

# Chapter 5

## Key Business Functions

### Key business functions

- Human Resources Management
- Financial Management
- Operations Management
- Marketing Management
- Information Management
- Risk Management

### Human resources management

- **Human resources management** ensures that a company has an adequate amount of **employees** with suitable **skills**.
- Human resources management is the process of:
  - **acquiring** and **training** employees
  - **appraising** employees' performance and providing them with **compensation** (e.g., salary and annual leave)
  - dealing with matters concerning employee **relations** and employees' well-being.
- Every company must be able to **attract**, **recruit** and keep competent workers.
- Competent workers help a company achieve its **goals** efficiently and effectively.
  - This is particularly true for companies in a **knowledge-based** economy.

### Human resources management tasks

#### 1. Human resources planning

- **Human resources planning** (also called **manpower planning**) is the process of deciding
  - ✧ what **positions** a company needs to fill and
  - ✧ **how** they are to be filled.
- This ensures that a company has the right **number** and **kinds** of workers who are capable of completing company tasks.

#### 2. Recruitment and selection

- Identifies and attracts capable **applicants** for jobs
- **Selects** the most appropriate candidates

#### 3. Training and development

- Improves workers' **performance** by using different methods to enhance their technical, interpersonal and problem-solving **skills**

#### 4. Performance appraisal

- **Evaluate** workers' performance by designing a performance appraisal system and helps them identify ways to **improve**

#### 5. Compensation and benefits management

- Provides an effective compensation system which can **motivate** workers to work productively, and attracts and **retains** competent workers

# 第 5 章

## 主要商業功能

### 主要商業功能

- 人力資源管理
- 財務管理
- 營運管理
- 市場營銷管理
- 資訊管理
- 風險管理

### 人力資源管理

- 人力資源管理確保企業擁有足夠具備合適**技能**的**員工**為企業效力。
- 人力資源管理：
  - 是指**獲取**和**培訓**僱員、**評核**他們的工作表現，以及給予他們**報酬**和**福利**（例如薪金和年假）的過程。
  - 處理**勞資關係**和僱員福利等問題。
- 所有企業都必須**招聘**和**保留**具備才能的員工。
- 合適的人才有助企業有效率和有效能地達成企業**目標**。
  - 對於**知識型經濟**社會的企業來說，有效的人力資源管理尤其重要。

### 人力資源管理的工作

#### 1. 人力資源規劃

- 人力資源規劃（又稱**人力規劃**／**人力計劃**）是企業決定
  - ✧ 要填補哪些**職位空缺**，以及
  - ✧ **如何**填補這些空缺的規劃過程。
- 確保企業擁有**足夠**的員工，而他們又具備適合的**技能**，以完成職務。

#### 2. 招聘和甄選

- 識別和吸引人才**應徵**有關職位
- **挑選**最適合的求職者

#### 3. 培訓和發展

- 從各方面提升員工的工作**能力**，例如專業技能、人際關係技巧、解難能力等，從而改善他們的工作**表現**。

#### 4. 工作表現評核(工作考核／員工考績)

- 設立工作評核制度，以**評估**員工的工作表現，幫助他們找出**改善**的方法。

#### 5. 報酬和福利管理

- 制定有效的薪酬和福利制度，以吸引和**保留**人才，以及**激勵**員工努力工作。

### Importance of human resources management

1. **Recruits** workers with suitable skills to perform company tasks.
2. Provides training to workers to improve their **knowledge** and **skills**; and help managers improve their **management** and **leadership** skills.
3. Conducts performance appraisals to **evaluate** employees' job performance.
4. Develops a fair and competitive compensation system to **motivate** employees; and provide them with various benefits and services which can strengthen their **commitment** to the company.
5. Handles **grievances** from employees and promotes good relationships between the company, **employees** and **labour unions**.
6. Ensures that the company has observed all labour **regulations**.

