

國立中央大學人力資源管理研究所 100 學年度碩士在職專班入學考試  
考試科目：管理個案分析

說明：

1. 中英文作答皆可，依序標明題號，考試時間 9:00~11:00。考試結束請交回題目及答題本。
2. 第一部分請作答於白色標示單之答題紙、第二部份請作答於藍色標示單之答題紙。

**第一部分(請作答於白色姓名標示單之答題紙)**

**Questions(中英文作答皆可)**

- I. Boudreau and Ramstad (2008) stated that “Some professional disciplines such as Finance and Marketing are so powerful in the minds of business leaders, but the discipline of HR still remains firmly associated with personnel administration or human resource practices and programs.” (20%)
  - A. Do you agree with Boudreau and Ramstad’s statement? Explain your answers. (10%)
  - B. If your boss still associates HR with the all-too-common symptoms of a profession, how will you explain HR management is and how it relates to the management process to your boss to demonstrate that HR is really a profession? (10%)

II. 請閱讀以下報導並回答問題 (30%)

**過勞人生／薪水比輸大陸，嘔啊**

【聯合晚報／記者楊曉芳、徐陸鈞／專題報導】2010.12.26 02:51 pm

「員工分紅費用化」上路後，台灣高科技業產生質變，人才不但難尋也難留，過去被視為最熱門的晶圓代工與 IC 設計業，在高分紅誘因減少後，人才流失問題嚴重，很多原本在晶圓廠的工程師，寧可去新興的太陽能或 LCD 業受重用，也不願待在錢少、事多又離家遠的晶圓廠，讓台灣高科技業首重的人才問題，成為企業競爭力提升的最大絆腳石。

IC 設計工程師老 A 感歎，「配的紅利已大不如前，公司調升的薪水還補不了明年要繳的稅，算一算自己的薪水竟還被同業阿共(大陸 IC 設計工程師)追過去，真的覺得自己很丟臉。」

台灣 IC 設計業是半導體產業鏈中毛利率最高的一環，也堪稱是半導體業界工程師最能快速拉高身價的機會，但自從員工分紅費用化後，今年工程師可分配的股票大幅縮水，有些公司的工程師甚至大嘆，「今年分的股票很少，但明年 5 月報稅按市值課稅真的有得繳了。」

IC 設計公司有賺錢、為員工著想的公司也都對員工進行結構性調薪，IC 設計龍頭聯發科甚至傳出至少 20% 的調幅，羨煞不少久久未調薪的台灣廣大勞工。

近兩年隨著中國大陸官方積極扶植 IC 設計業，加上從美國矽谷回歸卡位的海歸派工程師，積極在中國創業，並追求計畫到那斯達克上市。由於近年來大陸企業在資本市場募資能力增強，因此大陸的 IC 設計公司開出的條件很優，現在中國大陸 IC 設計工程師的價碼，甚至擁有專業 IP 能力的已高過同資歷的台灣 IC 設計

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工程師，這樣的質變，讓根留台灣的 IC 設計工程師相當感慨。

晶圓代工業過去也曾是量產「科技新貴」的代表明星產業，靠著員工分紅配股，每年創造出許多千萬富豪，全盛時期，即使只是打掃的工友，加上分紅配股，每年年薪同樣輕鬆破百萬。

如今，員工分紅費用化後，整天穿著無塵衣，像包肉粽般的晶圓廠工程師或作業員生活，已不是令人稱羨的工作，而是吃力的苦差事。

在台灣，晶圓廠裡用的盡是最高學歷的人才，但在沒有高所得的誘因下，人才反而轉而流向年終獎金高的傳統產業，甚至是新興的電子產業，像近年來太陽能及光電產業成為大熱門，給員工的薪資待遇不比半導體公司差，很多人打著曾在台積電或聯電等大廠工作的資歷，反而另外開創一片天，對於目前位居全球晶圓代工業市占率第一的台灣，無疑是一大警訊。

- A. 請由薪資管理的角度，討論員工分紅制度與工作超時兩件事之關聯何在？(15%)
- B. 在員工分紅費用化之後，員工超時問題似乎更受到員工及輿論的注目，請討論其可能理由。(15%)

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**第二部分(請作答於藍色姓名標示單之答題紙)**

請仔細閱讀下面文章，並回答文章後的兩個問題。回答部分中英文皆可。

**Saving Starbucks' Soul**

**Chairman Howard Schultz is on a mission to take his company back to its roots. Oh, yeah—he also wants to triple sales in five years**

*"A heady aroma of coffee reached out and drew me in. I stepped inside and saw what looked like a temple for the worship of coffee.... It was my Mecca. I had arrived." — Howard Schultz on his first visit to Starbucks in 1981*

On Apr. 3, starbucks launches a pair of confections called Dulce de Leche Latte and Dulce de Leche Frappuccino. A 16-oz. Grande latte has a robust 440 calories (about the same as two packages of M&M's) and costs about \$4.50 in New York City—or about three times as much as McDonald's most expensive premium coffee. Starbucks Corp. describes its latest concoctions, which took 18 months to perfect, this way: "Topped with whipped cream and a dusting of toffee sprinkles, Starbucks' version of this traditional delicacy is a luxurious tasty treat."

