

加拿大毅伟管理学院
清华大学经管学院

共同策划、推荐

国际通用MBA教材

配套
案例

世界经济
管理文库

案例

管理学

白洛德 (Rod White) / 编

英文版

Management

CASES

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机械工业出版社
China Machine Press

Richard Ivey School of Business
The University of Western Ontario

IVEY

序 言

我很荣幸有此机会用简短的语言就毅伟管理学院的历史、传统、教职人员和最新业绩向您作一介绍。毅伟管理学院是加拿大西安大略大学(UWO)所属的一所专业学院。作为加拿大历史最悠久的大学之一，西安大略大学目前拥有17个院系和专业学院，座落在加拿大最南部的安大略省伦敦市。这座城市拥有330 000人口，位于多伦多和底特律之间。西安大略大学有26 000多名学生、4 000余名教职员工。毅伟管理学院的本校在安大略省伦敦市，同时在多伦多的密西沙加设有分校，而且最近在香港也建立了分校。

历史地看，毅伟管理学院一直是管理学界的领导者，现将部分成就列后，标示毅伟管理学院日新月异的发展：

- 1922年创立了加拿大第一个培养本科生的商学系。
- 1932年开始出版杂志《毅伟商学季刊》。该杂志发行到25个国家，发行量多达10 000册，深受学术界和管理界读者的喜爱。
- 1948年，在加拿大首次设立行政管理人员培训计划（校方要求任课教师为所有新设立的课程准备案例教材，作为他们职责的一部分）。
- 1948年创立了加拿大第一个工商管理硕士课程。
- 1961年首创了加拿大的第一个商学博士课程。
- 1974年，被联邦政府正式指定为加拿大第一个（现在已发展到8个）国际商业研究中心（CIBS，即美国CIBERS的前身），联邦外交部对该中心持续提供财政支援。
- 1975年，毅伟管理学院成立了自己的出版社。该部门目前拥有2 000个加拿大的案例，并成为哈佛案例的加拿大资料交换所。1998年，毅伟管理学院的案例已分销至20多个国家的100多所学院和100多家企业。毅伟管理学院是全世界管理学案例研究的第二大制作者，每年向校外读者分销案例教材超过100万册。
- 1978年开始实施第一项国际学生交换计划，目前该交换计划已增至20余项。
- 1984年毅伟管理学院在加拿大联邦政府的支持下，在伦敦市组建国家管理学研究与开发中心的过程中发挥了主导作用。
- 1992年，毅伟管理学院被选为主导性的国际商学刊物，即《国际商学研究杂志》在1993年至1997年间的编辑总部。
- 1993年，《加拿大商学》杂志根据由各大聘用公司首席执行官、人力资源管理人员和求职顾问等人士组成的所有评选组得出的全方位评比结果，将毅伟管理学院列为加拿大培养工商管理硕士的最佳学院，并且这一结论被逐年的评比一再肯定。1994年《亚洲企业》杂志又将毅伟管理学院列于亚洲公认的25所世界最佳商学院的行列中。
- 1997年，《国际管理杂志》将毅伟管理学院评为国际战略管理学文献的主要贡献者，并领先于哈佛大学与西北大学凯洛格商学院。《商业周刊》将毅伟管理学院列为全世界最佳国际商学院之一，和欧洲管理学院（INSEAD）及伦敦商学院（LBS）并列，而且《美国新闻与世界报导》将毅伟管理学院选为全世界在行政管理人员培训计划方面最佳的15所商业学院之一。

至1998年,毅伟管理学院拥有65名全职教授,他们每年负责教授600名普通课程的和在职行政管理人员课程的工商管理硕士生、300名本科生、40名博士生,以及范围广泛的非学位课程。毅伟管理学院的宏伟目标是凭借各种杰出的教学计划和在相关领域中优秀的研究记录,跻身于全世界十所最佳商学院的行列中。

在国际上,毅伟管理学院参与主要的海外项目达30年之久,并且最近又参与到亚洲(特别是中国)以及前苏联某些共和国的有关项目之中,这些项目正在为当地的管理学教育事业作出贡献。