### Financial management

- A firm must have sufficient **funds** to finance its operations.
  - For example, it needs funds to:
    - ✧ Buy or lease an office
    - ✧ Buy raw materials and inventories
    - ✧ Buy machines and equipment
    - ✧ Pay rent, utilities and wages
    - ✧ Develop new products or enter new markets
    - ✧ Pay off debts
    - ✧ Expand the business
- **Financial management** refers to the management of financial **resources** and **financial obligations** in order to achieve a firm's goals.
- **Financial obligations** refer to the money that a person or a firm is committed to pay, particularly a debt.
- It aims to maximise a firm's **wealth**

### Financial management tasks

- Financial managers are responsible for developing and carrying out a company's **financial plans** and determining the most appropriate **sources** and **uses** of funds.
- They also monitor the company's **cash flows**, make financial decisions, and advise top management on all financial matters.
- Most large companies employ a **chief financial officer** or **treasurer** to take charge of its finance department.
- The main financial management tasks are
  - **Developing and carrying out financial plans**
  - **Obtaining funds**

### 人力資源管理的重要性

1. 為企業**招聘**具備合適技能的員工，以擔任職務。
2. 向員工提供培訓，以提升他們的專業**知識**和**技能**；幫助管理人員提升**管理**和**領導**技巧。
3. 進行工作表現評核，**評估**員工的工作表現。
4. 制定公平和有競爭力的薪酬制度，以**激勵**員工；並向員工提供各項福利，以增加他們對公司的**歸屬感**。
5. 處理員工的**投訴**，並促進公司、**員工**和**工會**之間的關係。
6. 確保公司遵守所有勞工**法例**。

### 財務管理

- 企業須具備充足的**資金**以維持各方面的運作，
  - 例如：
    - ✧ 購買或租用辦公室
    - ✧ 購買原料和存貨
    - ✧ 購買機器和設備
    - ✧ 支付租金、水電雜費和薪金
    - ✧ 開發新產品或開拓新市場
    - ✧ 償還債務
    - ✧ 擴充業務
- **財務管理**是指管理企業的財務**資源**和**財務責任**以達到企業的目標。
- **財務責任**是指個人或企業支付款項（尤其是債務）的責任。
- 財務管理的目的是為企業賺取最大的**財富**。

### 財務管理的工作

- 財務經理負責制定和執行企業的**財務計劃**，並決定最恰當的資金**籌集**方法和資金**用途**。
- 監控企業的**現金流量**、作出財務決策，以及向高層管理人員提出財務上的建議。
- 大部分大型企業的財務部都由**財務總監**或**司庫**負責管理。
- 財務管理的主要工作包括
  - **制定及執行財務計劃**
  - **籌集資金**

## Developing and carrying out financial plans

### 1. Forecasting both the company's short-term and long-term financial needs

- A short-term forecast predicts revenues, cost and expenses for a period of **one year** or less.
- A long-term forecast covers a period longer than one year.

### 2. Developing budgets to meet those needs

- A **budget** is a detailed plan of income, costs and expenses expected over a period of time.
- It helps financial managers **estimate** the flow of money into and out of the business.

### 3. Monitoring actual revenues, costs and expenses against the financial plan

- Firms usually **review** their financial performance monthly. This helps managers detect **problem** and take necessary **remedial** actions.

## Obtaining funds

### ○ Equity financing

- Funds are supplied by the **owner(s)** of the firm:
  - ✧ Sole proprietorships: Using owner's **savings**
  - ✧ Partnerships: Admitting new **partners**
  - ✧ Limited companies: Issuing **shares** to existing shareholders or new investors
- **Retained profit** are an important source of funds for all firms.

### ○ Debt financing

- Funds are obtained from sources other than the **owners**
- Examples:
  - ✧ Loans from banks
  - ✧ Trade credit from suppliers

## Importance of financial management

1. Acquires and manages funds to support the company's **operations**.
2. Monitors the company's **cash flow**.
3. Develops budgets for current and future **expenditure**.
4. Assesses **investment** projects and their returns.
5. Decides how funds can best be used to finance the company's **growth**.

## 制定及執行財務計劃

### 1. 預測企業的短期和長期財政需要

- 短期的預測只涵蓋一年或更短的時間，包括估計企業的收益、成本和費用。
- 長期的預測涵蓋的時間超過一年。

### 2. 制定預算以滿足上述財政需要

- **預算**是企業對未來一段時間內的收入、成本和費用所作的詳盡計劃。
- 它有助財務經理估計資金的進出。

### 3. 監控企業的實際收益、成本和費用，並與財務計劃中的預測比較

- 企業通常每月檢討其財務表現，這有助管理層找出問題所在，並採取補救措施。

## 籌集資金

### ○ 股本融資（又稱權益籌資）

- 資金由企業東主提供。
  - ✧ 獨資企業：東主向企業投入個人儲蓄
  - ✧ 合夥企業：增加合夥人
  - ✧ 有限公司：向現有股東或新投資者發行股份
- **留存利潤**也是大小企業的重要資金來源。

