

考試科目：管理個案分析

CASE A.

民國九十一年七月吳全功進入中央公司台灣服務，擔任電腦維護工程師，負責工作站及伺服器售後服務工作，由於吳全功先前曾於中央公司的經銷商擔任軟體工程師多年，因此可以說對於中央公司的產品了然於胸，他的上司方大德經理亦對於面談時吳全功所表現出豐厚的學識與精湛的技術頗為讚賞，並期望他能儘快進入情況通過三到六個月的試用期成為正式錄用工程師。在試用期間，指派資深工程師林東和提供諮詢協助。

因為吳全功有先前的工作經驗，方經理認為他不必跟一般的新人一樣從頭訓練起，而是邊做邊學，初期並派予他裝機及定期保養的工作；在此期間，電腦維護部門還是面臨人力短缺的問題，吳全功偶而亦接手維修的工作。

由於裝機和定期保養屬於比較固定的工作，因此工作完成後需要填寫相關記錄表並彙整部門秘書結案，為此吳全功頗覺不耐，曾向同仁表示過去他所服務的公司，工程師是不需要做這種文書工作，而是由秘書一手包辦。

雖然對於工作流程有微詞，但吳全功對於所交付的任務大都能順利完成，唯獨有一次裝機過程中，客戶要求吳全功修改網路設定，吳全功嘗試數日不得其門而入，承諾日後再行解決。但客戶對於吳全功拖延數日未得到滿意的答覆而抱怨，為此發函中央公司儘早解決。方大德經理曾找資深工程師陳國雄陪同吳全功共同解決此一問題。

九十一年十月，方經理收到客戶來函抱怨，光碟機已經修了數次，尚未修好，已經嚴重影響到他們的產品開發進度。方經理找吳全功問明原委，吳全功認為公司的備品有問題，因此向廠商緊急調貨，但目前待料中。因此方經理先行向公司內部借用一部光碟機給客戶使用。

有一次為了解吳全功的學習情形，方大德經理找吳全功的指導工程師林東和：『你覺得吳全功這三個月來是否已經進入情況？』林東和回答說：『我覺得大致上的情況還好；對於吳全功的訓練完全依照進度進行，因為吳全功並不時常發問，所以我認為他應該沒有問題。』

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九十一年十一月方大德經理升任售後支援處協理，維護部經理由資深工程師關理成升任，由於是工程師出身，關經理對於工程師在日常工作中所碰到的難題及部門人力不足的問題皆很清楚，在召開會議中要大家共體時艱。並一一單獨詢問工程師在工作上所碰到的難題。吳全功就此向關理成經理詢問方大德協理曾答應他試用期滿可升任正式工程師的承諾是否會有變化。關理成經理表示只要表現良好，應無問題。

九十一年十二月，吳全功接獲客戶報修印表機，由於吳全功對於印表機並無經驗，故在勉為其難嘗試後依然無法完成修護，由於有上次客戶抱怨的經驗，吳全功向關經理報告，關理成指派另一工程師吳明幫忙。為了解情況，吳明事先問吳全功：『這部機器目前情況如何？』吳全功回答：『目前機器已拆開，還沒修好，我現在很忙，還要趕下一個case，客戶還在那邊等，你要趕快過去！』翌日，吳明氣沖沖的打電話回公司告訴秘書：『吳全功在哪裡，找他來聽電話。』秘書詫異吳明為何如此生氣，因為當時吳全功並不在公司，吳明回答：『我機器已經修好了，但吳全功把所機器的螺絲藏到哪裡去了！』秘書好不容易找到吳全功，問出螺絲放在何處，才總算解決問題。

為此吳明找了關經理：『我再也不幫吳全功收爛攤子，我自己每天的叫修都跑不完了。』關經理找吳全功打氣，希望吳全功在工作上碰到難題要適時反應，此時吳全功亦向關理成抱怨工作過於繁重，paperwork太多等著他完成。

某日關經理在收到這一季的客戶滿意度調查報告明顯下滑後召開部門會議：『希望大家多幫忙，我們好不容易找了新人來解決人力不足的問題，既然新人來了，就希望大家多幫忙，把人留下來。』

九十二年一月，客戶抱怨的電話再度打來：『上次向趙工程師報修硬碟機損害的問題已經修好了，可是從那時候磁帶機再也不能用了，我以為你們會處理，可是怎麼一點消息也沒有。』關經理隨即指派資深工程師鄒大山前去了解，才發現吳全功上次維修機器忘了把接頭接好。

關理成覺得事態嚴重，為此詢問部門內每一位同事對於吳全功的看法。吳明說：

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『我本身負責的產品線和他負責的不同，所以在工作上並無重疊之處，我只知道他在進公司前好像說什麼都會，可是進公司後好像不是那麼一回事。』部門秘書說：『對於paperwork的工作流程其他工程師大都能配合，唯獨吳全功總是要催促再三才能結案。』此時陳國雄接口說：『我覺得吳全功待人非常客氣，只是有幾次無法解決問題時沒有適時反應出來，我想是不是公司還要加強對他的訓練。』鄒大山說：『我認為吳全功平時工作蠻獨立的，但是另一方面他在碰到問題時似乎不太願意請求同仁協助。』此時關經理心想可能要找吳全功好好談一談了。

