

## 銘傳大學管理學院 2020 企業倫理個案競賽初賽

Alpha 公司的遊戲機 Gambo 一直是市場上同類產品中最受歡迎的。每當有新機上市時，零售商門口都是大排長龍，顧客都想在第一時間拿到新機，好在社群媒體上顯擺一番。

過去幾年，Gambo 都是由 Beta 公司代工，在東南亞某國生產。藉由該地廉價又充足的勞動力，提供高品質的產品。Ken 是 Alpha 公司負責產品上市的主管，一直跟 Beta 公司的高層維持良好的關係，新產品上市從來沒有延遲過。

今年 Gambo 最新的第五代機已宣布在 2021 年元旦上市，號稱是歷來功能最強的設計。Alpha 公司就靠這次的新機上市所帶來的業績，來彌補因 COVID-19 所造成的損失。高層對新機的銷售抱著極高的期望，要求 Ken 到 Beta 公司的工廠親自督陣，務必確保新機準時上市。

當 Ken 到達工廠時，發現現場的生產人員竟有許多未成年的童工。Alpha 公司的政策向來嚴禁合作廠商使用未成年的童工，一旦被外界知道，Alpha 公司勢必會成為媒體及社會攻擊的對象，不僅有損公司的銷售，也毀了多年來建立起來的良好形象。

Ken 急忙找了 Beta 公司在本地的負責經理 Tim 質問：

「這是怎麼回事？我們一再要求不可以有未成年童工，你不知道合約中也有相關規定嗎？」

Tim 苦著臉說：

「我們都合作這麼久了，我當然知道啊！但是現在這裡 COVID-19 的災情嚴重，勞動力很難找。許多人不敢出門工作，怕在工廠被感染。你們公司又急著要趕在元旦前交貨，我也是逼不得已啊！」

「不如你這次就睜一隻眼閉一隻眼，當作沒看到，我們先把最重要的第一批貨交了。看這疫情好像有緩和的趨勢，後面的貨我們絕對不會再用童工了。你看怎麼樣？」

Ken 知道這下問題大了，不用童工真的可能趕不上出貨，但是一旦這事情傳了出去，公司將可能面臨比無法出貨更大的問題。他該告訴老闆讓他來做決定？還是自己處理？自己又該怎麼處理才是對公司最好的方式？

1. 本個案中有那些倫理議題？
2. 本個案中有那些利害關係人？
3. 如果你是 Ken，你會怎麼做？

## MCU School of Management 2020 Business Ethics Case Competition

Alpha Company's Gaming machine Gambo has been the top selling machine among its kind for many years. Every time a new model is announced, a big crowd of customers will rush to the store to get it so that they can post the new machine first hand on social media to show off their new toys.

In the past few years, Gambo has been manufactured by Beta Company somewhere in southeast Asia, due to the cheap and abundant labor. Ken is a senior manager responsible for new product launch at Alpha, and he has maintained very good relationship with the top management at Beta. No new products have ever been delayed in the past.

The new Gambo V is scheduled to launch on New Year day of 2021. It is said to have an unprecedented design that leaves the best from past years in the dust. Alpha is betting on the success of Gambo V to bring its sales back to save Alpha's loss this year due to COVID-19. Alpha has such a high hope for this new machine that Ken is asked to be at Beta's production site in person to make sure that nothing goes wrong.

Just when Ken arrives at the factory, to his utmost surprise, there are many underage workers in the factory. It is Alpha's policy that under no circumstances can their products be made by underage workers, and they have made this clear to Beta ever since they started their collaborations. Once the public knows about this, Alpha will certainly become the target of media attack, and God knows how people will respond to this news. Alpha's image as a family product company as well as the sales may suffer drastically.

Ken quickly finds Tim, the on-site manager from Beta, and asks him,

"What's going on here? I thought we made it clear that by no means can you use underage workers! Don't you know that we explicitly state that in the contract?"

Tim responds with a bitter face,

"Of course I know that! But you also know that the pandemic situation here is so severe that many people are not coming out to work. They are afraid of getting infected. Your company wants to deliver the first batch by New Year so badly that I have to use underage workers. I have to!"

"Look. Why don't you just pretend that you have not seen all these. I think the pandemic situation is getting better. As long as we can ship the first batch of Gambo

on time, I promise we will never use underage workers again. What do you think?"

Ken realizes how critical the situation is. Without hiring underage workers, it is almost impossible to ship the products on time. On the other hand, if the news gets out, Alpha Company could be facing even bigger problems. Should he just leave the decision to his boss? Or deal with it himself? What is the best way to handle this for the best interest of Alpha?

1. What is (are) the ethical issue(s) in this case?
2. Who are the stakeholders?
3. What would you do if you were Ken?