

RE-ORGANIZATION AND OPERATIONAL STRATEGY OF PRIVATIZED STATE-OWNED ENTERPRISES - A CASE STUDY OF TAIWAN SUGAR CORPORATION

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ABSTRACT

Most of the researches on the privatization of state-owned enterprises are made from a general and macro point of view. However, there are also researches that concentrated themselves in a specific theme, including the policy of privatization, feasible solutions and processes, the change of employee welfare, the role of the labor union. Other themes of such specific researches relate to the relationship between the privatization and the rationalization, diversification, organization changes and human resource of the enterprises, the effect of the emigration of labor force on the gains of the knowledge industry and the pricing of the share in the process of the privatization. It is, therefore, important to investigate how the past, current and future operational strategy, management procedure and organizational structure of state-owned enterprises are integrated to improve the organizational efficiency and the welfare of the public. The objective of the competent authority is to "privatize most of the businesses of Taiwan Sugar Corporation within coming several years". According to the privatization plan of Taiwan Sugar Corporation made under the commission of Commission of National Corporations, Ministry of Economic Affairs, Taiwan Sugar Corporation will be divided into a mother company — Land Company — and a subsidiary — Business Company. The businesses of the development of lands, animal husbandry, cultivation and granulated sugar, which need a great number of land resources, will be managed by the Land Company, while the businesses of the product development, edible oil, sales channels, storage and fine agriculture will be managed by the Business Company. The Land Company will be owned by the state, while the Business Company will be open for private shareholders. Since the business models of the mother company and the subsidiary are different, the goals, operational strategies, organizational structures and management systems of both companies are distinguishing. One of the most important tasks state-owned enterprises must perform before and after the privatization is to find out the operational strategy and management procedure that are most suitable for the organization and can improve its competitive strength in the current environment. The organization must be re-organize thoroughly for the permanent development of the business. Based on the aforementioned description, the objective of this study is, with reference of literatures and on the basis of case studies, to investigate the direction of the organization development and the operational strategy that Taiwan Sugar Corporation must take in the current environment and under the policy of the privatization. This study will select the most suitable organizational structure for Taiwan Sugar Corporation and propose the measures it should take to effectively respond the transformation, so that the future structure of Taiwan Sugar Corporation may match with the actual situation of the entire commercial environment. In a word, the objective of this study includes: (1) Clarify the definition and meaning of the strategic fit and good strategic manipulation with reference to literatures; (2) Investigate whether the strategic fit is improved in the process of the transformation from state-owned to private enterprises on the basis of case studies; (3) Investigate how the operational strategy, management procedure and organizational structure fit in the process of the privatization to improve the performance of the organization; and (4) Investigate how Taiwan Sugar Corporation plans its future operational direction, selects suitable strategies, builds robust organizational structure and changes its management procedure under the fitness of the aforementioned three elements.

Keywords : 無

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