中国项目

1984年是毅伟管理学院和中国的清华大学连续合作项目开始的第一年。我们承诺为中国学生来毅伟管理学院学习工商管理学硕士和博士做准备,与访问学者一起工作,提供在中国的短期教学指导,并帮助清华大学经济管理学院培养管理学教师人材。该项目的另一目的是毅伟管理学院借此进一步了解中国和中国的商业活动方式。

在项目的第一期过程中,撰写了35篇论文、案例和教学指南;有9名毅伟管理学院教授参加了短期的访华授课;12名中国访问学者分别在毅伟管理学院工作一年;培养了8名工商管理学硕士毕业生;所有来访的中方人员都参加了撰写案例的工作组。这一项目由加拿大-中国管理学教育计划提供资金。该项目的第二期进一步扩大发展,至1994年,经过五年的努力,已成为毅伟与滑铁卢大学以及中国的清华大学、大连理工大学和东南大学的合资合作项目。毅伟管理学院承诺在进一步提高中国管理学教育能力方面继续提供援助。其要点包括设计、开发并执行1992年8月提出的通过案例教学方法教授合资企业、技术转让以及国际贸易等课程。这一教师培训项目是通过翻译给来自中国各地的教师们进行授课,并且所有教材均已译成中文。

一个大规模的合作出版项目已经开始实施,1992年4月,五卷国际商业案例中的第一卷已在中国由清华大学出版社出版。该系列书籍是毅伟管理学院和清华大学合作的产物,它为中国的经理们和学生们提供了全面的国际性商业案例。1992年~1993年,经我们在大连理工大学和东南大学的伙伴安排,又有6本国际性教科书的中文版通过有关出版社在中国出版。

从那时起,出现了大量由毅伟管理学院发起的有关中国的案例写作,各种书或被重印、翻译或专为中国市场而撰写,我们还在清华大学开设了商学导论课程,进行了教授互访等等。所有这些都体现出毅伟管理学院决心实现对中国作出的真诚的承诺。



唐乐礼

加拿大毅伟管理学院院长

一九九八年六月

Preface from The Dean of the Richard Ivey School of Business

It gives me great pleasure to have this opportunity to introduce you to the Ivey Business School by briefly explaining a little about its history, traditions, faculty and recent achievements. The Richard Ivey School of Business is a professional School within The University of Western Ontario (UWO). One of Canada's oldest universities, UWO is now an academic community of 17 faculties and professional schools. It is home to more than 26,000 students and over 4,000 faculty and staff. Located in the southern-most part of Canada, London, Ontario is a city of 330,000, halfway between Toronto and Detroit. Although Ivey is based in London, Ontario, it also has campuses in Mississauga (Toronto) and most recently, in Hong Kong.

Historically the School has been a leader in management development. A partial list of achievements follows. They illustrate the proactive nature of change at Ivey.

- ✧ In 1922, the first undergraduate business department in Canada was established.
- ✧ In 1932, the school began to publish its own journal. Known as *Ivey Business Quarterly*, it reaches out to both academic and management audiences and enjoys a circulation of 10,000 in 25 countries.
- ✧ In 1948, Canada's first executive development program was established. (From the beginning, faculty members were required, as part of their responsibilities, to produce case material for the new programs being designed.)
- ✧ In 1948, the first MBA program in Canada was established.
- ✧ In 1961, Canada's first Ph.D. program in business was introduced
- ✧ In 1974, official designation was received by the Federal Government as Canada's first, of what are now eight, Centre(s) for International Business Studies (CIBS). (The CIBS were the forerunner to the CIBERs in the United States). Financial support for this Centre continues to be provided by the Federal Department of Foreign Affairs.
- ✧ In 1975, Ivey opened its own case and publications office. This office now holds an inventory of 2,000 Canadian cases and is the Canadian clearing house for Harvard cases. In 1998, Ivey cases were being distributed to over 100 teaching institutions and 100 corporations in over 20 countries. Ivey is the second largest producer of management case studies in the world, with over 1,000,000 copies studied each year by people outside the university.
- ✧ In 1978, commencement of its first international student exchange program took place. Over twenty such exchange programs are now in place.

