

國立中央大學人力資源管理研究所九十四學年度碩士在職專班入學
考試科目：管理個案分析

注意事項：

1. 試卷一請寫在試卷一的答題紙、試卷二請寫在試卷二的答題紙。
2. 作答可採橫書或直書、答題請標明題號、中英文作答皆可。
3. 作答請用黑色、藍色原子筆或鉛筆作答。不可使用紅作答。

試卷一

Case I: Managerial Turnover: A Problem?

HealthCareLaunderCare (HCLC) is a company that specializes in picking up, cleaning, and delivering all the laundry for health care providers, especially hospitals, nursing homes, and assisted care facilities. Basically, these health care providers have outsourced their laundry operations to HCLC. In this very competitive business, a typical contract between HCLC and a health care providers is only to two years, and HCLC experiences a contract nonrenewal rate of 10%. Most nonrenewals occur because of dissatisfaction with service costs and especially quality (e.g., surgical grab that is not completely sterilized).

HCLC has 20 laundry facilities throughout the country, mostly in large metropolitan areas. Each laundry facility is headed by a site manager, and there are unit supervisors for the intake, washing, drying, inspection and repair, and delivery areas. An average of 100 nonexempt employees are employed at each site.

Operation of a facility is technological sophisticated and very health and safety sensitive. In the intake area, for example, employees wear protective clothing, gloves, and eyewear because of all the blood, gore, and germs on laundry that comes in. The washing area is comprised of huge washers in 35-foot stainless steel tunnels with screws that move the laundry through various wash cycles. Workers in this area are exposed to high temperatures and must be proficient in operation of the computer-control systems. Laundry is lifted out of the tunnels by robots and moved to the drying room area, where laundry is dried, ironed, and folded by machines tended by employees. In the inspection and repair area, quality inspection and assurance occurs. Laundry is inspected for germs and pinholes (in the case of surgical grab—pinholes could allow blood and fluid to come into contact with the surgeon), and other employees complete repairs on torn clothing and sheets. In the delivery area, the laundry is hermetically sealed in packages and placed in delivery vans for transport.

HCLC's vice president of operations, Tyrone Williams, manages the sites, and site and unit managers, with an iron fist. Mr. Williams monitors each site with a weekly report of a set of cost, quality, and safety indicators for each of the five areas.

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When he spots what he thinks are problems or undesirable trends, he has a conference telephone call with both the site manager and the area supervisor. In the decidedly one-way conversation, marching orders are delivered and are expected to be fulfilled. If a turnaround in the “numbers” doesn’t show up in the next weekly report, Mr. Williams gives the manager and supervisor one more week to improve. If sufficient improvement is not forthcoming, various punitive actions are taken, including base pay cuts, demotions, reassignments, and terminations. Mr. Williams feels such quick and harsh justice is necessary to keep HCLC competitive and to continually drive home to all employees the importance of working “by the numbers.” Fed up with this management system, many managers have opted to say “bye-bye number!” by leaving HCLC.

Recently, this issue of retention of site and unit managers came up on the radar screen of HCLC’s president Roman Dublinski. Mr. Dublinski glanced at a payroll report showing that 30 of the 120 site and unit managers had left HCLC in the past year, though no reasons for leaving were given. In addition, Mr. Dublinski had received a few copies of angry resignation letters written to Mr. Williams. Having never confronted or thought about possible employee retention problems or how to deal with him, Mr. Dublinski calls you (the corporate manager of staffing) to prepare a brief written analysis that will then be used as the basis for a meeting between the two of you and the vice president of HR, Debra Angle (Ms. Angle recommended this).

Questions:

Address the following question in your report:

1. What are the costs of this turnover; might there be any benefits? (20%)
2. If retention is a problem of HCLC, what are the main ways we might attack it? (20%)

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試卷二

Case II

Until the completion of its acquisition by Bank of America to form the second-largest financial services company in the United States, FleetBoston Financial qualifies as the nation's seventh-largest financial holding company, with assets exceeding \$190 billion. The company has served 20 million retail and 6 million commercial customers worldwide and has had more than 50,000 U.S. employees and 10,000 employees abroad. From 1994 to 2003, Fleet aggressively pursued growth through acquisition, more than doubling its workforce and quadrupling its assets.

In the late 1990s, it became clear that the most pressing human resource issue at Fleet was high and rising employee turnover, particularly in the bank's retail operations. Overall turnover had reached about 25% annually, and among some groups, such as teller and customer service representatives, turnover was upwards of 40%, placing the bank's customer-focused strategy at risk. Casual comparisons suggested these levels were higher than industry norms, though such benchmarking didn't account for the fact that Fleet operated in some of the tightest labor markets in the United States, such as Boston and Providence, Rhode Island. In 1997, the company began analyzing information from employee surveys and exit interviews to determine why people were leaving and which aspects of their employment they most valued or were concerned about. The results of that analysis seemed to suggest that inadequate pay and heavy workloads (the latter partly due to delays in filling vacated positions) were the key drivers of turnover. Management tried to address some of these concerns by tracking market pay more systematically and by offering more flexible working arrangements on a trial basis in order to help relieve employees' stress on the job. Yet to Fleet's surprise, turnover rates continued to rise rapidly. Evidently, what employees said was troubling them was an unreliable guide to the actual causes of turnover.

(Adopted from Nalbantian, Haig R., Szostak, Anne, (2004), "How Fleet Bank Fought Employee Flight," Harvard Business Review, V1.82, Pp.116-123)

1. If you work at the Human Resource Department of FleetBoston Financial Co., what approaches will you adopt to discover the 'real' determinants of employees' turnover? 20%

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Case III:

愈來愈多的公司開始提供「彈性福利」。彈性福利又稱為「自助餐福利」(cafeteria benefits)，透過彈性福利政策，員工可以依照自己的需求，於公司在控制成本下所提供的各種福利方案中，選擇最能滿足自己的福利。

由於員工特性不同，彈性福利被視為可用來滿足不同員工、於不同人生階段之需求，例如：有家庭與小孩之員工，較需要醫療保險或托嬰照顧之福利；年紀較長之員工，更需要全面且頻繁之健康檢查等等。因此彈性福利可以提升員工滿意度，使公司能夠塑造「最佳雇主」(employer of choice)之形象。

目前台灣之新興彈性福利制度種類，有以下幾類，如津貼型或點數型是將福利金或公司提撥一定金額或換算成點數，於公司規定可申請補助之項目內，包括旅遊費、語言進修、保姆費、健身俱樂部、電影票、房貸利息等等；或是單一福利之選擇型，如團體保險中，由保險經紀人精算出數種不同險種之搭配的套餐，供員工選擇；或者，開放壽險、意外險、或其他險種，讓員工自費提高保額等，此外非財務給付的福利，如彈性工時也被視為新興的彈性福利項目，目前也漸被接受與採用。

2. 雖然員工特性不同、需求不同，但公司仍無法讓員工在福利項目的選擇上有完全的選擇自由。請問有那些原因，使得完全的「彈利福利」政策是一個不可行的方案？(20%)
3. 彈性工時是非財務給付的彈性福利項目，多用以讓員工減少工作/家庭兩方面負擔過重所帶來的壓力問題。做為一個人力資源主管，在何種情況下，你會在公司裡採用「彈性工時」方案？推動「彈性工時」方案，你認為有那些要注意的事項或其他必要措施？(20%)