

國立中央大學人力資源管理研究所九十九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. CASE A.請作答於白色標示單之答題紙、CASE B.請作答於黃色標示單之答題紙。

CASE A.(請作答於白色姓名標示單之答題紙)

Twenty-seven-year-old Colleen McFerguson worked as a merchandising specialist for ValuMart, one of the largest international retail chains. Based in the United States, ValuMart also has a strong presence in Canada, Europe, Japan, and Hong Kong. Colleen began her employment with ValuMart as cashier, and two years later was invited into the training program for merchandising specialists.

Colleen performed well as a merchandising trainee in the soft-goods line. Her specialty areas included men's, women's, and children's clothing; linens and bedding; men's and women's jewelry; and home decorations. For several years in a row, Colleen received performance evaluation rating of above average or outstanding. Among the write-in comments made by her supervisors were "diligent worker," "knows the tricks of merchandising," "good flair for buying the right products at the right place," and "fits right into the team."

Despite the positive performance appraisals supported with positive comments, Colleen had a gnawing discontent about her career at ValuMart. Despite five years of good performance, she was still not invited to become a member of the group called "ValuTrackers." The ValuTrackers are a group of merchandising and operations specialists who are regarded as being on the fast track to become future ValuMart leaders. The leaders hold high-level positions such as head merchandiser, regional vice president, and store manager.

Several times when Colleen inquired as to why she was not invited to join the ValuTrackers, she was told something to the effect she was not quite ready to be included in this elite group. She was also told not to be discouraged because the company still valued her contribution.

One day Colleen thought to herself, "I'm headed toward age 30, and I want a great future in the retail business now." So she convinced her boss, the merchandising supervisor (Evan Tyler), to set up a career conference between herself, Evan, and her boss's boss (Heather Bridges), the area merchandising manager. She let Evan know in advance that she wanted to talk her potential for promotion.

Evan started the meeting by saying "Colleen, perhaps you can tell Heather and me again why you requested this meeting."

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Colleen responded, “Thanks for asking Evan. As I mentioned before, I’m wondering what you think is wrong with me. I receive a lot of positive feedback about my performance, but I’m not a ValuTracker. Also, you seem to change the subject the subject when I talk about wanting to become a merchandising supervisor, and eventually a merchandising executive. What am I doing wrong?”

Heather responded, “Evan and I frequently talk about performance and potential of all our merchandising specialists. You’re a good performer, Colleen, but you lack that little spark that make a person a leader. You go about your job efficiently and quietly, bur that’s not enough. We want future leaders of ValuMart to make an impact.”

Evan added, “I go along with Heather’s comments. Another point, Colleen, is that you rarely take the initiative to suggest ideas. I was a little shocked by your request for a three-way career interview because it’s one of the few initiatives you have taken. You’re generally pretty laid back.”

“Then what do I have to do convince you two that I should be a ValuTracker?” asked Colleen.

Heather replied. “Start acting more like a leader. Be more charismatic.” Evan nodded in agreement.

Questions(中英文作答皆可)

1. What career advice can you offer Colleen McFerguson?(10%)
2. What might Colleen do to develop more Charisma?(20%)
3. What is your opinion of the fairness of the ValuTracker Program?(20%)

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CASE B. (請作答於黃色姓名標示單之答題本)

Western Utilities Company, a privately owned utility company, is faced with financial inefficiencies resulting from an expansion of its facilities. President Robert Delgado has requested a review of the firm's operating standards. He has asked John Givens and Hilda Hirsh to provide a broad outline of MBO performance standards that would identify key standards with which to control performance. Three years ago, Western Utilities, under the direction of a management consulting firm, implemented a system of management by objectives (MBO) for the purpose of evaluating department managers, sales engineers, and consumer service employees.

The advantage of such a system of controls is that top management can very rapidly scan a printout and detect any trouble spots in the department. Givens and Hirsh attempted to set the standards as if the personnel were working at a normal pace. After review, Givens and Hirsh raised the performance level on several items, reasoning that a standard is probably too low if it can be achieved without a challenge. Delgado had specifically asked for goals that were not easily attainable. There was a certain amount of negative reaction, but, in the end the departments agreed.

THE SITUATION

During the past year, however, a significant amount of dissatisfaction has emerged. In the first year participation was encouraged and rewards were obtained. The employees set their goals high and productivity increased.

Now, however, problems are being reported in the evaluation of performance, and many managers are claiming that the standards set by Hirsh were too tight or unfair. The president said, "Yes, we have had a few operating problems, but no system is perfect." Hirsh noted that the consumer department had exceeded its monthly labor cost standards, so she called Bill Walton and "red-lined" his performance report. Walton hit the roof. He called Givens and said, "The system is grossly unfair and inaccurate as a measure of performance. The real objective is to control total costs. My department has done this, even though we were over in labor costs. There was a heavy snowstorm last month with lots of frozen lines, and we had to get people out there on overtime. The real need is to maximize customer service and keep costs to a minimum, which we have done."

Two other department managers complained that the system was unfair, and several engineers are threatening to resign. In their complaints to Givens, they pointed out that Hirsh was apparently only looking for failures to report, under the cover of the MBO system. Robert Delgado thought: We may need to take another look at our system; maybe MBO doesn't work in a utility.

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Questions(中英文作答皆可)

1. What problems does Western Utilities Company have? Please describe 3 problems. (15%)
2. What are the causes of the problems? Please describe 3 causes. (15%)
3. Give two approaches to solve the problems which the Western Utilities Company has. (20%)