- ✧ In 1984, the School took a leading role in establishing the National Centre for Management Research and Development in London with support from the Canadian Federal Government.
- ✧ In 1992, Ivey was selected to be the editorial home for the 1993-97 period for the *Journal of International Business Studies*, the leading International Business journal.
- ✧ In 1993, Canadian Business magazine's survey rated Ivey as the top MBA School in Canada, according to all groups: CEOs, human resources executives, and placement consultants. This ranking has been re-confirmed every year. In 1994, Asia, Inc. rated Ivey among the World's Top 25 Business Schools for Asians.
- ✧ In 1997, the *Journal of International Management* named Ivey the world's leading contributor to the international strategic management literature, ahead of Harvard & Kellogg. *Business Week* magazine ranked Ivey as one of the top international business schools in the world, alongside INSEAD and LBS; and *US News and World Report* selected Ivey as one of the top 15 business school in the world for executive development programs.

As of 1998, the School had 65 full-time faculty who annually taught 600 regular and executive MBA, 300 undergraduate, and 40 Ph.D. students, plus executives in a wide range of non-degree programs. Its broad objective is to be widely recognized as one of the top 10 business schools in the world on the basis of its outstanding teaching programs, with a creditable research record in selected areas.

Internationally, the School has been involved with major offshore projects for 30 years, and is currently involved in Asia (especially China) plus several republics in the former Soviet Union. These projects have typically involved the establishment of local management training capability.

China Activities

1984 marked the beginning of a continuing linkage with Tsinghua University in Beijing. The School made a commitment to prepare Chinese MBA and Ph.D. students for studies at Ivey, work with visiting scholars, provide some short-term instruction in China, and to assist Tsinghua University's School of Economics and Management in the development of its management faculty. Another goal of the project was to help Ivey become more familiar with China and the conduct of business in that country.

During Phase I of the project: 35 articles, cases, and notes were written; nine Ivey faculty participated in short lecture visits to China; 12 visiting scholars spent one year each at Ivey; there were eight graduates of the MBA program; all visiting Chinese attended the Case Writing Workshop. This project was funded by the Canada-China Management Education Program. An expanded Phase II of this program took place until 1994. A five-year endeavour, the project was a joint venture with the University of Waterloo, and in China, with Tsinghua, Dalian University of Technology, and Southeast University. Ivey's commitment was to continue to assist

in the development of Chinese institutional capacity for management education. A major element was the design, development and delivery in August 1992 of a program on teaching Joint Ventures, Technology Transfer, and International Trade via The Case Method. This train-the-trainers program was offered to academics from across China, through interpreters. All of the teaching material was translated into Chinese.

A large scale joint publishing effort was undertaken. In April 1992, the first volume of five international business casebooks was published in Chinese by Tsinghua University Press. This series was a joint undertaking of Ivey and Tsinghua. This series constituted a comprehensive collection of international business cases for Chinese managers and students. In 1992-93, six international texts were published in Chinese by presses arranged through our partner schools at Dalian and Southeast.

Since then a great deal of Ivey-initiated China-related case writing has occurred: various books have been either reprinted, translated or specifically written for the China market; we have offered introductory-business courses at Tsinghua; faculty visits have occurred, and so forth. All of this has occurred in the spirit of demonstrating Ivey's genuine commitment to China.

A handwritten signature in black ink, appearing to read "Lawrence G. Tapp". The signature is fluid and cursive, with the last name "Tapp" being more prominent and stylized.

Lawrence G. Tapp
Dean
Richard Ivey School of Business

总 编 按 语

中国国家教育部在审定中国工商管理硕士课程内容时提议，每门课程的25%要采用案例教学方法。这一要求在某种程度上是为保证中国未来（和现有）的经理们既能够面对崭新与不同的各种学习环境，又能够获取制定决策所必需的、与基础理论并重的实际经验。

本系列案例丛书的宗旨正是为中国提供最高品质的教学用部分案例，以期满足当前的迫切需求。在此提供的案例都是全面的、实际的、要求进行管理决策的现场情景案例。其中不包括对案例历史的赘述（这无助于学员们制定决策）、小型案例及“花边案例”（这些不适于用作80~90分钟的课时内容）、或图书馆资料（从图书馆的二手资料所作的总结远不如直接与经理们交谈所总结的案例更能增长见识）。