If you find yourself at Starbucks in the next few weeks, letting a Dulce de Leche Latte slide over your taste buds, you might wonder how this drink came to be. It's a tale worth hearing. On the surface it's a story about how the Starbucks marketing machine conjures and sells café romance to millions of people around the world. On a deeper level it's a story about how a company, along with its messianic leader, is struggling to hold on to its soul.

Ask Schultz for the key to Starbucks and he'll tell you it's all about storytelling. Starbucks is centered on two oft-repeated tales: Schultz' trip to Seattle in 1981, where he first enjoyed gourmet coffee, and a 1983 trip to Milan, where he discovered espresso bar culture. Not only are these journeys useful touchstones for recruits, they also provide the original marketing story for a company that prides itself on giving customers an authentic experience. "The one common thread to the success of these stories and the company itself," says Schultz, "is that they have to be true—and they have to be authentic."

**TRUE BELIEVERS**

Stories alone aren't enough, though, to fuel Starbucks' other obsession: to grow really, really big. By 2012, Schultz aims to nearly triple annual sales, to \$23.3 billion. The company also plans to have 40,000 stores worldwide, up from 13,500 today, not long after that. To hit its profit targets, Starbucks has become expert at something that's decidedly unromantic—streamlining operations. Over the past 10 years the company has redesigned the space behind the counter to boost barista efficiency. Automatic espresso machines speed the time it takes to serve up a shot. Coffee is vacuum-sealed, making it easier to ship over long distances. To boost sales, the company sells everything from breath mints to CDs to notebooks. Add it up and you have an experience that's nothing like the worn wooden counters of the first store in Pike Place Market or an Italian espresso bar.

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Somewhere along the way that disconnect began to gnaw at Schultz. Most recently it manifested itself in a note he wrote to his senior team. The Valentine's Day memo, which leaked to the Web, cut to the heart of what he sees as the company's dilemma. "We have had to make a series of decisions," Schultz wrote, "that, in retrospect, have led to the watering down of the Starbucks experience, and what some might call the commoditization of our brand."

Now, Schultz is asking his lieutenants to redouble their efforts to return to their roots. "We're constantly—I don't want to say battling—but we don't want to be that big company that's corporate and slick," says Michelle Gass, senior vice-president and chief merchant for global products. "We don't. We still think about ourselves as a small entrepreneurial company." That's a tricky business when you have 150,000 employees in 39 countries. But keeping that coffee joie de vivre alive inside Starbucks is crucial to Schultz' entire philosophy. Who better to sell something than a true believer?

In 2004, Starbucks introduced something called the Coffee Master program for its employees. It's a kind of extra-credit course that teaches the staff how to discern the subtleties of regional flavor. Graduates (there are now 25,000) earn a special black apron and an insignia on their business cards. The highlight is the "cupping ceremony," a tasting ritual traditionally used by coffee traders. After the grounds have steeped in boiling water, tasters "crest" the mixture, penetrating the crust on top with a spoon and inhaling the aroma. As employees slurp the brew, a Starbucks Coffee Educator encourages them to taste a Kenyan coffee's "citrusy" notes or the "mushroomy" flavor of a Sumatran blend.

If the ritual reminds you of a wine tasting, that's intentional. Schultz has long wanted to emulate the wine business. Winemakers, after all, command a premium by focusing on provenance: the region of origin, the vineyard, and, of course, the grape that gives the wine its particular notes—a story, in other words. Bringing wine's cachet to coffee would help take the brand upmarket and allow Starbucks to sell premium beans.

The product and marketing people call the strategy "Geography is a Flavor." And in 2005 they began selling this new story with whole-bean coffee. The company reorganized the menu behind the counter, grouping coffees by geography instead of by "smooth" or "bold." It replaced the colorful Starbucks coffee bags with clean white packages emblazoned with colored bands representing the region of origin. Later, for those connoisseurs willing to pay \$28 a pound, Starbucks introduced single-origin beans called "Black Apron Exclusives."

The next step was to reach the masses who buy drinks in the stores. The team decided to launch a series of in-store promotions, each with a new set of drinks, that would communicate regional idiosyncrasies to customers. The first promotion, the team decided, would highlight Central and South America, where Starbucks buys more than 70% of its beans.

