

國立中央大學九十學年度碩士班研究生入學試題卷

所別：人力資源管理研究所 丙組 科目：管理個案分析 共 2 頁 第 1 頁

答題說明：本科計二大題五小題中文或英文作答均可，不用抄題但請註明題號。

(一)

The decline in oil prices during the mid-1980s and early 1990s adversely affected many industries. Profits were down for all major oil companies and many of their suppliers. Few new orders were received by the producers of drilling fluids, for example, and many existing orders were canceled or scaled back. As a supplier of drilling fluids, Beta Chemical Company's sales plummeted. Beta, located in Lafayette, Louisiana, supplies companies such as Texaco, Shell, and Pennzoil as well as independent oil drillers, often called *wildcatters*.

Beta had implemented a comprehensive profit-sharing plan after several years of rapidly increasing sales and profits. The decision was based largely on an attitude survey of the employees at Beta, which showed that they strongly preferred profit sharing over other benefits.

In the early 1990s, the compensation plan at Beta provided for base wages about 20 percent below wage levels for similar jobs in Lafayette, but half of company profits were paid out each quarter as a fixed percentage of employee wages. Distributed profits averaged more than 50 percent of base wages. This caused average total compensation at Beta to be 20 percent above that of the area. Because of the high pay, Beta remained a popular employer, able to take its pick from a long waiting list of applicants.

Benefits were kept to a minimum at Beta. There was no retirement plan and a very limited medical plan designed to cover catastrophic illness only. Employees considered this a good bargain, though, in light of their above-average compensation.

Profits were down markedly in 1992, and the profit-sharing bonus was less than half the historical average. Earnings declined further for the first two quarters of 1994. By midyear, it was clear that the company would be in the red for the entire second half. A board meeting was called in late August to discuss the profit sharing program. One director made it known that he felt the company should drop profit sharing. The human resource director, Vince Harwood, was asked to sit in on the board meeting and to make a presentation suggesting what the company should do about compensation.

Questions

1. Evaluate the compensation plan at Beta. (20 分)
2. If you were Mr. Harwood, what would you recommend for the short term? For the long term? (20 分)

(二)

British Airways (BA) has the largest centralized commercial recruitment operation in the United Kingdom, recruiting nearly 5,000 people each year. A team of only ninety people, supported by a mainframe computer system, has the rather arduous task of handling 72,000 applications, 13,000 job applicants, and 169,000 unsolicited inquiries—all for a workforce of 50,000 employees.

參考用

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At the beginning of the 1990s, senior human resources executives at BA took significant steps to deal with changes they had observed in the labor market. For some time it had been increasingly difficult to find skilled recruits in areas such as information technology, finance, and engineering. In addition, there had been a clear downturn in the supply of skilled young people. All of these trends were occurring side by side with an increase, driven by business growth, in demand for skilled labor.

The widening gap between supply and demand led to the creation of a recruitment marketing team within BA. The primary purpose of the team was to ensure consistency in the promotion of BA as a first-choice employer and to extend the company's customer-focused approach to the recruitment field.

The team's first priority was to apply some basic customer service principles to the recruitment operation as a whole. Having identified that there were, in fact, two customers for recruitment—external applicants and line managers—the team drew up basic guidelines and targets for measuring the quantity, quality, timing, and cost of services provided to each. Within career services, measures were developed to ensure excellent response to telephone inquiries (e.g., answer all calls within twenty seconds) and graduate recruitment (e.g., acknowledge receipt of a candidate's application within three days).

In addition to establishing quality standards, BA also developed four different training programs for line managers to help increase their understanding of the recruitment marketplace, emphasize the importance of equal opportunity in recruitment, and improve their basic skills in assessment and selection. This training was a crucial element of BA's strategy of meeting the needs of the airline while simultaneously reducing the head count in the recruitment department itself. As a consequence of the reorganization and training, many of the traditional HR functions were handed over to line managers themselves.

In order to promote BA as a first-choice employer, the company worked with Barkers Advertising to develop a recruitment advertising style that was consistent with the company's \$40 million advertising budget. The philosophy was to convey a consistent corporate message while targeting different niches, especially for positions that were difficult to fill.

In their efforts to promote BA as first choice among employers, the recruitment department made special efforts to maintain a delicate balance between projecting the genuine opportunities of working for a company of the size and diversity of British Airways and the tendency to paint too rosy a picture of the realities of life within a large corporation. This was seen as especially important since retaining talented employees in a diminishing labor market was perhaps more important than attracting them in the first place.

These efforts at BA are indicative of the company's overall effort to build a more flexible and capable workforce. Flexibility and capability are two vital ingredients in the company's strategy to become a world-class carrier in the airline industry.

Questions

3. What is the relationship between strategy, human resources planning, and recruitment at British Airways? (20 分)
4. Do you agree with BA's decision to shift responsibility for recruitment and selection over to line managers? Explain. (20 分)
5. What else could British Airways do to attract qualified candidates? (20 分)

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