此次首批出版的系列案例丛书是为直接配合中国工商管理硕士课程的各门必修课程而编写的，我们随后将为更多的常规选修课程出版案例选集。

这些案例选集的主要资料均来源于加拿大西安大略大学的毅伟管理学院。毅伟管理学院是全世界第二大的教学案例制作者，并且是当今亚洲案例的最大制作者。毅伟管理学院为使这些书籍得以问世，放弃了正常出版所需的全部许可费用，这是其它一些学院不情愿做的。毅伟管理学院决心对中国履行其真诚的承诺。

本系列丛书得以出版全靠下列各方鼎力相助：

- 万国出版公司总裁孙立哲先生的动议。
- 清华大学经济管理学院院长赵纯钧先生与副院长陈小悦先生的鼓励与协助。
- 企业资助（在某些情况下，毅伟管理学院能得到企业的资助，以获得完成此系列丛书所需的重金投入。我们将在每本书的适当位置对该书的资助者表示感谢）。
- 毅伟管理学院中为各卷选择案例并撰写了导言的教授同仁们。
- 我们的编辑协调人玛丽·罗伯特女士。



包 铭 心

安大略省伦敦市

一九九八年六月

Note from the Series Editor

The State Education Commission committee which looked at the content of MBA programs in China has suggested that 25% of each course utilize the case method. Such a requirement is intended in part to ensure that future (and existing) managers in China are (A) exposed to a wide range of new and varied learning situations; and (B) gain practical experience in decision-making, so as to balance the underlying theory.

This case series is intended to partially fill China's immediate need for highest quality teaching cases. Here a case study refers to a comprehensive, field-based, decision-requiring picture of an administrative situation. It does not include descriptive case histories (which require students to make no decision); mini-cases or vignettes (which are anecdotal, and not suitable as a stand-alone basis for an 80-90 minute class); or library-based (such secondary sources produce far fewer insights than actually interviewing managers for the cases).

This initial series of casebooks was compiled to directly correspond to each of the required courses in China's MBA programs. Subsequent case collections will be compiled for popular elective courses.

The primary source of cases for these case collections is the Ivey Business School, University of Western Ontario, Canada. Ivey is the second largest producer of teaching cases in the world, and the largest producer of current, Asian cases. Ivey waived all of its normal permission fees in order to see these books produced. Certain other institutions were unwilling to do so. Ivey is committed to China.

The production of this Series would not have been possible without:

- ✧ the initiative of Lee Sun, President of Multi-Lingua;
- ✧ the encouragement and assistance of Tsinghua Dean Zhao Chunjun and Assistant Dean Chen Xiaoyue;
- ✧ corporate sponsors (In some instances, Ivey was able to obtain corporate sponsorship to assist with the heavy costs associated with the completion of this series. Where appropriate, the sponsor of any book is acknowledged in that particular volume.);
- ✧ my faculty colleagues at Ivey who selected the cases and wrote the introductions to the individual volumes;
- ✧ our editorial coordinator, Mrs. Mary Roberts.



Paul W. Beamish
London, Ontario
June 1998

白洛德(Rod White)

白洛德任西安大略大学毅伟管理学院商业政策专业副教授。自1979年进入毅伟管理学院以来，曾为本科生、硕士生和博士生讲授商业政策和战略管理课程，1996年，作为访问学者曾到访INSEAD，目前任毅伟管理学院博士计划主任和普通管理学科组协调人。他拥有西安大略大学荣誉榜金牌商学学士学位、哈佛大学优等工商管理硕士和博士学位。

白洛德教授的研究领域和咨询活动范围是高层管理班子的作用、商业战略问题研究——大型综合企业的内部组织关系和外资附属企业的战略管理等。目前，他正在探索在公司环境中经理群体成功或失败的学习方式以及这一过程对公司经验和战略更新的作用，他的另一项新的研究方向是金融服务产业。他独立或合作撰写的许多论文发表在《管理学报》、《哈佛商业评论》、《商学季刊》、《政策选择》、《管理与组织学国际研究》、《策划评论》、《组织动态》和《战略管理学杂志》等，参与合作撰写了《商业政策：加拿大案例》（第一和第三版），并合作编辑了《建立战略响应组织》。

