

考試科目：管理個案分析

答題說明：

- 一、中文或英文作答均可。不用抄題但請註明個案編號及題號。
- 二、請將個案一的答題寫在個案一的答題本。

個案一：

張大成在日日昇科技公司擔任人力資源資深副理，日日昇公司屬於 IC 設計公司，由於需求增加，公司正快速成長，公司的核心價值觀包括服務顧客、滿足員工以及股東三大項。總公司設於新竹科學園區，民國八十八年公司為因應客戶進駐台南科學園區，以及為擴大營業區域，因此，公司計畫在民國八十九年下半年度至台南某工業區設分公司，工作經營團隊決定初期的分公司管理階層的 50%（約 6 人），以及核心技術人員的 30%（約 20 人），要由新竹總公司的員工轉任。

八十八年下半年度，就在公司決定要至台南設廠的同時，公司亦派遣投資小組赴大陸東南沿海各工業區考察，決定是否也要赴大陸設廠，經半年左右的調查之後，八十九年初公司決定第四季要至大陸北京先設立第一個海外分公司，高階經營管理團隊初步皆由台灣主管外派，三年一任，而所有技術人員打算甄選北京幾所重點大學畢業生擔任。

今年一整年將是張大成職涯中最忙碌的一年，張經理必須要在這一年內完成兩項總經理交辦的任務：”圓滿順利配合海內與海外分公司設立有關人力資源策略與管理的任務”。人力資源經理職位已空缺三年，張大成非常期望能晉升為經理，但他心理明白今年度執行這兩項任務的成敗是他是否能順利晉升為經理的關鍵。

問題（50%）

1. 如果你是張大成副理，對於新竹總公司人員要轉任至台南一事，你要注意哪些事項，有哪些處理原則？（10%）
2. 對於甄選外派主管，你有何甄選的條件？（10%）
3. 你要如何訓練這些外派主管，使其能勝任外派工作？（10%）
4. 對於國內與海外設分公司，有關人力資源的招募、甄選與訓練三項功能有何差別？（20%）

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個案二：

Appraisal ratings from multiple sources can provide a rich source of feedback to employees. However, translating this feedback into concrete objectives that will guide and improve performance in the next appraisal period may be difficult. To improve its internal operations, Federal Express is shifting to a future-oriented approach and piloting a 360° "goal-setting system."

How does this system work? Department at Federal Express assess how well other departments are providing needed input to their internal customers. Based on the ratings it receives, each department summarizes the goals of its internal customers and then provides those customers with a service guarantee. For example, Fed Ex's HR department has provided the following guarantee to its internal customers:

- Timely response
- A 24-hour turnaround for feedback on important requests
- Two-hour response time to emergency calls
- Critical feedback on employee grievances
- Semiannual training sessions on topical subjects
- Updates on employee relations issues
- Meeting with managers to review recruitment, plans, goals, and results.
- Bimonthly meetings with employees.

These goals set a clear foundation for future customer assessment of how well HR employees are performing.

### Discussion Questions

1. A potential problem with 360° "goal setting" is that various internal customers may have unrealistic and conflicting performance expectations. What actions could managers take to avoid this problem? (20 分)

個案二以下空白

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個案三：

The Grade 1 Company manufactures hand tools, from screwdrivers and hammers to various types of wrenches. The company takes pride in producing the highest-quality tools for craftspeople worldwide, and has exacting specifications for both mass production and custom runs of tools. However, Grade 1 has realized that it is no longer competitive in terms of getting its product to customers in a timely fashion. Timing can be a critically important issue in this industry, and Grade 1 is losing orders and clients.

A study of the issue didn't take long to uncover the source of Grade 1's difficulties. While the quality of Grade 1's products is not an issue, the company still relies on a labor-intensive production system that is not computerized. Other tool companies have long since switch to computerized production and production-control systems that deliver comparable quality in shorter times. Furthermore, those companies can give definite promises regarding delivery dates. Grade 1's delivery data system consists of educated guesses and, too often, missed deadlines and new promises.

As a result of the study, Grade 1 has made a commitment to computerizing its operations. Over the last six months, the production control system has been computerized and everyone at Grade 1 is excited about the new system's potential. Production and scheduling are now done by computer, and software accurately forecasts delivery dates. However, management's excitement over the new system's potential is tempered by the realization that it requires a new set of employee skills to be utilized effectively. Grade 1 has offered an early retirement option to its work force, and a number of workers have taken it. There is now room in the production area to hire a significant number of new workers.

### Discussion Questions

- 1.Design a selection system for staffing Grade 1's production department. What knowledge , skills , and abilities should the qualified candidates possess ? ( 15 分 )
- 2.How could you collect evidence regarding the validity , or lack of validity , for the various predictions that Grade 1 could use ? ( 15 分 )

個案三以下空白