

國立中央大學八十五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

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說明：本科共三題，不用抄題但請註明題號。

一. 某大公司的重要部門如企劃、資訊等單位人員，近年來流動率很大，究其原因為：

(1). 公司待遇屬中等，這些單位的新進人員尚能因工作值得學習而暫待一、二年，但隨著工作負擔及壓力的增加，這些人漸漸覺得工作上的付出和待遇不成比例，因而紛紛求去。(2). 公司當局因制度上的規定，如僱就上述單位員工調昇其待遇，又恐其他單位人員因而產生不滿的情緒，影響士氣。請問，人力資源主管如何針對此問題向總經理建議較適切的因應計劃。(30分)

二. 某公司中部工廠內部組織變更前，廠長原先負責製造、倉儲及品管三大部門。因權責太重，且發生管理問題而更換廠長；改組後，廠長僅負責製造而已，其餘兩部門直屬臺北總公司。近來，三部門主管迭起紛爭，該公司總經理苦無良策。如果您是該公司總經理，請問如何打開此管理瓶頸。(30分)

三.

Welcome to Euro-Disney. In 1992, this multi-billion dollar operation began offering the magic that Americans have been so accustomed to in Disneyland and Disney World -- just outside Paris, France. Disney's operations in Anaheim and Orlando have been nothing short of phenomenal. The millions of people who visit the parks each year attest to its success. Disney U.S. has capitalized on a number of issues affecting the American way of life. These theme parks provide outstanding entertainment in a meticulously controlled environment. Disney employees' job role requirements revolve around making each guest "feel at home," providing a wealth of services to enable these individuals to thoroughly enjoy their leisure activities. Inasmuch as Disney has gained worldwide acclaim, one question that has arisen focuses on whether Disney's concepts will work well outside the United States. Consider the following.

It is well known that there are certain cultural differences between the United States and France. In the United States, people are more leisure-oriented; Americans enjoy their time off from work, often exploring hobbies other such activities for relaxation. They are also quite frequently "on the go," hurrying from one place to another in an effort to accomplish their tasks. As such, their sleeping and eating habits vary drastically; in fact, the rise of fast-food establishments supports their lifestyle. When it comes to visiting Disneyland or Disney World, Americans are accustomed to ride "Star Tours" or "Space Mountain" during the summer season can attest to the long waits.

In France, though, people are different. Time off from work typically spent with the family at gatherings in the home. When the French do go out, they generally take their pets with them. (Pets are not allowed in Disneyland or Disney World.) The French are also rigid on meal times; there is little or no flexibility when it comes to eating. For instance, lunch is at 12:30 P.M. -- period. Furthermore, the French are formal individuals, not often open to informal meetings with individuals they do not know. Disney's "meet and greet" concept, accordingly, may be difficult for them to accept. And, finally, comes the issue of patience. From all indications, the French abhor lines; the thought of long waits is simply unacceptable.

Questions:

1. Can the success of Disneyland or Disney World be duplicated in a global market? Explain your rationale.
2. What must Disney do to assure that the French people visit the park?
3. If you were the CEO of Disney and making the decision to open a park in France, what information would you want? Would you need?
4. Would you employ French or U.S. employees as managers for the new facility in France? Explain your rationale. (40分)