

說明：管理實務共兩題，每一題皆 50 分。作答限用中文或英文。評分標準與選用中文或英文作答無關。

第一題：日本豐田汽車 (Toyota) 終於在 2009 超越美國通用汽車 (GM)，成為全球銷量第一的汽車品牌。在 2010 年，卻連續發生車輛暴衝、油門踏板無法彈回，連最火紅的油電兩用車 Prius 也發生煞車失靈事故，引發召回檢修事件，重創豐田如神話般優異的品質與可靠度的信譽。豐田於 2010 年 2 月 1 日宣布油門踏板問題的解決計畫，該計畫已由美國「全國公路交通安全管理署」(NHTSA) 批准，經銷商最快可望在 4 日或 5 日收到檢修配件。聯邦運輸部(DOT)官員證實 NHTSA 未反對豐田這項解決計畫。豐田將會寄通知信給車主，但可能需時數周，希望車主收到信才前往經銷商修車。社長豐田章男於 2 月 5 日在日本召開記者會，為海外市場大規模召回問題車首次對外公開道歉，並表明對新型油電複合動力車 PRIUS 的煞車問題，將盡早檢討因應的方法。豐田公司並且表示，在美國市場召回，或提供顧客零組件自行更換的問題車達 850 萬輛，在歐洲召修 180 萬部汽車，中國也會召回一些。估算損失將逾 20 億美元。

請以您自己對這個問題的觀察，用三個管理的角度〈例如，企業文化、公司治理、策略、R&D、品質、危機處理，等...〉，探討豐田如何預防類似的事件再度發生。

第二題： First, there was the Macintosh. Then it was the iPod, the iPhone, and now the iPad. Next up in Apple's arsenal: The lawyers. No doubt, when Apple announced Tuesday (Mar. 2, 2010) that it was suing HTC for allegedly infringing on its patents, only one company may have been named, but Jobs & Co. were issuing a legal warning to nearly every company that's released an iPhone-like device. But how far will this fight go? That's the unanswered question.

Apple's executives have repeatedly stated they will defend those patents. Last year, when Palm was making a big marketing splash with the Pre, Apple Chief Operations Officer Tim Cook said when asked about competitors that his company would be ready and willing to take on anyone who violated its patents. "We like competition as long as they don't rip off our IP," he said. "And if they do, we will go after anyone who does."

Apple likely chose HTC as its target for several reasons. For one, HTC is a relatively small and young company when compared with some of its handset rivals, which means it has less money for a long legal battle. And it likely has fewer patents that can be used to countersue Apple. And if Apple is able to strong-arm HTC into changing its designs or even wins the legal war, that will provide leverage that Apple can use against other phone manufacturers, such as Motorola, Samsung, and Sony Ericsson.

Another likely major reason that HTC was picked: it is currently Apple's biggest threat. HTC was the first handset maker to start making Android phones. It sells five today, and it announced two more Android devices at Mobile World Congress last month: the HTC Legend and the HTC Desire. These phones feature the latest Android software. These latest phones also look more like the iPhone with a curvier, softer, smoother phone design. And functionally, they match and even surpass the iPhone in some ways. In addition to its growing Android portfolio, HTC also manufactures about 80 percent of the phones that use the Windows Mobile software. And it will likely be the first handset maker to come out with a smartphone using the new Windows Phone 7 operating system, which is specifically designed for touch screen phones could pose a threat to the iPhone.

It will likely be months before Apple reveals much of its strategy in the patent fight. But you can bet that other handset makers, as well as Google and Microsoft, will be watching closely.

What are your advices to Peter Chou, President and CEO of HTC?