronics and robotics, the government should create an investment climate and offer tax incentives that encourage corporations to set up shop in Japan.

In addition to foreign direct investment, another crucial element of growth is consumer spending. Younger Japanese in particular are in need of help. A reform of inheritance taxes — which have a top rate of 70% — would put more spending money in the pockets of younger consumers. Similarly, housing policy should be revised so that younger people can buy their

own homes more easily. Such changes would stimulate the economy and begin to reverse the no-growth attitude.

A second task of Japan's leadership is to push for more and faster change. Many Japanese still believe in the value of the present system, which for decades generated great economic power and strong social cohesion — as can be seen, for example, in low unemployment, crime and divorce rates. But several aspects of that system are not serving the Japanese people well. Deregulation has helped make some parts of the economy more dynamic, but much more is needed in sectors that have been highly protected by politicians and bureaucrats — agriculture, finance, banking, transportation and construction. Civil servants who strongly resist change should be replaced, and the media should push firmly for the disman-

ling of needless bureaucracy. In the private sector, Japanese CEOs should spend less time on external activities and more time acting as change agents in their own organizations.

The third task is to rethink Japan's relationship with the rest of the world. Consider that only 0.15% of the labor force consists of foreigners, compared with 3% in Taiwan, 7% in Malaysia, 8.8% in Germany and 11.4% in the United States. The government must reform immigration laws and make it more feasible for foreign talent to work in Japan; in the private sector, more Japanese managers should be acquiring international experience. And because English is the lingua franca of business, more Japanese should be encouraged to achieve fluency in that language. Japan should also make better use of its proximity to China. Some inefficient Japanese manufacturing plants have been relocated there; more should follow. In addition, China's strong consumer growth makes it an ideal extended "home" market for Japanese companies.

The final task facing Japan's leaders is to stimulate human capital development in companies and universities. Although many Japanese executives today talk about moving away from a seniority-based system toward a meritocracy, implementation is slow. The viability of lifetime employment in a slow-growing economy and a graying society is highly questionable. It is critical for companies to develop the next generation of executives on the basis of performance. Similarly, academic culture must be changed. Cross-functional teaching and research should be emphasized, and students should be taught to think more creatively. As is true in the workplace, foreign talents need to be attracted to the universities and the English language should receive greater emphasis.

The changes outlined here will not be easy to bring about — old beliefs and ways die hard. But changing demographics and selective, but growing, public concern are bringing pressure to bear on the old formula for competitiveness. What is needed now is the mobilization of a broad base and a commitment to change. It's time for political and business leaders to step up to the challenge.

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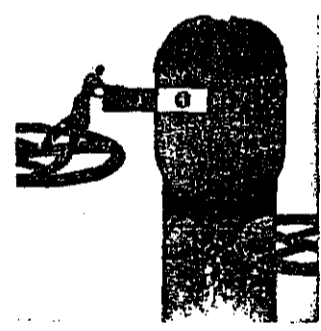
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OPINION

The Vision Thing

John Humphreys

Today's almost mythical notion of the hero-leader demands that vision be a pre-eminent executive trait. Time and time again, if a corporate leader is successful, his or her vision is cited as the cause and lauded as the foundation of the leader's greatness. Vision, however, is only one component of the strategic management process, and a myopic focus on it has led many organizations to pursue less than ideal strategies and objectives, as evidenced by many of the recent dot-com failures whose visions were powerful, but whose strategies were suspect at best. To be sure, an organization



Without analysis there can be no useful insight.

without appropriate vision is likely to fail, but too many companies have fallen victim to the idea that managerial vision is a substitute for a complete and effective strategic examination.

At the risk of oversimplification, the process of strategic management can be reduced to three broad steps. To develop an effective strategy, executives must determine where the organization is, agree on where they want to take it, and establish a plan to get there. Too many leaders seem to think that their vision alone should set this strategic development in motion. I strongly disagree. In the strategic management process, vision isn't the

starting point — it's a byproduct of competent analysis.

Let's think this through. Say an old acquaintance is in town for the day and wants to come by for a visit. Do you immediately begin giving him directions? Of course not — the first logical question is, "Where are you now?" Until we determine the starting point, giving optimal direction is virtually impossible. Therefore, you can understand my consternation when working with organizations whose only interest seems to be in telling me where they want to go. What's more, many leaders exhibit extreme anxiety when forced to really examine where the organization is at that moment. I think I've figured out why.

For one thing, talking about vision is definitely the most exciting part of the strategic process. Let's face it — there's nothing sexy about the varying levels of analysis critical to the development of an effective strategy. In fact, a true exam-

ination of the diverse levels of environment that surround an organization can be difficult and tedious. In business schools, however, students are taught to conduct environmental analysis, industry analysis, competitor analysis, company analysis and so on. Why? Because without doing so, executives can't possibly know where to take the organization. Only by conducting such comprehensive analyses can managers know if the direction in which they wish to take their company is desirable or even possible.

The current business landscape is littered with the wreckage of companies whose leaders thought they knew where they were going. More than once I've worked with organizations whose grand vision of where they wished to go was shattered by the stark realization of where they were. In many cases, it was possible to get to from point A to point B, but the company lacked the means, or the stomach, for the undertaking. Pursuing an unrealistic or untenable vision simply wastes precious organizational resources; in the final analysis, goals and objectives must be realistic to have value.

There is another, more insidious reason for avoiding the assessment of one's current position. Some organizational leaders simply don't want to know. Too often, the inordinate fixation on vision serves as a smoke screen to divert attention from the current milieu intentionally. A thorough examination of where the company actually is today can raise issues of management accountability with various stakeholders. Frankly, we all like to think our organizations are better positioned than reality might otherwise indicate.

Senior managers, please take note: Don't sell your organization short. The strategic management process doesn't begin or end with your vision. Strategy is a circular progression in which the starting and finishing line should be redrawn continually by a consistent, comprehensive examination of the various environments surrounding the company. Vision that lacks such a foundation can be dangerous. It is the collective insight that emerges from knowledgeable and capable analysis that makes you a true visionary.

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