

國立中央大學人力資源管理研究所 98 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. 試卷一(個案一、二)作答於白色標示單之答題本、試卷二(個案三)作答於綠色標示單之答題本。

試卷一

個案一：

中時電子報 2009/02/14 新聞報導電子業在第四季大幅裁員、恐怕真的是裁過頭了！雖然終端需求不見好轉，但由於NB零組件出現缺料，客戶逐漸放手下單，讓去年以來大規模裁員的鴻海在今年過年前後，已經陸續回補增加超過 1 萬名勞工，顯見去年金融風暴以來裁員、停產幅度已經有點過頭了，致使一般需求無法得到滿足，目前上游零組件已開始出現供需缺口。

去年金融風暴以來，的確讓終端需求受到影響，電子五哥今年 1 月營收除鴻海、宏碁衰退在 15% 以內，其餘各廠衰退幅度都超過 2 成。不過，去年第四季以來，客戶端陸續下單縮手，市場陸續傳出砍單都約在 5 成，遠超過需求衰退的幅度，導致上游廠商縮減產能或是大規模裁員來因應。

不過 NB 的需求持續，12 月起由於通路庫存已經降至相當低水位，因此急單出現，而這波下單效應還會一直延續到 2 月，所以不少代工廠與零組件廠紛紛開始加班或增員。最早是今年成長最看好的宏碁董事長王振堂在日前喊出「缺料」說法，昨日鴻海也證實了這樣的說法，顯示如同王振堂所言，去年第四季整體 NB 供應鏈減產、裁員實在是過頭了，在 NB 產業基本需求仍在的情況下，業界紛紛認為，這一波缺料會逼出產業的「真實面」。

問題討論：

雖然人力資源是公司的重要資產，但當企業面臨訂單不足，出現虧損時，人力成本即成企業相當大的重擔，不得不縮減開支，以期企業度過難關。但景氣復甦時，緊急補足所需之專業技術人力又有其困難性。身為企業人力資源主管，請問如何規劃一套具體有效的人力資源制度，讓企業有足夠彈性來因應千變萬化的外部環境，您的答案務請具體明確。(25 分)

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試卷一

個案二：

(中央社記者李淑華台北 2009/02/09 日電) 考試院長關中宣示建立公務人員淘汰機制，銓敘部將研修公務人員考績法，幕僚今天透露，目前規劃方向朝向連續兩年考績列為丙等者，將予以退休或資遣，但目前尚未定案。

考試院幕僚表示，公務人員考績法修正草案曾經於民國 92 年及 94 年兩度函送立法院審議，但因立院第 6 屆會期結束，仍未完成立法程序，未來完成修正後，將再送立院審查。

銓敘部長張哲琛今天接受訪問時指出，根據調查近 10 年來政府單位打考績的狀況，被列為丁等的人，沒有幾個，而丙等的人，也是極為少數，所以將來修法時，會把考績標準具體化，希望不要模稜兩可，例如明訂曠職達幾日、抗命、或怠忽職守等情形，都將列為考績評比範圍。

張哲琛表示，由於許多機關首長不願當壞人，所以很少長官會對同僚打不好的考績，因此未來修法重點之一，也會加強考績委員會的功能。

至於是否訂定淘汰比例，張哲琛表示，由於有些機關確實表現很好，不應該為了淘汰而淘汰，所以未來修法，將不會訂出淘汰比例。

問題討論：

公務員之績效考核制度積弊已久，眾人皆知。若您是銓敘部人事處處長，請問政府應如何訂定一套具體有效的績效管理制度，既能達到公務員效率提升，又能做到公平公正，且能達到關中院長所提之淘汰機制要求，您的答案務請具體明確。(25 分)

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試卷二

個案三：

Ruth McFadden faced a decision she couldn't put off any longer. As vice-president of the Reliance Insurance Company, she had five departments reporting to her. Four departments were running smoothly but the fifth had been troublesome for a long time. It was the Claims Department. The department was responsible for verifying insurance claims filed by policyholders, and authorizing payments to health care providers. The manager of the department had just resigned, to no one's surprise. The department was a real pressure cooker. The volume of medical claims had increased by 28% over the past year, but the department was able to add only two new people. Everyone was feeling overworked. With the ever-changing complexities of the insurance business, an increasing percentage of claims required greater verification. Not all the services provided by health care providers were covered under the various insurance policies offered by the company. The company had recently switched to larger computers to help accommodate the processing of claims, but there were still many bugs in the system. Consequently, the work flow would often get backed up. Turnover was a concern in the department, and employees would seek to transfer to more tranquil departments, or would simply quit the company. Everyone at Reliance knew the Claim Department was the fast track to high blood pressure.

McFadden was faced with picking a new manager for the department. Both final candidates were current employees of the department, and both had great strengths but in different areas. McFadden knew her choice would be critical to the welfare of the department. One candidate was Esther La Quinta. She was extremely knowledgeable about the job from a technical standpoint. McFadden felt La Quinta could lead by example. She was one of the most proficient claims processors in the department. She knew all the operating policies governing payments, and helped debug the new computer system when it was installed. She was often utilized within the department as a resource—someone to turn to for advice on how to get something done. If any anyone in the department was an expert on claims department, it was La Quinta. However, she had some trouble getting along with people. She had a quick temper, and was very patient in dealing with people who weren't as skilled as she was, which was just about everyone. If the work situation in the department was already

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試卷二

stressful, put her in charge might be like pouring gasoline on a fire. Yet, McFadden thought, she might bring more order to the department by her vast technical ability.

The other candidate was Arlene Davidson. Davidson had great interpersonal skills and was truly liked by all her coworkers. She was a calming influence within the department, helping people through difficult times by being supportive of their efforts. She just seemed to have a way with people that inspired trust and mutual concern. However, Davidson, unlike La Quinta, was not a particularly proficient claims processor. Her work was satisfactory, but nothing more. She seemed intimidated by the new computer system, and frankly admitted she preferred the old system. Put Davidson in charge of the department would definitely help matters in some regards, but her lack of technical expertise was a real liability. McFadden wondered just who would get the work out if even the manager didn't know what to do.

McFadden was faced with dilemma. Each candidate had major strengths that were sorely needed in the department. Yet each was lacking in something that was also needed. Each woman could provide leadership ability in her own area, yet their perspective shortcomings could well be their undoing. McFadden did not envision any foreseeable changes in the makeup of the department. The volume of work was likely to keep increasing, and would not get any easier to process. With the recent turnover of the manager, there was an added sense of turmoil in the department. McFadden wondered if she should start dispensing tranquilizers to the employees. She felt in a real blind. The Claims Department was critical to the success of the company, and the manager of the department was critical to success of the department. If she picked the wrong person to lead the department, McFadden knew she might have to go through this all over again.

問題（共 50 分）

1. Are there characteristics of the work situation that suggest whom to select for this managerial position? Which ones and why? (20 分)
2. Does McFadden have any other options besides picking La Quinta or Davidson? What might they be, and what are the costs and benefits of doing so? (15 分)
3. Which theories of leadership do you find to be useful in helping decide what to do in this case? (15 分)