### ○ 債務融資（又稱舉債融資）

- 從東主以外的來源籌集資金，例如：
- 例如：
  - ✧ 向銀行借款
  - ✧ 要求供應商給予貿易賒帳

## 財務管理的重要性

1. 為企業籌集和管理資金，以維持營運。
2. 監控企業的現金流量。
3. 為企業目前和將來的支出制定預算。
4. 評估投資計劃及其回報。
5. 決定資金的最佳用途，以支持企業的發展。

## Operations management

- Every company is engaged in the production of goods and/or services.
  - **Manufacturing** companies produce physical goods
  - **Services** companies produce non-physical outputs
- They all have an operating system which transforms **inputs** into **outputs**.
- The typical transformation process involves various **procedures**, **technologies**, **knowledge** and **work activities**.
- **Operations management** is a business function of managing **systems** and **processes** that transform inputs into finished goods or services.
- It ensures that goods and services are produced **efficiently** and meet **quality** standards.

## Operations management tasks

### Designing effective production process

1. **Forecasting demand (Marketing management)**
  - Estimate future **demand** for the company's goods and services.
  - These estimates are used to **plan** production activities.
2. **Planning for capacity**
  - Determine the company's production **capacity** for goods and services.
  - Production capacity is the **maximum** amount that a firm can produce.
3. **Choosing a facility location**
  - Find a location that can minimise production **costs** and increase operational **efficiency**.
4. **Designing a facility layout**
  - Determine the **physical** arrangement of resources needed to produce goods and services.
  - The layout can affect the efficiency of **material** handling, the utilisation of **equipment**, and the productivity of **employees**.
5. **Scheduling work**
  - Determine how **long** each production task takes to complete and set **starting** and **ending** times for each task.

## Inventory management and quality assurance

1. **Inventory management**
  - Ensure a reasonable stock level to avoid wear and tear from **over-storage**.
  - Operations managers should keep track of all materials and supplies so that they are in good **condition** and **available** whenever the company needs them.
2. **Quality control**
  - To assure the quality of goods and services, operations managers should:
    - ✧ regularly **inspect** tools and equipment
    - ✧ acquire quality **parts** from suppliers
    - ✧ provide skill **training** to employees

## 營運管理

- 所有企業的營運均涉及生產貨品或提供服務（或兩者兼備）。
  - 從事**製造業**的企業生產有形的貨品
  - 從事**服務業**的企業提供無形的服務
- 企業都有一套營運系統，把**投入**轉化為**貨品或服務**。
- 轉化過程一般涉及不同的**程序**、**技術**、**知識**和**工作**。
- 投入經過營運**系統**和生產**過程**轉化為貨品或服務，**營運管理**是指管理這些系統和過程。
- 確保企業能有**效率**地生產貨品或提供服務，並符合**品質標準**。

## 營運管理的工作

### 設計有效的生產程序

1. **預測需求 (市場營銷管理)**
  - 營運經理須預測市場對貨品和服務的**需求**，
  - 這些需求用以**計劃**企業的生產活動。
2. **計劃和釐定生產能力**
  - 決定企業的**生產能力**。
  - 生產能力是指企業所能生產的**最大**產品數量。
3. **選擇生產或營運地點**
  - 選擇合適的生產或營運地點，以達到降低**成本**和增加營運**效率**的目的。
4. **規劃工場設施的佈局**
  - 為所需的商品和服務規劃生產**設施**的佈局
  - 設施佈局可影響處理**物料**的效率、**設施**的使用，以及**員工**的生產力。
5. **安排生產日程**
  - 決定每項生產工序所需的**時間**，並逐項訂下**開始**和**完成**的時間。

## 存貨管理和品質保證

1. **存貨管理**
  - 確保存貨量適中，以免**存貨過多**，導致損耗及毀壞。
  - 營運經理應**記錄**所有物料和存貨，確保它們**完好無缺**，以備不時之需。
2. **品質控制**
  - 為確保產品和服務符合標準，須：
    - ✧ 定期**檢查**生產工具和設施
    - ✧ 向供應商購買優質**原料**
    - ✧ 向員工提供技能**培訓**

### Importance of operations management

1. Develops an operating system which transforms inputs into outputs.
2. Designs an effective production process.
3. Ensures that production is carried out efficiently.
4. Maintains inventory properly so that it is available whenever needed.
5. Ensures that goods and services meet quality standards.