問題

1. 就一位新進員工而言，你認為吳全功在組織裡有哪些問題？為何會出現這些問題？可否透過一些人力資源或其他管理措施來解決？如果可以，你建議如何解決？(25%)
2. 若你是關經理，你已打算要找吳全功來談一談，你要如何安排這個會談？應注意哪些流程或程序？在會談內容上，你打算要跟他談哪些事情？你需要如何指導(coach)他？(25%)

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CASE B. HR CONTRIBUTES AT SYSCO

Many people in the U.S. are not familiar with SYSCO, but they see its results because SYSCO is the largest food services and distribution company with almost \$24 billion in annual sales. SYSCO supplies food products to customers in restaurants, hotels, supermarkets, hospitals, and other companies. In a firm the size of SYSCO with over 40,000 employees, HR management is making significant contributions to organizational success. As an indication of this success, SYSCO received the Optimas award for general HR Excellence from *Workforce Magazine*.

Beginning several years ago, the need to revitalize HR activities was recognized to both executives and senior HR staff members. At the time, the SYSCO operating regions had administered many of their own HR practices. To bring change to HR corporate-wide, while preserving the entrepreneurial independence of the regions, a “market-driven” HR approach was developed. In this approach, corporate HR identified ways it could assist regional operations, and then developed programs and services that met regional needs. However, unlike in many other corporations where corporate HR programs would be “mandated” to operating units, SYSCO took a different approach. Key to market-driven HR is that managers in the regional operations must be convinced to “buy” the corporate HR services. For example, if a supervisory training program is developed by corporate HR, regional managers decide if they want to use the program for supervisory training in their regions.

Another part of creating HR as market driven was the establishment by corporate HR of a Virtual Resource Center (VRC) to provide services to managers and employees. A key aspect of the VRC is use of HR technology to gather extensive data on HR activities and provide that data to operating managers. One source of data is workplace climate surveys of employees. Using the survey data, HR developed initiatives to increase safety, which reduced workers’ compensation claims by 30%, resulting in saving of \$10 million per year.

Another problem that SYSCO had was high turnover rates of night shift warehouse worker. Recruiting these workers has been a constant challenge for SYSCO and other distribution firms. By implementing a variety of programs and services, based on employee and managerial input from surveys, the retention rate for these warehouse employees has been increased by 20%, resulting in saving of \$15 million per year. These savings are due to reduced time and money spent recruiting, selecting, and training new employees. Also, employees with more experience are more productive and more knowledgeable about SYSCO operations and products.

Another area where HR has contributed is with truck and delivery drivers. Data gathered through the VRC has been used to revise base pay and incentive programs, increase driver retention rates, and improve driver safety records. Additionally, customer satisfaction rates increased and delivery expenses declined. All of these changes illustrate

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that HR efforts at SYSCO have been paying off for the company, managers, and employees. But as the value of HR efforts is recognized by more managers, HR's role at SYSCO is likely to continue growing and changing.

Questions

1. How does the market-driven approach illustrate that HR has strategic, operational, and administrative roles at SYSCO? (15 points)
2. Discuss what types of HR changes could have affected reductions in worker's compensation expenses, employee turnover, and increases in customer satisfaction. (15 points)

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**CASE C. PERFORMANCE MANAGEMENT IMPROVEMENTS
FOR BRISTOL-MYERS SQUIBB**

Bristol-Myers Squibb (BMS) is one of the world's largest pharmaceutical firms and is widely known for its innovative research. But the firm has not limited its innovations to products. Several years ago BMS leaders decided that the company's performance management system needed to be reinvented. Specifically, they determined that the existing performance appraisal process was not working. Managers were "form focused," meaning that they were so concentrated on filling out the performance review forms, that the content of the forms was not being used for employee coaching and development. Also, most of the attention of managers and employees was historical and what employees had done in the past. Little attention was being given to how employees could develop and improve in the future.

The most radical steps taken were to totally eliminate the appraisal forms and their rating scales and to request that managers not discuss pay increases during performance review sessions. Instead, a new "performance partnership" became the focus. At all levels of BMS, managers were trained to hold regular meetings with their employees. At these meetings managers and employees review performance goals expectations. Together they set expectations and timelines for accomplishing the goals. Rather than meeting just once a year, the performance partnership update occurs throughout the year.

Questions

1. What would be some of the advantages and disadvantages of eliminating the use of appraisal forms and ratings? Do you think the new "performance partnership" system will work well for Bristol-Myers Squibb? Why? (20 points)