

加拿大毅伟管理学院  
清华大学经管学院

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世界经济  
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# 案例

# 人力资源管理

狄祖善 (Joseph J. DiStefano) / 编  
霍思安 (Ann C. Frost)

英文版

## Human Resource Development and Management

# CASES



机械工业出版社  
China Machine Press

Richard Ivey School of Business  
The University of Western Ontario

IVEY

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Joseph J. DiStefano

Ann C. Frost

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## 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，同时有多伦多的密西桑戈设有分校，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，《国际管理学杂志》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 a large, stylized initial "L" and "G".

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各种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

## 狄祖善( Joseph J. DiStefano)

狄祖善在西安大略大学毅伟管理学院任组织行为学教授，并任位于香港会议展览中心亚洲毅伟的郑裕彤工商管理学院行政总监。自从1968年加入毅伟管理学院以来，曾担任皇家银行特聘国际商学教授、在与清华大学合作的北京商学计划中担任总监、在瑞士洛桑IMEDE/IMD担任主管人力资源的副院长和兼职教授。他在伦斯勒工学院获得理科学士学位，在哈佛商学院获得工商管理硕士学位，在康奈尔大学获得社会心理学硕士和博士学位。曾获西安大略大学普列娃最佳教师奖，并在美国和加拿大的多个私营与公共机构董事会中担任董事。

狄祖善教授的研究方向为人力资源管理、组织效率和跨文化管理。他撰写了90多个案例和许多学术论文，是多部著作的合著者之一，包括《国际管理行为学：从政策到实践》（第一版已被译为中文，目前最新版为第三版）和《高效管理措施》。

狄祖善教授蜚声国际，除为多所大学和各政府部门服务以外，他的客户还包括艾克桑石油公司、索尼、万国宝通银行、柯达、通用电气、商联和世界银行等企业与机构。

**Biographical Sketch**  
**Dr. Joseph J. DiStefano**

Joseph J. DiStefano is Professor of Organizational Behaviour at the Richard Ivey School of Business, The University of Western Ontario and Executive Director of Ivey's Asian campus at the Cheng Yu Tung Management Institute in the Hong Kong Convention and Exhibition Centre. Since joining Western's faculty in 1968, Dr. DiStefano has served as the Royal Bank Professor of International Business, founding Director of Business in Beijing (with Tsinghua University), Associate Dean - Human Resources, and visiting and Adjunct Professor at IMEDE/IMD in Lausanne, Switzerland. He earned a B.S. in mathematics at Rensselaer Polytechnic Institute, an M.B.A. at Harvard Business School, and an M.A. and Ph.D. in social psychology at Cornell University. He is the recipient of U.W.O.'s Pleva Award for Excellence in Teaching and serves on both private sector and voluntary boards of directors in the U.S. and Canada.

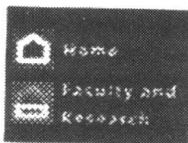
Dr. DiStefano's research interests include cross-cultural management, organizational effectiveness and human resource management. He has written over 90 cases and numerous articles and has (co)authored several books and monographs, including *International Management Behavior: From Policy to Practice* (now in its 3<sup>rd</sup> edition with the 1<sup>st</sup> edition in Chinese) and *Effective Managerial Action*.

Widely in demand as a teacher and consultant around the world, his clients include Exxon, SONY, Citibank, Eastman Kodak, General Electric, Commercial Union and The World Bank, as well as universities and governments.

## 霍思安( Ann C. Frost)

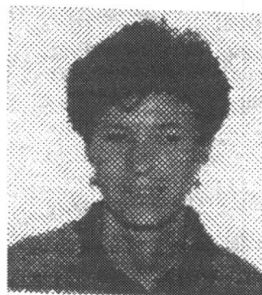
霍思安现任毅伟管理学院组织行为学助教，是韦特劳弗教席特聘研究员。她于1995年进入毅伟管理学院，此前曾在洛维尔的马萨诸塞大学工业竞争中心任博士后研究员，并在麻省理工学院的产业绩效中心任助理研究员。她在不列颠哥伦比亚大学获得商学士和理学硕士学位，并在麻省理工学院斯隆商学院获得工业关系博士学位。

霍思安教授的研究方向是比较环境中工作环境的重建、比较工业关系与人力资源管理以及组织的动态变化等。



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Frost's research interests include workplace restructuring in comparative context, comparative industrial relations and human resource management, and the dynamics of organizational change.

