

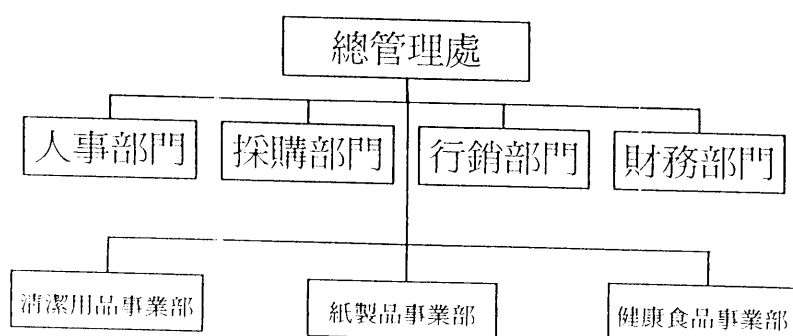
《管理個案》說明時多引用管理理論、學者觀點及管理名詞。

(25 分)一、根據美國經營協會 (American Management Association) 最近公佈的一項調查結果顯示，美國企業監視員工電子郵件的情形已經愈來愈普遍。在接受調查的 1,000 家企業中，有 27% 表示會監視員工的電子郵件內容，這個數字在去年只有 20%，前年則只有 17%。而電子郵件其實只是企業監視員工行為中的一項，其他還包括電腦檔案與電話等。具估計，目前有用電子方式監測員工的企業比例高達 45%，不過其中有 84% 的公司會告訴員工這項措施。(摘自一週網事—邱元平)

問題：

1. 『企業是否應監視員工電子郵件』，試說明你的觀點。
2. 續上題，若公司根據你對上題的觀點執行，試說明可能會產生的問題。

(25 分)二、東西公司的部分組織圖如下所示：



問題：該公司是什麼形式的組織？試推論該公司採用此種組織型態的原因以及可能會產生的問題。

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Case Study I: A black day in Bhopal

December 2, 1984, will long be a black day on the Indian calendar because on that date the world's worst industrial accident occurred at a Union Carbide pesticide plant in Bhopal, India.

Some 36 metric tons (40 tons) of highly toxic methyl isocyanate (MIC) gas, used in the manufacture of carbamate pesticides, leaked from an underground storage tank. When water accidentally entered the tank, its cooling system failed, which caused the reaction mixture to overheat and explode. Once in the atmosphere, some of the toxic MIC was converted to even more deadly hydrogen cyanide gas.

The toxic cloud of gas settled over about 78 square kilometers (30 square miles), exposing up to 600,000 people, many of them illegal squatters living near the plant because they had no other place to go.

According to Indian officials, at least 5,100 people (some say 7,000-15,000, based on the sale of shrouds and cremation wood) were killed; according to a 1996 report by the International Medical Commission on Bhopal another 50,000 to 60,000 sustained permanent injuries such as blindness or lung damage.

Indian officials claim that the accident was caused by negligence, whereas Union Carbide officials claim that it was caused by sabotage (but has presented no evidence in court to back this charge).

The Indian Supreme Court ordered Union Carbide to pay a \$470 million settlement. However, the Indian government challenged the ruling, arguing that the settlement was inadequate. In 1991, the court upheld the settlement amount.

Leaving aside fair compensation to the victims, the economic damage from the accident was estimated at \$4.1 billion, so Union Carbide got off extremely lightly, explaining why the company's stock price rose when the settlement amount was announced.

After the accident, Union Carbide reduced the corporation's liability risks for compensating victims by selling off a portion of its assets and giving much of the profits to its shareholders in the form of special dividends. In 1994, Union Carbide sold its holdings in India.

Union Carbide could probably have prevented this tragedy, which cost billions of dollars (not including the tragic loss of life and serious health effects) by spending no more than \$ 1 million to improve plant safety.

(Source: Miller, Jr. 1999, p. 428.)