白洛德教授活跃于企业经理们与学术组织中间，他曾为加拿大、美国和欧洲的许多机构与企业担任过咨询顾问，其中包括蒙特利尔银行、Saskoil、恩斯特杨广告公司、山威克集团、Lever兄弟、加拿大Texaco、加拿大Glaxo公司、南方公司以及加拿大政府财政部等，并兼任加拿大山威克公司董事。他还在一些国际性机构担任不同职务，如：加拿大管理科学联合会、商业政策教育委员会及管理学会规划部，并任第11届国际战略管理大会的联合主席，《战略管理学杂志》编委会成员。

白洛德教授与夫人莎朗育有两个孩子：可爱的9岁女儿和活泼的5岁的儿子。

Rod White's Web Site

Welcome to my personal webpage. This page contains more information about my professional and academic interests. A short biography follows:

Rod White is an Associate Professor in the Business Policy area at the Richard Ivey School of Business, The University of Western Ontario where, since 1979, he has taught Business Policy and Strategic Management at the undergraduate, masters and doctoral levels. He was a visiting Professor at INSEAD during 1996. He recently served as Director of the Richard Ivey School's Doctoral Program and is currently co-ordinator of the general management group. Rod received his DBA and MBA (with high distinction) from Harvard University and his Honors Bachelors of Arts in Business from The University of Western Ontario (gold medallist).



His research interests and consulting activities include the functioning of top management teams, questions of business strategy-organization relationships within large, complex companies and the strategic management of foreign-owned subsidiaries. Currently Rod is exploring how groups of managers in an organizational setting learn, or fail to learn, and how this process contributes to organizational excellence and strategic renewal. He has an ongoing interest in the financial services industry. Rod has authored or co-authored articles on these and other topics appearing in Academy of Management Review, Harvard Business Review, Business Quarterly, Policy Options, International Studies of Management and Organization, Planning Review, Organization Dynamics and The Strategic Management Journal. He co-authored Business Policy: A Canadian Casebook (first and second editions) and co-edited Building the Strategically Responsive Organization.

Rod is actively involved with both practicing managers and academic organizations. He has worked, as a consultant or advisor to a number of organizations both in Canada, the United States and Europe, including The Bank of Montreal, Saskoil, Ernst and Young, Sandvik AB (Saws & Tools Group), Lever Brothers, Texaco Canada, Glaxo Canada Inc., Southland Corporation and the Department of Finance, Government of Canada. Rod is a member of the board of directors of Sandvik Canada, Inc. He also has served on the national executive of the Administrative Sciences Association of Canada, the teaching committee of the Business Policy and Planning division of the Academy of Management and as Co-Chair of the 11th Annual International Conference of the Strategic Management Society. Rod serves on the editorial board of The Strategic Management Journal.

Rod and his wife, Sharon, have two children, a lovely nine year-old daughter and an active five year-old boy.

A detailed copy of my current c.v. is available in Adobe Acrobat format.

The outline for the General Management 400 course I am currently teaching is available in Acrobat format.

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Current Working Papers (also in Adobe Acrobat format)

From Monkeys to Managers: a socio-evolutionary link between resource-context and social structure.

编者的话

管理学涉及的主题很多，本案例集向学生们展示各种管理情境和管理决策。这些案例涉及的管理题材广泛，包括：冲突解决、团队工作、目标确立、战略制定和实施、组织设计和战略、建立高效能公司、跨文化问题和企业文化等。

这些案例为学生们提供了制定决策所必需的资料。在每个案例中，学生们必须进入决策者的角色，确定问题的性质、找出解决方案、审查相关的数据直至制定决策并提出实现决策的具体方针。

本案例集涉及的题材都是管理基础课中研究的典型。在可能的情况下，我们还选择了以亚洲为焦点的案例。“传统工艺地毯制造有限公司”案例介绍了战略概念、战略选择和总经理的角色，该案例以较小型公司为对象。“Javitt工业”、“Antar汽车公司—第三部分：冲突的目标”、“亚太Bristol压缩机”和“西德克萨斯泰国公司”案例详尽分析了冲突解决、团队管理和建立与利用人力资源等问题。“Dofasco公司”案例提出了在经济严重滑坡时保持强大的、宝贵的企业文化的问题。“昆士兰矿业有限公司”案例探索了在合资企业环境下控制和影响的问题。“维多利亚重型设备有限公司”和“特威尔公司”案例深入探讨了组织发展和结构变化的问题。“通用能源管理初创”案例提出了在成功的大公司内开办新企业的组织问题。“肯德基在中国”系列案例涉猎了从战略策划到战略实施的问题。