## 编者的话

公司发展到一定规模时，对人员的管理便无法继续以个人的临时方式进行。要有效地发挥组织的作用，公司需要有符合战略目标的结构、系统和程序。尤其需要人力资源管理系统，以确保人员数量恰如其分，训练有素，并献身于公司所制定的战略目标。

本案例集主要针对这些系统，探讨怎样进行设计和实施，以获得特定的组织目标。特别值得指出的是，这些案例重点突出公司在迅速发展的亚洲经济环境下运营的人力资源需求。这些案例分析了如何利用人力资源战略和系统来使这些公司在本行业中取得并保持竞争优势。

本案例集并非为那些将成为人力资源经理的人才专门设计的，这些案例旨在为总经理们介绍本领域的基本概念和要素。我们的目的是帮助总经理们懂得人力资源管理以及建立人力资源与企业战略关系的良好思维方式。

当完成对这些案例的分析和讨论时，您应有如下收获：

- 如何制定适应总体企业战略的人力资源战略。
- 一流的人力资源管理人员应当完成哪些工作。
- 人力资源管理的一些关键功能，以及这些功能如何在增强和保持竞争优势方面发挥作用。

## **A Note from the Editors**

Once a company reaches a certain size, individuals cannot be managed on an individual, ad hoc basis. To function effectively the organization requires structure, systems, and processes to meet its strategic goals. In particular, it needs human resource management systems to ensure that it has the right number of people, appropriately trained, and committed to the organization's strategy.

This set of cases is about those systems and how they may be designed and implemented to achieve any particular set of organizational goals. In particular, these courses focus on the HR needs of firms operating in the rapidly growing Asian economies. They will look at how HR strategies and systems can be used to enable these organizations to gain a sustainable competitive advantage in their businesses.

This is not a set of cases designed for those who will practice as Human Resource Managers. Rather, it is meant as a serious introduction to the field for General Managers. What we try to do is to develop useful ways of thinking about human resource management and its relationship to business strategy.

When you have completed an analysis and discussion of these cases, you should have a good sense of the following:

- How to develop HR strategies that match overall business strategies.
- What to expect of a first-class human resource management executive.
- Some of the key functions of human resource management and how they can contribute to the development of sustainable competitive advantage.

**Ann Frost**  
**Joseph J. DiStefano**





# Content

## CASE 1 HCM BEVERAGE COMPANY

## 案例 1 HCM饮料公司

Mark Johnson, general manager of HCM Beverage Company must decide what to do about the declining performance of Vietnam-based HCM Beverage. Employees seem unmotivated and lackadaisical about their work. These same workers blame the weather for the poor results. Figuring out the problem and solution is Johnson's major challenge.

TEACHING NOTE: 898C03

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ISSUES: 521 Management in a Global Environment  
104 Employee Attitude  
516 Employment Equity  
176 Labour Relations

Vietnam Medium 1997 17 PAGES

AUTHOR: Morrison, A.  
CASE WRITER: Black JS

马克·约翰逊先生目前担任总部设在越南的HCM饮料公司的总经理,他必须决定采取何种措施以解决HCM公司当前业务不断下滑的问题。该公司员工对于自己的工作缺乏动力、态度懒散,却把公司业务的不景气归咎于天气原因。发现问题并找出解决方法是约翰逊所面临的重大问题。

☞ P1

## CASE 2 OFFICE DESIGN PARTNERS (THAILAND) LTD.

## 案例 2 办公室设计合作(泰国)有限公司

The managing director and operations director of the Thailand manufacturing arm of a Taiwan-Thailand joint venture were experiencing severe difficulties. Transferred to Thailand from Taiwan three years ago, they shared management responsibilities with other Taiwanese expatriates, two North Americans and a few Thai supervisors. The workforce was predominately local Thais. The performance of the company was not meeting expectations of either of the JV partners, a problem especially acute for the managing director, whose father was chairman of the Taiwan partner's holding company. Problems included high turnover, changing roles with the recent departure of the American firm originally in a 3-way partnership, intercultural communications and general confusions as to what to do. The purpose of the case is to develop a process for defining the problems and planning appropriate action in a complex international milieu.

INDUSTRY: 18 Furniture and Fixtures  
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228 Operations Management  
178 Leadership

Thailand Medium 1996 13 PAGES

一家台湾-泰国合资公司下属的泰国生产部门的总经理和经营经理正在面临严重的困难。自三年前由台湾调入泰国后,他们一直与其他来自台湾和两位来自北美的同事以及几位泰国的管理者共同从事公司的管理工作。公司的绝大部分员工均为当地的泰国人。公司的绩效无法达到任一方合资的要求,这一问题对于公司的总经理来说尤为尖锐,因为他的父亲目前担任台湾合作控股公司的董事长。公司所面临的问题包括频繁的人员变动、由于一家美国公司脱离当初三方合伙的结构而带来的变化、两种文化之间的交流以及员工对于公司今后的发展存在一种普遍迷惑心理等。