

國立中央大學人力資源管理研究所 101 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、第二部份請作答於綠色標示單之答題紙。

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Questions(中英文作答皆可)

一、個案：FLA 監查工廠工作環境 富士康列首波 (25%)

1. 由以下的報導來看，以代工為主的台灣製造廠商，在本波蘋果公司的新措施似已受到相關影響。請由組織管理的角度，思考在這個個案裡，究竟有多少力量決定了這些台灣製造廠可能的勞僱關係形態？並請討論這些不同的力量，會對這些代工製造廠的長短期營運會產生何種影響？

【經濟日報／記者謝艾莉、曾仁凱／台北報導】

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由於大陸代工廠工作環境屢遭外界抨擊，蘋果宣布，已將富士康、和碩、廣達等代工廠交由美國非營利勞工團體公平勞動協會（FLA）監查。

蘋果執行長庫克在聲明中表示，該稽查行動的規模及深度在電子產業是前所未見。

蘋果發表聲明，請求公平勞動協會對於蘋果最大的供應商進行獨立評估。對此，鴻海、和碩主管昨天表示，會全力配合。廣達則表示不予評論。

鴻海主管昨天證實，FLA 已從 13 日起針對富士康深圳與成都廠區開始著手訪視，鴻海會配合客戶需求進行，兩周後檢查報告出爐，公司會做後續討論。

鴻海強調，富士康在大陸不論是加班制度或是基本薪資，都符合大陸當地電子工業行為準則（EICC）的標準，至於工作環境及其他細項的審查，須等待兩周後 FLA 報告出來再回應，並盡力配合改善。

蘋果表示，公平勞動協會已於周一開始檢查其供應商工廠的工作環境，除了與大量員工面談，還將調查生產及宿舍環境，同時進一步審閱與雇用相關文件。其中富士康深圳廠周一上午已被稽查，接下來成都廠也將接受調查，廣達及和碩的工廠也將隨後遭到監查。

據了解，蘋果本來就對代工廠員工工作環境和工作時間、住宿環境等要求嚴格，市場預期，蘋果讓代工廠交由美國非營利勞工團體公平勞動協會審查，應該是對自己代工廠的工作環境等相當有信心，不怕外界檢視。

鴻海零售通路事業群董事長胡國輝接受外電訪問時證實，富士康在中國至少四個廠區將接受公平勞動協會的稽查，行動已於周一開始，將持續二周，這四個廠區分別為深圳龍華廠及觀瀾廠、成都廠區以及鄭州廠區。

全文網址: <http://udn.com/NEWS/FINANCE/FIN3/6901334.shtml#ixzz1mSi6moyp>

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二、工作滿意是常被提到的員工態度概念，請回答以下兩題和工作滿意相關的子題：

(25%)

1. 一般來看，工作滿意是否會影響組織效能？如果是，請說明你認為工作滿意這個概念如何影響組織效能的途徑。如果否，請陳述你的理由，並提出你認為那一個與員工相關的概念，會影響組織效能？其影響途徑又為何？(15%)
2. 如果你是個案一蘋果相關代工廠商的人力資源中階主管，你們在大陸有數萬名員工分散在三個不同地點的製造中心，你們公司的高階主管多認為公司在設施及物質條件上大致優於相同區域的其他類型廠商，同時也常舉辦員工休閒的各項活動，但公司仍持續面臨著工作環境被外界質疑與指責，同時也的確常有員工私下表示不滿情緒，及存在較高離職率的各項狀況。因此你打算向高階主管提案，進行相關的員工滿意度調查，請你就這個員工滿意度專案擬具一個含專案目的、調查內容、調查範疇、調查方法、預計調查結果、及基本時程規劃的計畫書。(10%)

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一、Case I

Case I

As the initial training session began, Robert Lin, the hospital administrator, spoke of the tremendous benefits he expected from the management training program the hospital was starting. He also complimented David Lee, the director of Human Resource Management, for his effort in arranging the program. As he finished his five-minute talk, he said, "I'm not sure what Dave has in store for you, but I know that management development is important, and I'll expect each of you to put forth your best efforts to make it work." Robert then excused himself from the meeting and turned the program over to David.

From several years, David had been trying to convince Robert that supervisors could benefit from a management training program. He believed that many problems within the hospital were management related. Reluctantly, Robert had agreed to authorize funds to employ a consultant. Through employee interviews and self-administered questionnaire completed by supervisor, the consultant attempted to identify training needs. The consultant recommended 12 four-hour sessions emphasizing communication, leadership, and motivation. Each session was to be repeated once so that supervisors missed it in the first time could attend the second offering.

Robert had signed the memo that David had prepared, directed all supervisors to support the management training program. There was considerable grumbling, but all supervisors agreed to attend. As David replaced Robert at podium, he could sense the lack of interests in the room.

1. Have any serious errors been made so far in the management training program? What would you have done differently? (15%)
2. What advice do you have for David at this point to help make the program effective? (15%)

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二、Case II

Case II

When Bruce Wang retired because of ill health in 2010, he appointed his 32-year-old son, Tom, President of the family firm. The company, Cheng-Kong Corporation, marketed a line of hospital beds. The company manufactured the metal frames for the beds and purchased hydraulic items, springs, and certain other parts. The company also sold hospital furniture items and maintained a crew to repair the Cheng-Kong beds. Employment at the firm totaled about 350 people.

With an MBA degree from National University and five years' experience with the company, Tom was eager to take over. He believed that his college training and work experience had prepared him well. One of the first things Tom wanted to do was to give decision-making authority to managers. He remarked, "I felt this would let me pay attention to the big picture while the day-to-day problems were solved lower in the organization." He felt that one effective tool for helping him shift more authority downward in the organization would be the use of teams.

Bruce Wang had been president and owner of Wang Corporation for 30 years. During that time, the firm had grown from a small hospital supply company with three employees to its present size. Bruce had been a hard worker, often putting in 15 hours a day. Tom said that his father was a pleasant autocrat because the elder Wang insisted on making every important decision, but Bruce had such an affable personality that no one objected.

For a while, Tom tried to behave pretty much like his father had, making all decisions on matters that were brought to him. About a month after his father's retirement, however, Tom called a meeting to tell the managers that he was going to change things and give the managers more decision-making authority. This action would free him to look at the company's overall concerns. He made a brief presentation to the managers, explaining that they did not need his approval for day-to-day decisions. He especially emphasized that they would now have more responsibility and that he expected all supervisors to follow his instructions.

1. How would these changes affect the culture at Cheng-Kong Corporation? (10%)
2. Discuss any likely pitfalls to this rapid change in culture? (10%)