

系所組別： 企業管理學系乙組

考試科目： 管理學

考試日期：0219，節次：3

※ 考生請注意：本試題 可 不可 使用計算機

1. 校園霸凌事件近期成為大家觀注的焦點，身為社會的一份子且具備管理知識的我們，可如何運用管理學中的理論或概念，幫助學校管理學生、防止霸凌事件的發生。(30%)
2. 面對臺灣與中國簽訂 ECFA，試以一家臺灣公司為例，應用管理學中的理論或概念，分析此經濟合作協議對該公司所處的各層面環境及公司本身的影響，並建議該公司可如何因應。(30%)
3. 請仔細閱讀以下的敘述後再回答此問題。

Dave Collins, president of H.I.D., sat down at the conference table with his management team members, Karen Setz, Tony Briggs, Dave King, and Art Johnson. H.I.D. owns ten Holiday Inns in Georgia, eight hotels of different types in Canada, and one property in the Caribbean. It also owns two Quality Inns in Georgia. Dave Collins and his managers got together to define their mission and goals and to set strategic plans. As they began their strategic planning session, the consultant they had hired suggested that each describe what he or she wanted for the company's domestic operations in the next 10 years—how many hotels it should own, where to locate them, and who the target market was. Another question he asked them to consider was what the driving force of the company should be—that is, the single characteristic that would separate H.I.D. from other companies.

The team members wrote their answers on flip charts, and the consultant summarized the results. Dave Collins's goal included 50 hotels in 10 years, with the number increasing to 26 or 27 in 5 years. All the other members saw no more than 20 hotels in 10 years and a maximum of 15 or 16 within 5 years. Clearly there was disagreement among the top managers about long-term goals and the desirable growth rate.

With the consultant's direction, the team members began to critique their growth targets. Dave King, director of operations and development, observed, "We just can't build that many hotels in that time period, certainly not given our current staffing, or any reasonable staffing we could afford. I don't see how we could achieve that goal." Art Johnson, the accountant, agreed. Karen Setz then asked, "Could we build them all in Georgia? You know we've centered on the medium-priced hotel in smaller towns. Do we need to move

to bigger towns now, such as Jacksonville, or add another to the one we have in Atlanta?" Dave Collins responded, "We have an opportunity out in California, we may have one in New Jersey, and we are looking at the possibility of going to Jacksonville."

The consultant attempted to refocus the discussion: "Well, how does this all fit with your mission? Where are you willing to locate geographically? Most of your operation is in Georgia. Can you adequately support a national building effort?"

Tony Briggs responded, "Well, you know we have always looked at the smaller-town hotels as being our niche, although we deviated from that for the hotel in Atlanta. But we generally stay in smaller towns where we don't have much competition. Now we are talking about an expensive hotel in California."

Dave Collins suggested, "Maybe it's time we changed our target market, changed our pricing strategy, and went for larger hotels in urban areas across the whole country. Maybe we need to change a lot of factors about our company."

What is H.I.D.'s mission at present? Please elaborate the differences between Dave Collins, as the *leader* of the company, and those top *managers* with respect to their thinking, personal characteristics, and so forth. (30%)

4. The Walt Disney Company has four major strategic business units: movies (Touchstone Pictures), theme parks, consumer products, and television (primarily cable). Place each of these SBUs on the BCG matrix based on your knowledge of them and give reasons for why you do so. (10%)