将这些案例与其他教学资料配合使用无疑将给学生们提供更多的机会来理解经理人员所面临的多种组织、管理和战略问题。

A Note from the Editor

Management encompasses many topics. This case book presents students with a variety of managerial situations and management decisions. The cases represent a broad range of management topics; including: conflict resolution, teamwork, goal and objective setting, strategy formulation and implementation, organization design and strategy, building a high performance organization, cross-cultural issues and corporate culture.

These cases present students with the necessity of making decisions and provide a basis for discussing the value and limitations of basic management concepts and analytical techniques. In each instance, the student must adopt the role of the decision maker, define the problem or issue, identify alternatives, examine the relevant data and arrive at a decision and recommendations on how that decision should be implemented.

The topics covered in this case series are typically those surveyed in an introductory course on management. When possible cases with an Asian focus have been selected. **Designer Classic Carpets** introduces the concept of strategy, strategic choice and the role of the general manager. It deals with a smaller entrepreneurial company. **Javitt Industries**, **Antar Automobile**, **Bristol Compressors** and **Texas Western Thailand** examine problems of conflict resolution, team management, and of building and utilizing human resources. **Dofasco** raises the issue of sustaining a strong and valuable corporate culture in the face of a severe economic downturn. **Queensland Minerals Ltd.** explores problems of control and influence in a joint venture setting. **Victoria Heavy Equipment** and **Twill Enterprises** investigate issues of organizational development and structural change. The **GE Energy Management** cases raises the organizational problems of starting a new business venture within a large established company. The **Kentucky Fried Chicken in China** cases series goes from strategy formulation (the A case) through to strategy implementation (the B and C cases).

Use of these cases in conjunction with other text materials will provide students with an appreciation for many of the organizational, management and strategic issues facing managers.

Rod White



Content

CASE 1 DESIGNER CLASSICS CARPET MANUFACTURING LTD.

案例 1 传统工艺地毯制造有限公司

Jim Dunlop, entrepreneur and owner of Designer Classics Carpet, is deciding upon future growth opportunities for his company. Opportunities for forward and backward integration have been identified. As well, the acquisition of a firm manufacturing a related product line is being considered. Dunlop must decide upon priorities, direction and timing of all these moves.

TEACHING NOTE: 887M07

INDUSTRY: 15 Textile Mill Products
ISSUES: 446 Strategic Planning
110 Entrepreneurship
156 Integration
0

Ontario, Canada Small 1987 15 PAGES

AUTHOR: White, R.E.

Jim Dunlop, 著名企业家, 传统工艺地毯制造有限公司的所有者正在为公司将来的发展作决策。论证了过去及未来一体化的可能性, 同时也考虑了公司生产相关产品的收益。Dunlop 必须决定所有这些行动的先后顺序、方向及时间安排。

☞ P1

CASE 2 JAVITT INDUSTRIES

案例 2 Javitt 工业

The case describes problems faced by the manager of the Canadian personnel office who goes to Japan to investigate a senior management dispute in the Japanese subsidiary. He is to make recommendations to the president of the Javitt operations-Western hemisphere. If the dispute is not resolved promptly, several resignations of key personnel are likely to occur. Intense feelings are expressed and private investigators and clandestine meetings are involved.

TEACHING NOTE: 886C52

INDUSTRY: 21 Chemicals and Allied Products
ISSUES: 509 Intercultural Relations
161 International Business
317 Subsidiaries
0

Japan 1985 11 PAGES

AUTHOR: Distefano, J.J.