### Marketing management

- All companies generate revenue by selling their goods and services to customers.
  - First, they have to find out what their customers need.
  - Then they provide them with goods and services that can satisfy their needs.
  - Examples:
    - ✧ McDonald's makes hamburgers to satisfy hungry customers.
    - ✧ Microsoft develops software such as Word, Excel and Internet Explorer to meet the needs of computers users.
- All successful companies create products or services which their customers want to buy.
- Marketing management is a business function of planning and executing marketing strategies so that a company can meet customer needs with its products and/or services better than competitors.

### Importance of marketing management

1. Finds out what customers need and how to satisfy their needs.
2. Determines what to produce, where and how to sell the products or services, and their prices.
3. Develops plans to compete with other companies in the market.
4. Builds long-term relationships with customers, suppliers, employees and other business partners for mutual benefit.
5. Monitors changes in market needs and responds to those changes.
6. Generates revenue for the company.

### Marketing management tasks

- Planning
- Organising
- Implementing
- Controlling

### 營運管理的重要性

1. 建立營運系統，把投入轉化為貨品或服務。
2. 設計有效的生產程序。
3. 確保生產能有效率地進行。
4. 妥善管理存貨，以備不時之需。
5. 確保貨品和服務質素符合標準。

### 市場營銷管理

- 企業必須透過銷售貨品和服務來賺取收益。
  - 首先，企業要了解顧客所需，
  - 然後提供能滿足他們需要的貨品和服務。
  - 例子：
    - ✧ 麥當勞提供漢堡包滿足食客。
    - ✧ 微軟研製不同的軟件如 Word、Excel 和 Internet Explorer，以滿足電腦使用者的不同需要。
- 所有成功的企業所創造的貨品和服務，都是顧客願意購買的。
- 市場營銷管理的功能是計劃和執行市場營銷策略（簡稱市場策略），提供產品和／或服務，比競爭對手更能滿足顧客的需要。

### 市場營銷管理的重要性

1. 找出顧客的需要，並設法滿足這些需要。
2. 決定生產甚麼產品、在哪裏銷售和如何銷售，以及產品的價格。
3. 制定計劃，與市場上其他對手競爭。
4. 與顧客、供應商、員工和其他商業夥伴建立長遠及互利的關係。
5. 監察市場需求的變化並作出回應。
6. 為企業帶來收益。

### 市場營銷管理的工作

- 計劃
- 組織
- 執行
- 監控

## Planning

- **Marketing planning** determines the marketing **objectives** of the company and develops a marketing **strategy** which is used to achieve those objectives.
- Marketing planning can be divided
  1. **Identity/Create market opportunities**
  2. **Selecting target markets**
  3. **Developing an effective marketing strategy**
- 1. **Identity/Create market opportunities**
  - Process of **Identity/Create** market opportunities by finding consumer **needs**, **characteristics** and **consumption patterns**.
  - For example, the manufacturers of packaged drinks provide products of different sizes for adults and children.
- 2. **Selecting target markets**
  - After identity or create market opportunities, marketing managers need to compare and choose the **target** markets that they will decide to serve.
  - Companies may serve one or more target markets, depending on their **resources** and marketing **objectives**.
- 3. **Formulate and evaluate effective marketing strategy**
  - A marketing strategy consists of four key elements: **4Ps** or **Marketing Mix**
    - ✧ **Product**: The goods and services the company offers to buyers
    - ✧ **Price**: The amount that buyers have to pay to obtain the product or service
    - ✧ **Place**: The activities that the company carries out to make the product or service available to buyers
    - ✧ **Promotion**: The activities that the company carries out to persuade customers to buy the product or service

## Organising

- Marketing organising determines how marketing activities are **coordinated** and organised by the company.
- In **large** companies, a marketing department will be formed to plan and carry out marketing activities.
- There are three common ways of organising marketing activities:

