專業英文 (全球運籌管理研究所) 2005

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- 將英文文章逐段譯爲中文，並清楚表達之.
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Problem 1 (20%)

E-commerce is frequently, and incorrectly, equated with the use of the Internet to transact business. While the Internet has unquestionably been at the forefront of the rapid expansion of e-commerce – providing a low-cost, ubiquitous tool for facilitating business transactions – the use of electronic media to engage in the purchase and sale of goods and services is far from new.

The most notable example can be found in the travel and hospitality industries and the airline industry in particular, which pioneered many groundbreaking e-commerce applications for over three decades. Through the use of central reservation systems, travel and hospitality companies manage the sale of their inventory. Initially, central reservation systems were used simply to record transactions against the sale of physical inventory at a fixed price. Driven by market forces, it quickly became apparent that they could be used for better management of prices and inventory, leading to increased margins with minimal additional capital outlay.

Article Reference: Adapted from "Revenue Management and E-Commerce" by E. Andrew Boyd and Ioana C. Bilegan, Management Science, Volume 49, October 2003.

Problem 2 (20%)

Each firm in a supply chain depends on other firms for services, materials, or the information needed to supply its immediate external customer in the chain. Because firms are typically owned and managed independently, the actions of downstream members (toward the ultimate user of the service or product) of the supply chain can affect the operations of upstream members (toward the lowest tier in the supply chain). The reason is that upstream members of a supply chain must react to the demands placed on them by downstream members of the chain. These demands are a function of the policies these firms have for replenishing their inventories, the actual levels of those inventories, the demands of their customers, and the accuracy of the information they have to work with. As you examine the order patterns of firms in a supply chain, you will frequently see the variability is order quantities increase as you proceed upstream. The slightest change in customer demands can ripple through the entire chain, each member receiving more variability in demands from the member immediately downstream.

Article Reference: Adapted from Operations Management: Processes and Value Chains by Lee J. Krajewski, Larry P. Ritzman, 7th edition, Prentice Hall, 2004

Problem 3 (20%)

Recent economic events have forced many managers to confront an important message: the old model of managing supply chains is broken and simply doesn't work anymore.

Industries from automotive to transportation realize that neither raising prices nor dramatically increasing sales are viable options in a flat economy. This leaves only one alternative: reducing costs across the supply chain. As one General Motors executive recently noted, "One outcome of the downturn has been a strong signal to our top management team that a new model for managing customers and suppliers is needed. Our only opportunity left is to take out cost, and work better with our suppliers."

General Motors is not alone in realizing that the future competitive channel will involve not companies, but rather supply chains competing against other supply chains. To succeed in difficult as well as prosperous economic times, all the organizations that make up an industry's supply chain will need to step on the brakes or on the gas in a collaborative manner.

Driving supply-chain innovation in organizations is no simple task--but in today's harsh economic environment, it may mean a company's very survival. Those who survive are not the smartest nor the strongest--but those who are best able to adapt to change.

Article Reference: Adapted from "How Mature Is Your Supply Chain?" by Rob Handfield, Reports from the Supply Chain Resource Consortium (SCRC) Director, February 23, 2003

Problem 4 (20%)
For a lot of retailers, the notion of competing against Wal-Mart seems daunting, if not futile. Yet a few are quietly and systematically doing just that. The CEO of one successful competitor described his strategy by citing an old saw: "It's like the two outdoorsmen who wake to find a raging bear at their campsite," he said. "One camper slowly stands and backs away; the other starts to lace up his sneakers. 'You can't outrun that bear!' whispers the first. 'I don't have to,' replies the second. 'I just have to outrun you!'“

Rather than trying to outrun Wal-Mart, as it were, companies like this CEO's are both exploiting the weaknesses of other Wal-Mart competitors and simply maneuvering around the bear. Consider HEB and Publix in grocery stores, Best Buy in consumer electronics, Walgreens in pharmacy products, PETsMART in pet supplies, and Target in discount stores. All are managing to coexist and even thrive in the same forest with Wal-Mart.

The Wal-Mart threat shrinks into proper perspective when you segment the market along the lines of quality, service, convenience, selection, and price and then look closely at where the retail giant really dominates. Wal-Mart clearly wins on price and, to a lesser degree, selection--but nowhere else. Price isn't everything. Two-thirds of shoppers find Wal-Mart's assortments, middling product quality, and limited services not worth the savings. That means, regardless of Wal-Mart's proximity, there are plenty of customers looking for alternatives.

Article Reference: Adapted from “Outsmarting Wal-Mart” by Darrell K.Rigby and Dan. Haas, Harvard Business Review, December 2004

Problem 5 (20%)
Several of the corporate scandals that took place in the early years of this decade are currently being replayed in courtrooms from New York to Alabama. The trials of top executives at HealthSouth, Tyco International and WorldCom are reminding the public how unethical was the behavior of some of the nation's top managers only a few short years ago.

The finger of blame for this behavior is sometimes pointed at the MBA, the degree offered by business schools from Harvard to Hawaii. Perhaps this is not as odd as it sounds. After all, MBAs lay as thick on the ground at Enron as managerial hubris, and disinterested outsiders are not alone in asking whether there might have been some connection.

Many of the top business schools have taken steps to offset any ethically desensitizing influence there may have been in their MBA coursework. They have greatly expanded their teaching of business ethics—some by introducing special courses, others in more memorable ways. Tuck School of Business, for example, persuades an ex-convict to come every year to tell its MBA students of his regrets.

The dubious claim that business schools are responsible for the moral failures of their graduates decades after graduation does, however, highlight one widespread misunderstanding about the role and purpose of an MBA.

The real problem arises when students, or their new employers, believe that an MBA is, somehow, a qualification for business leadership. It is not, nor could any academic degree provide this. Law or medical degrees are necessary but not sufficient for the making of outstanding lawyers or doctors. In a similar way, a good MBA degree can help provide a student with analytical skills and theoretical knowledge useful to a business career. But becoming a successful leader of men and women in a turbulent business world requires maturity and wisdom. Happily, there is no degree programmed for those.

Article Reference: Adapted from "School for scandal: Is the MBA responsible for moral turpitude at the top?"-The Economist print edition, Feb 17th, 2005