本考科禁用掌上型計算機

個案 1

織子鄉的掙扎

織子產業聚集的彰化社頭鄉，是台灣織機工業發展 50 年的大本營。在產業
高峰的時期，其產量曾佔全台灣八成的生產量。織造男女用織、婦織、網織，小
孩及洋娃娃的織物，其產品線的齊全，幾乎可說是全台灣每 10 個人有一半以上，
腳上穿的都是來自社頭織出的織子。社頭不僅供應國人的需求，它的織品更是銷售
至全世界。外銷主要地區為歐美為主，中南美洲與中東等地為輔。

台灣織機產業高峰期是在十多年前，當時社頭全鄉從事製造業的有 3000 多人，
其中四分之一是從事織機業，幾乎可說是全鄉運動。當在盛世時期，社頭鄉的
街頭上，無論是三合院、透天滑或低矮的平房內，都隱藏著小型織機工廠，每個
家庭可能是全家其中一部份或其中機器的代工廠，各家環節分工合作，負
責專項生產，從編織、染色、縫合、定型、染色、包裝到運送，整個鄉串聯起來
宛如一條完整的生產線。

這樣的家庭工廠，根據社頭鄉公所統計，鄉內 5 人以下的工廠佔總
織機廠的 32%。上升到 1998 年的 53%。而且 90% 是 30 人以
下的小型工廠，這些上千家的織機外銷貿易、代織廠，4、50 年來有如「狼群摧
兵」般進行彈性化的外包合作策略，當訂單需求量大的時候，這些小型工廠能立
即組合成規模的大工廠，即時回應國外廠商的需求，所以台灣的織子能在外銷
市場闖出亮麗的天空。

而在 2005 年 WTO 取消紡織品配額後，全球化對織子鄉的重擊，卻似乎在一
瞬間產生。全球紡織業競爭更加激烈，紡織廠紛紛至大陸投資生產，以獲取更低
廉的生產成本。獲取更高利潤，大陸現時已是全球最大紡織產品生產出口供應地。浙
江省的諸暨大唐一年生產 90 億雙織子，佔了世界三分之一織子產量，而且人人
領的薪資不到社頭人的四分之一。

儘管資金雄厚的企業能夠自行闖出國外的通路，但小工廠卻不能如此，織機
工業和國內多數的中小企業一樣，面臨全球化競爭的嚴厲挑戰。（資料來源：修
改自貿易雜誌電子報 172 期，天下雜誌 317 期）

1. 中小企業如何因應全球化？（25 分）

2. 對於社頭鄉的織機業，你會給什麼建議？（25 分）
個案 2

A Challenge at Antle Corporation

Antle Corporation is a large electronics and computer firm headquartered on the East Coast. It has more than 100,000 employees. Founded in 1912, Antle was generally regarded as the world’s number-one designer and manufacturer of large computer equipment from the late 1940s until the late 1980s. At its peak, its share of the market was estimated at 80 percent.

The compensation system at Antle has evolved through the decades, and top managers as well as employees report high levels of satisfaction with it. The following are the essential elements of the compensation system:

- All jobs are evaluated using a point factor approach once every 5 years, with minor adjustments made in between evaluations to correct inequities.
- The company hires a consulting firm once a year to conduct a salary survey for benchmark jobs. The company’s pay policy is to peg salaries at the 85th percentile of the market.
- There are 18 grade levels in the company. Employees increase their pay level mainly by moving up the corporate hierarchy over time. The typical employee remains three years in one job before being promoted to a job at the next grade level. All employees are hired at the entry level and are groomed within the company. Although promotions are ostensibly based exclusively on performance, in practice “time on grade” plays an important role in deciding who is ready to move up.
- Perquisites and special benefits are closely tied to grade level. Stock options, for instance, are available only to employees in grades 15 through 18.
- Pay and promotion decisions are highly centralized.
- The only variable compensation comes from a profit-sharing plan under which the company funds a retirement plan for each employee based on the firm’s profitability over the preceding year.
- Although “pay for performance” is the company’s official policy, most employees view job security and upward mobility over time as the main rewards offered by the firm.
- A strict pay-secrecy policy is in force.

For the past 10 years, Antle’s market share has been declining at an average of 3 percent annually. Because labor costs are almost 70 percent of Antle’s total costs, one of Antle’s first actions is to examine the firm’s compensation practices. (Source: adapted form Gomez-Mejia, Balkin, & Cardy, Managing Human Resources, 2007)

1. What are the pros and cons of Antle’s compensation policies? (25 分)

2. What recommendations would you offer Antle for redesigning the compensation system? (25 分)

【中、英文作答皆可】