## 計劃

- **市場營銷計劃**決定企業的市場營銷**目標**，並制定相應的市場營銷**策略**以達成這些目標。
- 市場營銷計劃可以分為
  1. 找出/創造市場機會
  2. 選擇目標市場
  3. 制定有效的市場營銷策略
- 1. 找出/創造市場機會
  - 按顧客獨特的**需要**、**特性**及**消費模式**，找出/創造市場機會的過程。
  - 例如，紙包飲品製造商為成人和孩童分別生產容量不同的產品。
- 2. 選擇目標市場
  - 找出/創造市場機會後，市場營銷經理須比較不同市場機會，並選出**目標市場**。
  - 企業可以根據其**資源**和市場營銷**目標**，選擇一個或多個目標市場。
- 3. 制定和評估有效的市場營銷策略
  - 市場營銷策略由四個重要元素組成，統稱為：**「4Ps」**或**市場營銷組合**
    - ✧ **產品**：企業向顧客提供的貨品和服務
    - ✧ **價格**：顧客購買產品或惠顧服務時所付的金額
    - ✧ **分銷方法**：企業把產品送達顧客的活動
    - ✧ **推廣**：企業游說顧客購買產品或服務的活動

## 組織

- 市場營銷組織決定如何組織和**協調**企業的市場營銷活動。
- 很多**大型**企業都設有市場營銷部，以策劃和舉辦市場營銷活動。
- 市場營銷活動有三種常見的組織方法：

### ● Functional structure



### ● Product structure



### ● Geographical structure



- The most common form is the **functional** structure by which different marketing activities are performed by different people.
- Companies which have many **products** and **brands** often use the product structure.
- Companies that sell in different **countries** use the geographical structure.

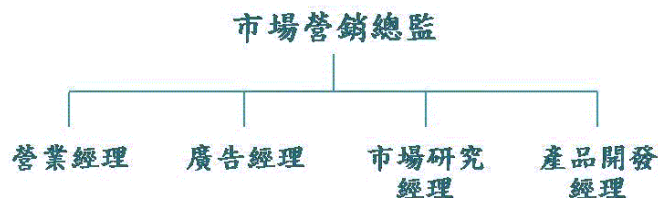
### Implementing marketing activities

- **Marketing implementation** is the process that turns marketing **plans** into **actions**.
- To implement a marketing plan successfully, marketing managers must **work with** other people both inside and outside the company.
  - Marketing managers often collaborate with the **production** department in developing new products.
  - They also work closely with the **wholesalers** and **retailers** in promoting their products and/or services.

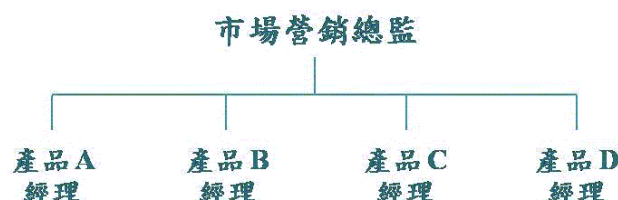
### Controlling marketing activities

- Marketing control is the process of **measuring** and **evaluating** the results of marketing plans:
  1. Marketing managers first set the goals (**marketing objectives**) they want to achieve.
  2. They then measure and evaluate the performance. If actual performance differs from expected performance, they would find out the **causes** and take **corrective** actions.
- The purpose of marketing control is to ensure that the company achieves its **planned** marketing objectives.

### ● 按功能



### ● 按產品類別



### ● 按地區



- 組織市場營銷活動最常見的方法是**按功能**組織，不同員工負責不同功能的市場營銷活動。
- 售賣多種**產品**或擁有多個**品牌**的企業大多按產品類別組織營銷活動。
- 把產品銷往不同**國家**的企業多按地區組織營銷活動。

### 執行市場營銷活動

- 企業須**執行市場營銷策略**，即是把**計劃**付諸**實行**。
- 要成功執行市場營銷計劃，市場營銷經理必須與企業的員工和不同人士緊密**合作**。
  - 市場營銷經理常與**生產**部門合作，開發新產品。
  - 他們也與**批發商**和**零售商**緊密合作，推廣其產品和／或服務。

### 監控市場營銷活動

- 市場營銷監控是**量度**和**評估**市場營銷計劃成果的過程。市場營銷監控的過程如下：
  1. 市場營銷經理訂立目標（**市場營銷目標**）；
  2. 量度和評估企業的實際表現。假如實際表現偏離既定目標，市場營銷經理便要找出**原因**，並採取**糾正**行動。
- 市場營銷監控的目的是確保企業能夠達到**預期**的市場營銷目標。



## Information management

- Managers need information to make various **decisions** and to **monitor** the company's performance.
- **Information management** is the business function of **gathering, processing, storing, and distributing** information to support the company's operations and decision-making.
- Information managers are responsible for establishing an information system which gives **reliable** and **timely** information to other managers and workers.