Questions:

- 1) Did Union Carbide behave responsibly or irresponsibly in this matter with respect to (a) those killed and injured and (b) its stockholders, who saw the return on their

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- investment rise because of the accident? (10%)
- 2) What is the role of a non-profit organization in preventing future disasters like this? (5%)
- 3) In Taiwan, No. 4 Nuclear Power Plant is under construction. Do you think this project should be continued or stop? Do you have any theoretical framework to support your decision? How do you assess the hazard risk and evaluate the trade-off between the social cost and benefit of the completion of this project. (10%)

Case Study II: Citizens against toxic waste

In the mid-1970s, Lois Gibbs was an ordinary housewife living happily with her husband and two children in a suburban neighborhood of Niagara Falls, New York. When her son became ill with an unusual combination of epilepsy and low white blood cell count – neither of which had even been known in her family – she was puzzled and concerned. In talking with neighbors, Lois discovered that many other families were suffering from a variety of unexplained illnesses including cancers, childhood leukemias, allergies, and birth defects. Some remembered that years before the neighborhood had been the site of a smelly, industrial dump called Love Canal into which the Hooker Chemical Company had dumped more than 20,000 tons of chemical waste.

Although the city bought the dump from Hooker in 1953 and covered the pools of oily chemicals and leaking drums with dirt, residents had continued to complain that nasty-smelling liquids oozed out of low areas and that black, rancid residue leaked into their basements after every rain. An engineering firm found that solvents, oils, pesticides, herbicides, and other toxic chemicals were migrating through the soil. The school that the Gibbs children attended had been built directly over the dump.

Lois began circulating a petition among her neighbors demanding that the dump be cleaned up and that the school be protected or closed. Going door-to-door to talk about health problems and pollution took a great deal of courage on Lois' part. With only a high-school education, she felt very uneasy challenging company experts and governmental authorities who scoffed at "housewife research" and suggested that she ought to stay at home and pay attention to her cooking and sewing.

Lois and her neighbors persisted, however. They read about Love Canal and toxic wastes. They attended numerous meetings, organized a citizen's group, prepared press releases, met with city, state, and federal officials. Finally they hired a lawyer and filed a lawsuit against the city, the Board of Education, and Hooker Chemical. Not everyone thought this activism and agitation was a good idea. For

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most people in this working class neighborhood, their home equity was the only form of savings. With all the controversy about Love Canal, those homes were worthless. Residents couldn't afford to just walk away. Some would rather have not known what was in their basements. By 1979, the protests were getting militant. An EPA study found chromosome abnormalities in eleven of thirty-six people who lived near Love Canal. Toxicologists recommended that pregnant women and young children be moved immediately from the neighborhood. But what about everyone else? If it wasn't safe for some to live there, how could it be safe for others? At one point an angry crowd threatened to hold EPA officials hostage until the government offered some relief.

Finally, in 1981, 810 families were evacuated, the school was torn down, and remediation work began. Underground streams have been diverted and a containment system of thick clay walls around the dump and two impervious caps over the top has been installed to prevent further migration of toxic waste. The 239 houses immediately adjacent to the dump have been demolished. Some 236 previously abandoned houses in the next ring out have been declared habitable again and are now being sold at bargain prices to people who don't know or don't care about their previous history.

In 1988, Occidental Petroleum (the parent company of Hooker chemical) agreed to pay \$ 250 million in damages to Love Canal residents. Although they were repaid for property losses, the stresses and disruptions were traumatic for many families. This incident has awakened many of us to the dangers of toxic wastes and the careless way they have been discarded. Love Canal was the prime incentive for passage of the Superfund, which was intended to provide funds for immediate relocation and cleanup of other toxic waste sites without having to spend years in research and litigation to determine who was responsible.

In 1981, Lois moved to Washington, DC, and founded the Citizens Clearinghouse for Hazardous Waste. She has become one of the leading citizen advocates in the United States on problems of toxic wastes and chemical spills. With a full-time staff of thirteen, and donations from individuals and foundations, the Clearinghouse has become a major force for environmental protection. Lois Gibbs says, "Average people can change the world. All you need is common sense, determination, persistence, and patience. It's a false premise that one must be expert to make a difference. Major changes have come from local people being angry and speaking out". Could you follow her lead?

Questions:

- 1) If this story happens in Taiwan, do you think Lois' lawsuit against the city

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- government can succeed? Why? (5%)
- 2) What major steps are the non-government organizations in making decisions to assist victims in this case to rise up? What are the most important criteria to regulate the polluters? (10%)
- 3) Do you believe that the hazardous waste dumping is damaged to the poor only? How would you go about helping prevent polluting factories and hazardous-wastes facilities from being located in or near communities made up largely of people? (5%)
- 4) What is the role of a non-profit organization in settling an environmental conflict between pollution victims and polluters in a society? (5%)