CASE WRITER: Green P

案例讲述的是一个加拿大人事经理到日本的分公司解决高层管理争端, 他将为西半球的Javitt公司总裁作建议。如果争端解决的不合适, 很可能出现几个重要人员联名辞职的状况。其中描述了紧张的感觉, 也包括私人调查和秘密会议。

☞ P16

CASE 3 ANTAR AUTOMOBILE COMPANY - PART III: CONFLICTING OBJECTIVES

案例 3 Antar 汽车公司——第三部分: 冲突的目标

Rob Dander, a project manager in the

Rob Dander 是一家汽车装

Operational Research Department (ORD) of an automobile assembly plant, had been assigned the job of managing a computer project which would lead to the development of a more automated system. For five months he had been supervising the work of three young company employees who were developing a simulated assembly line. However, because Rob's current responsibilities left him in charge of four or five projects at a time, all in varying stages of completion, he had left his assistants to work together with very little intervention from him. As a result, by May he was facing the pressure of an uncompleted project and an unnecessarily elaborate design. As project manager, Rob had to decide how he could most effectively redirect his assistants' energies so the team could meet management's deadline and design expectations.

NOTE: This case to be used with supplement cases-9A95C005 and 9A95C016.

TEACHING NOTE: 895C05

INDUSTRY: 30 Transportation Equipment

ISSUES: 139 Group Behaviour

196 Management Succession

189 Management of Professionals

388 Conflict Resolution

Ontario, Canada Large 1995 1 PAGES

AUTHOR: Mikalachki, A.

CASE WRITER: McLennan R

CASE 4 BRISTOL COMPRESSORS, ASIA-PACIFIC

After three years of investments, Bristol Compressors' performance in Asia-Pacific has been disappointing. The lack of management bench strength is perceived as the number one problem for the company. This case focuses on the challenges of building a high performance organization in a short period of time in Asia.

TEACHING NOTE: 898M01

INDUSTRY: 28 Machinery except Electrical

ISSUES: 192 Management Development

466 Globalization

521 Management in a Global Environment

467 Strategic Change

Asia/Hong Kong Large 1997 16 PAGES

AUTHOR: Morrison, A.

CASE WRITER: Black JS

配厂的生产研究部门主管设计的经理。他目前分管一个计算机项目的设计工作, 该项目将研制一个自动化程度很高的系统。5个月来, 他指导3名公司雇员安装模拟生产线, 可是由于Rob最近的工作还要同时负责4~5个项目, 每个项目都处于不同的完成阶段。他让他的助手们一起工作, 自己很少参与, 结果到5月份的时候, 他面临着项目不能如期完成的压力以及不必要的过度设计, 作为项目的管理者Rob必须决定如何最有效的重新鼓起助手们的干劲, 在完成期限到来之前, 达到预期的设计需要。

 P27

案例 4 亚太Bristol压缩机

经过3年的投资, 亚太Bristol压缩机公司的业绩令人失望, 缺乏强有力的管理, 已成为公司的最大问题。本案例着重分析了在亚洲短期内建立高层执行机构所面临的挑战。

 P28

CASE 5 TEXAS WESTERN THAILAND**案例5 西得克萨斯泰国公司**

Mr. Jason Roberts, acting controller and head of the accounting department, Texas Western (Thailand) (TWT), has just received a fax from head office in Dallas reprimanding him for not implementing Texas Western's standard accounting system in Thailand and, instead, developing a modified version of the system with the cooperation of TWT's accounting department. Mr. Roberts believes that the modified system is more appropriate for conditions within TWT and the Thai environment.

TEACHING NOTE: 896B54

INDUSTRY: 22 Petroleum Refining & Related Industries

ISSUES: 363 Deferred Charges
161 International Business
188 Management of Change
0

Thailand Medium 1995 10 PAGES.

AUTHOR: Lecraw, D.J.

Jason Roberts先生是西得克萨斯泰国公司会计部的负责人，他刚刚收到一份来自达拉斯总部的传真，指责他未完成西得克萨斯(TWT)在泰国建立标准会计体系的任务，而是更改了西得克萨斯(TWT)的合作会计体系。Roberts先生认为更改后的会计体系更加适合泰国西得克萨斯(TWT)以及泰国的国情。

☞ P44

CASE 6 DOFASCO INC.**案例6 Dofasco公司**

In June 1982, the members of a special task force at Dofasco Inc. of Hamilton, Ontario were faced with the unpleasant task of deciding how the firm should react to a serious downturn in the economy which had become evident six months earlier and showed no sign of abating. The company's first response had been to initiate a hiring freeze, which had resulted in a workforce reduction through attrition of approximately 400 people over the past six months. It was clear, however, that further action and quick action was called for. The task force was considering cutting the company's dividends and/or announcing extensive layoffs.