## Information management tasks

- **Collecting and store various data**
  - To facilitate decision-making, a company would collect various **data** both inside and outside the company.
    - ✧ Data are **raw facts** which are just numbers, names or quantities.
    - ✧ For example, many companies collect data such as: **Economic growth, Daily sales figures, Number of returned products, Products made by competitors**
- **Transforming data into information**
  - Data on their own do not have any **meaning** and are useless to managers.
  - Information is **useful** to managers because it has meaning.
  - Data (**Processing** and **Analysing**) → Information
    - ✧ Daily sales figure → Sales trend
    - ✧ Enables managers to detect changes in **customer tastes**.

## Importance of information management

1. **Gathers** internal and external information which is useful to the company.
2. Processes and organises information in ways which can be easily used by managers for **decision-making**.
3. **Stores** and protects useful information for later use.
4. Provides **reliable** and **timely** information to managers.
5. Facilitates **communication** between employees even if they are based in distant locations.
6. Allows managers to have better **control** over the operations of a company.

## 資訊管理

- 管理人員在作出各種**決策**和**監察**企業表現時，都須要使用各種資訊。
- **資訊管理**是指**收集、處理、儲存和傳遞**資訊，以支援企業的運作和決策的過程。
- 資訊經理的職責是建立一套資訊系統，為其他管理人員和員工提供**可靠**和**適時**的資訊，幫助他們有效地完成工作或作出決策。

## 資訊管理的工作

- **收集及儲存數據**
  - 管理人員須從企業內外收集及儲存各種各樣的**數據**，以便作出決策。
    - ✧ 數據是**未經處理的事實**，只是一些數字、名稱或數量等。
    - ✧ 例如，企業會收集：**經濟增長率、產品每日的銷售額、退貨的數目、競爭對手的產品資料**
- **把數據轉化為資訊**
  - 未經處理的數據本身沒有任何**意義**，對管理人員沒有任何用處。
  - 數據經過處理和分析後，可成為有意義、對管理人員**十分重要**的資訊。
  - 數據 (**處理**和**分析**) → 資訊
    - ✧ 產品每日的銷售額 → 銷售趨勢
    - ✧ 有助管理人員識別**顧客喜好**的轉變

## 資訊管理的重要性

1. 從企業內外**收集**有用的資訊。
2. 處理和組織資訊，以便管理人員利用這些資訊作出**決策**。
3. **儲存**和保護有用的資訊以便日後使用。
4. 向管理人員提供**可靠**和**適時**的資訊。
5. 促進員工之間的**溝通**，不論他們身處何地。
6. 讓管理人員更有效地**監控**企業的運作。



## Risk management

- Risk is the uncertainty or possibility of suffering a **loss** or mishap.
- All companies face the risk of loss resulting from events such as: **Fires, Accidents, Injuries, Thefts, Machine breakdowns, Labour strikes, Bad weather** and **Natural disasters**.
- Risk management is a business function of
  - **assessing and identifying the risks** of a company. e.g. fire, burglary, flooding
  - **developing suitable methods** to protect the company against various types of risk.
  - **monitor or control risks** faced by a company to minimize losses

## Risk management tasks

1. **Identifies and measures** potential loss.
2. **Chooses the most efficient methods** for **controlling** risks and implements them.
3. **Monitors** how well the risks are controlled.

## Risk management strategies

- Risk Avoidance
- Risk Assumption
- Risk Reduction
- Risk Transfer

## Risk avoidance

- **Risk avoidance** means the risk of loss has been **eliminated**.
- A company can choose not to engage in any activity which would cause **loss**.
- Sometimes, risk avoidance is the only and the best way that people can avoid a **significant** loss.

## Risk assumption

- **Risk assumption** means that the risk of loss is **borne** by the company.
- A company can use its own resources and **retained profits** to protect itself against possible future losses.
- This strategy is commonly used in two situations.
  1. **The loss is insignificant**. For example, most restaurants bear the risk of the loss of kitchen utensils because those utensils are **inexpensive**.
  2. There is no other way to manage the risk. For example, many technology companies have to assume the risk that their new products will not be well-received by the market because they **cannot** reduce or transfer the risk.