The sort of authenticity Schultz loves to talk about is hard to pull off when you're the size of Starbucks. Telling a story to a mass audience sometimes requires smoothing over inconvenient cultural nuances. Plus, the marketing folks have to work quickly to stay abreast of beverage trends, not to mention ahead of such rivals as Dunkin' Donuts and McDonald's. Diving deep is not an option.

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A year ago, 10 Starbucks marketers and designers got on a plane and went looking for inspiration in Costa Rica. "It's being able to say: This is how and why this [drink] is made," says Angie McKenzie, who runs new product design. "Not because someone told us or we read it somewhere." The Starbucks team spent five days in Costa Rica, traveling on a minivan owned by TAM Tours. Later, a smaller group toured Mexico City and Oaxaca as well.

### MADE IN CHINA

The mission was to find products that would evoke an authentic vibe in the U.S. That's harder than it sounds. Philip Clark, a merchandising executive, wanted to sell traditional Costa Rican mugs. But the ones typically used to drink coffee were drab and brown; they wouldn't pop on store shelves. Plus, they broke easily. Then he found Cecilia de Figueres, who handpaints ceramic mugs in a mountainside studio an hour from the capital, San Jose. The artist favors bright floral patterns; they would pop nicely. Starbucks paid de Figueres a flat fee for her designs. Each mug will have a tag bearing her name and likeness; on the bottom it will say "Made in China."

Starbucks will weave artisans and other Costa Ricans into the in-store promotional campaign. Painter Eloy Zuñiga Guevara will appear on a poster with a decidedly homespun Latin aesthetic. (And if customers want some authenticity to take home with them, they can buy one of five paintings of Costa Rican farmers that Guevara produced for Starbucks. They will sell for \$25 apiece.) A second poster will feature Costa Rican coffee farmers from whom Starbucks buys beans. A third will show a grandmotherly figure cooking up dulce de leche on a gas stove. (She's a paid model from Seattle.) Each poster will feature the tagline "I am Starbucks."

Having devised a story, Starbucks needed a drink that would say "Latin America." Beverage brainstorming takes place in the Liquid Lab, an airy space painted in Starbucks' familiar blue, green, and orange hues. The room features huge bulletin boards plastered with the latest beverage trends. In this case it didn't take an anthropologist to figure out which drink Starbucks should use to promote its Latin American theme.

Dulce de leche is a caramel-and-milk dessert enjoyed throughout much of the region. What's more, Häagen-Dazs introduced dulce de leche ice cream in 1998, and Starbucks followed suit with its own ice cream in 1999. So Americans are familiar with the flavor, says McKenzie, but "it still has a nice exotic edge to it." Besides, she adds, caramel and milk go great with coffee.

Even so, concocting a drink is never simple at Starbucks. The research-and-development department routinely tackles 70 beverage projects a year, with 8 of them leading to new drinks. A drink must not only appeal to a broad swath of coffee drinkers but also be easy for a barista to make quickly so as to maximize sales per store (hello, Wall Street). "The store...is a little manufacturing plant," says Gass, and yet it must seem as though the drink is being handcrafted specially for the customer (hello, Howard Schultz).

Creating the Dulce de Leche Latte and Frappuccino fell to Debbie Ismon, a 26-year-old beverage developer who holds a degree in food science and has worked at

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Starbucks for 2 1/2 years. In late June, 2006, the design team brought her a small sample they'd whipped up that they felt embodied the right tastes, plus a written description of the characteristics they hoped to see. For the next four months, Ismon fiddled with various ratios of caramel, cooked milk, and sweetness "notes." After the design group decided which version tasted most "in-concept," Ismon mixed up three different flavors for the big taste test. One hundred or so random Starbucks employees filed in, sampled the drinks, and rated them on computer screens. The process was repeated two more times for each drink. Finally, 18 months after starting the process, Starbucks had its two latest premium beverages.

If previous drinks, such as Caramel Macchiato, are any guide, Starbucks' Dulce de Leche drinks will sell briskly. That should please Wall Street and perhaps even help perk up the stock, which is down 20% from its May, 2006, high on worries that operating margins are falling and that Starbucks could miss its ambitious growth targets.

And as you wait in line for your Dulce de Leche Latte, you might ask yourself: Are you paying \$4.50 for a caffeine jolt and caramel topping? Or have you simply been dazzled by Howard Schultz' storytelling magic?

By Burt Helm

Source: Business Week, April 9, 2007.

**Questions: (回答中英文皆可)**

1. What are some of the HRM issues inherent in Howard Schultz's concerns?(25%)
2. How would an effective strategic HRM function contribute to keeping Starbucks on track? (25%)