INDUSTRY: 26 Primary Metal Industries

ISSUES: 409 Employee Relations
176 Labour Relations
0
0

Ontario, Canada Large 1982 16 PAGES

AUTHORS: White, R.E. Higgins, G.R.

CASE WRITER: Gordon R

1982年6月，安大略汉米敦Dofasco公司特别工作组的成员们面临着一次不那么令人愉快的任务——面对6个月前开始的、且越来越明显并无任何停止迹象的严重的经济衰退如何作出反应。公司最初的反应始于停止进入，其结果是经过6个月400名员工的消耗，导致劳动力的减少。很明显，应当迅速作出进一步的反应。特别工作组正在考虑削减公司的红利或声明进一步扩大临时裁减人数。

☞ P54

CASE 7 QUEENSLAND MINERALS LIMITED**案例7 昆士兰矿业有限公司**

This case is an up close look at the management of a large mining and smelting alliance in Australia. One partner is American, the other Australian.

本案例详细描述了一家澳大利亚大型矿业及冶金联合企业的

Although it is an equally owned venture, the Australians are the "lead" partners, but they are not doing a very good job. The Americans are frustrated by this, but uncertain as to how to influence their partner. The Americans also have been frustrated in their attempts to introduce a new technology to the mine and expand it. The case is an excellent vehicle for exploring the issue of management control and influence in joint ventures. Does having a lead partner make sense? What should be the role of each company vis-a-vis operating issues? Strategic issues?

TEACHING NOTE: 892G09

INDUSTRY: 9 Mining - Miscellaneous
ISSUES: 175 Joint Ventures
161 International Business
0
0

Australia Large 8 PAGES

AUTHOR: Killing, J.P.

CASE 8 VICTORIA HEAVY EQUIPMENT LIMITED

Victoria is a family owned and managed firm which has been led by an ambitious, entrepreneurial CEO who now wants to take a less active role in the business. Victoria has been through two reorganizations in recent years, and the case focuses on the organizational and strategic issues which will need to be addressed by a new president.

TEACHING NOTE: 886M03

INDUSTRY: 28 Machinery except Electrical
ISSUES: 140 Growth Strategy
231 Organizational Structure
85 Decentralization
178 Leadership

Canada/USA Large 1985 14 PAGES

AUTHORS: Poynter, T.A. Beamish, P.W.

CASE 9 TWILL ENTERPRISES LIMITED

Steady growth and an aggressive new project are putting increasing pressures on a successful owner/manager and his management team. The business continues to perform well, however, and the manager and his people are reluctant to change their management approach. Under the circumstances, are any strategic or organizational changes justified? If so, what ones and when and how should they be implemented?

INDUSTRY: 20 Printing, Publishing & Allied Industries

管理模式。合伙人由两方构成——美国人和澳大利亚人。尽管是同等投资，然而澳大利亚方是主导一方，澳大利亚方并没有做好这项工作。美方十分沮丧，然而又不知怎样影响他们的合作伙伴。美方曾尝试在矿业公司引进一种新的技术并进行推广，然而却以失败而告终。本案例将成为管理控制以及影响合资伙伴的精彩范例。作为主导方具有何种意义？合资双方在经营管理与战略决策中的作用如何？

☞ P70

案例8 维多利亚重型设备有限公司

维多利亚重型设备有限公司是一个由家族所有并经营的企业，它由一个具有事业心、且具有企业家才能的决策者领导，如今他决定较少参与商业事务。在最近几年，维多利亚重型设备有限公司进行了两次重组，本案例重点讨论组织及战略问题，这一切将对新总裁提出调查报告。

☞ P78

案例9 Twill 实业有限公司

如何保持稳定的经济增长以及如何上一个富有竞争性的新项目，这一切将给一个成功的企业所有者、经理及其管理层越来越大的压力。如果事业发展并保持良好态势，管理者及他的助手们是不愿意改变他们的管理方式。在这种情况下，需要进行战略或