## 風險管理

- **風險**是指蒙受**損失**或遭遇不幸的可能性。
- 所有企業都要面對風險，例如：**火災、意外事故、傷亡、盜竊、機件故障、罷工、惡劣天氣及自然災害**
- 風險管理的功能包括：
  - 為企業**評估和識別各種潛在風險**。例如：火災，盜竊，水災
  - **制定合適的方法**來保護公司免受各種潛在風險
  - **監控或控制公司面臨的風險**，以盡量減少損失

## 風險管理的工作

1. **識別和量度**潛在的損失。
2. **選擇最有效的方法來控制風險**，並落實執行。
3. **監察**風險控制的成效。

## 風險管理策略

- 風險迴避
- 風險承擔
- 風險減少
- 風險轉移

## 風險迴避

- **風險迴避**是指徹底**消除**可能引致損失的風險。
- 只要企業不參與可能引致**損失**的活動，便可避免風險。
- 風險迴避有時是最好，也是唯一可避免**重大**損失的方法。

## 風險承擔

- **風險承擔**即企業自行**承擔**可能引致損失的風險。
- 企業可運用本身的資源和**留存利潤**，以承擔將來可能出現的損失。
- 這個策略大多在以下兩種情況採用：
  1. 損失十分**輕微**。例如，餐廳一般會自行承擔廚房用具的損失，因為這些用具並不**昂貴**。
  2. 沒有其他可行的管理風險的方法。例如，很多高科技企業都要獨自承擔新產品不被市場接受的風險，因為它們**不能**減低或轉移這個風險。

### Risk reduction

- **Risk reduction** means that the risk of loss has been **reduced**.
- A company can take measures to reduce the **chance** of loss and lessen the **impact** of loss on the business.
  - For example, all the hotels have installed **smoke detectors** and **automatics sprinkler systems**.

### Risk transfer

- **Risk transfer (Risk shifting)** means that the risk of loss has been **transferred** to another party.
- A company can transfer risks to others by making **contractual agreements** or taking out **insurance**.
  - A manufacturer can **subcontract** a project to other firms to protect itself against loss from unpredictable increases in production cost.
  - Many companies take out fire insurance to transfer the risk of loss from fire to **insurance companies**.
- Not all risks are covered by insurance.
  - **Insurable risks**
    - ✧ **can be covered** by insurance
    - ✧ Examples: **Thefts, Fires, Injuries, Property damage** and **Illness**
  - **Non-insurable risks**
    - ✧ **not accepted** by insurance companies
    - ✧ Examples: **Acts of terrorism, Acts of war**

### Importance of risk management

1. Examines the company's operations and identifies the risks which may cause **losses**.
2. **Protects** the company against different risks using the most suitable methods.
3. **Minimises** losses and reduces the impact of losses on the company.
4. Ensures that human and physical assets of the company is properly **insured**.

### 風險減少

- **風險減少**即把可能引致損失的風險**減低**。
- 企業可透過各種措施減低損失的**機會**及其所帶來的**影響**。
  - 例如，所有酒店均設有**煙霧探測器**和**自動灑水系統**。

### 風險轉移

- **風險轉移**是把可能引致損失的風險**轉移**他人來承擔。
- 企業可透過簽訂**合約**或購買**保險**把風險轉移。
  - 製造商可以把訂單**分包**給其他公司，避免因生產成本突然上升而導致的損失。
  - 很多企業都會購買火險，把火災導致損失的風險轉移給**保險公司**。
- 並非所有風險都可以投保。
  - **可保風險**
    - ✧ 保險公司**接受**的風險
    - ✧ 例如：**盜竊、火災、意外受傷、物業損毀、疾病**
  - **不可保風險**
    - ✧ 保險公司**不接受**的風險
    - ✧ 例如：**恐怖襲擊、戰爭**

### 風險管理的重要性

1. 審視企業的營運，識別當中可能引致**損失**的風險。
2. 制定最合適的方法來處理風險，以**保障**企業免受各類風險的影響。
3. 盡量**減少**風險所帶來的損失，以減輕其對企業的影響。
4. 確定**保險**計劃能妥善地保障企業的人力資源和資產。

## Interrelationship of business functions

- Each business function plays an important role in helping a company to accomplish its **objectives**.
- The six business functions are **interrelated** with each other in the daily operations of a company.
- There are two major reasons for this relationship:
  - **Support needed from other business functions**
  - **Cooperate to implement business plans**

### Support needed from other business functions

- A business function can only be executed effectively with **support** from other business functions.
- In order to complete its own tasks successfully, a business function often depends on other business functions to provide the required **information, resources** and/or **services**.
  - The **finance department** of a handbag firm helps obtain funds for operation.
  - The **human resources department** of the firm recruits sales representatives for its stores and workers for its factory.
  - Workers in the **factory** produce handbags that are sold in stores.
  - Sales representatives sell the handbags in **stores**.

### Cooperate to implement business plans

- Business functions need to work together to carry out a business **plan** or to solve a business **problem**.
- Most business activities are complicated and can only be accomplished successfully by people with different kinds of **expertise**.
- It is better to understand business functions as units **linked to** each other rather than as separate units.

#### Example:

- A garment company has decided to build a production plant in Shenzhen because land and labour are much cheaper there than in Hong Kong. The company also plans to sell some of the garments produced in Shenzhen to the locals. How are the six business functions involved in this decision?
  - **Human resources management**
    - ✧ Hire workers in Shenzhen
    - ✧ Provide training to workers
    - ✧ Set workers' wages
  - **Financial management**
    - ✧ Assess this investment project and its return
    - ✧ Decide how to finance the investment

## 商業功能的相互關係

- 所有企業都要執行前述的六項商業功能，因為這些功能是企業能否達成目標的關鍵。
- 這六項商業功能在企業的日常營運中是相互關連，而不是各自運作的。
- 主要原因如下：
  - 各項功能須互相支援
  - 各項功能互相配合以落實業務計劃

### 各項功能須互相支援

- 任何一項商業功能能夠有效地運作，都有賴其他商業功能的支援。
- 各項商業功能都需要其他商業功能提供資訊、資源和服務，才能完成各自的職務。
  - 手袋製造商的財務部籌集營運所需的資金。
  - 人力資源部招聘分店的售貨員和工廠工人。
  - 工廠工人生產手袋，供分店售賣。
  - 售貨員負責在分店售賣手袋。

### 各項功能互相配合以落實業務計劃

- 各項商業功能必須互相配合，才能落實企業的業務計劃，以及解決營運中出現的問題。
- 大部分商業活動都十分複雜，需要具備不同知識和技能的員工互相合作，才能完成。
- 因此，這六項商業功能在企業的運作中是相互關連的。

#### 例子:

- 由於深圳的地價和工資都比香港低，香港某服裝公司為減低生產成本，決定在深圳設廠，並計劃把部分產品在當地出售。在這個投資計劃中，六項商業功能如何各司其職？
  - **人力資源管理**
    - ✧ 在深圳招聘員工
    - ✧ 向員工提供培訓
    - ✧ 訂立員工的薪酬
  - **財務管理**
    - ✧ 評估這項投資計劃及其回報
    - ✧ 決定如何籌集這項投資計劃所需的資金

- **Marketing management**

- ✧ Find out customer needs in Shenzhen and other Chinese cities
- ✧ Decide what products are to be sold
- ✧ Set prices for products to be sold in Shenzhen and other Chinese cities

- **Operations management**

- ✧ Decide how to carry out production
- ✧ Design the facility layout
- ✧ Purchase machines and equipment for production

- **Information management**

- ✧ Gather and store useful market information about its products
- ✧ Establish a computer network between the plant in Shenzhen and the headquarters in Hong Kong

- **Risk management**

- ✧ Identify and assess the risks associated with the investment
- ✧ Decide on the most suitable risk management strategies for the plant in Shenzhen
- ✧ Buy insurance to protect against fires and thefts

- **市場營銷管理**

- ✧ 找出深圳和其他內地城市的顧客需要
- ✧ 決定銷售哪些產品
- ✧ 為在深圳和其他內地城市出售的產品訂價

- **營運管理**

- ✧ 決定生產如何進行
- ✧ 設計廠房的設施佈局
- ✧ 購買生產機器和設備

- **資訊管理**

- ✧ 收集和儲存企業產品的市場資訊
- ✧ 建立連繫深圳廠房和香港總部的電腦網絡

- **風險管理**

- ✧ 評估和識別這項投資計劃涉及的風險
- ✧ 為深圳廠房制定最合適的風險管理策略
- ✧ 為深圳廠房購買保險，如為火災和失竊投保