

## 本考科禁用掌上型計算機

1. 請您以「國際市場進入與退出策略」角度，針對明基收購德國西門子手機部門為案例，分析及說明此購併成敗因素之所在。(25%)
2. 「終身僱用制」、「年功序列制」、「企業內工會」為日本式經營管理特徵，試說明此等特徵為何？若在您所服務企業實施此種管理方式，請提供您對實施成效或問題之看法。(25%)
3. 如果您是貴公司經營者，當公司追求「企業價值極大化」目標與股東追求「股東價值極大化」目標產生衝突時，試分別以服務「美式企業」及「台式企業」為例，提供您如何進行抉擇之參考依據。(20%)
4. 智慧財產權管理的目的在於保障企業內部投下的人力、物力、財力及時間等，所獲致的研發成果或無形資產。其內涵是如何將公司內部的研發成果或無形資產加以權利化以及如何妥善地運用已經權利化的智慧財產。針對不同形式的智財權管理標的，企業應如何建立合理運用與管理的方法。(30%)

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Read the following articles and answer the questions given below

### Problem One:

#### The Strategic Moves by McDonald's to Revitalize Business

When Ray Kroc launched his first drive-in in 1955, McDonald's was a two-meal place, opening just before lunch and closing not long after dinner. It kept those hours for the next 20 years. Then, with the national introduction of the Egg McMuffin in 1975, the company turned breakfast into a fast-food meal, too. Now the world's biggest restaurant chain wants to take over the rest of the day. Since 2003 more than 90% of the 13,700 McDonald's in the U.S. have extended their hours beyond the basic 6 a.m. to 11 p.m. day. Nearly 40% operate nonstop. The extended business periods and approximate sales percentages encompass:

BREAKFAST: from 5 a.m. to 11 a.m.	(~ 30% of the day's sales)
LUNCH: from 11 a.m. to 2 p.m.	(~ 25% of the day's sales)
AFTERNOON: from 2 p.m. to 5 p.m.	(~ 15% of the day's sales)
DINNER: from 5 p.m. to 8 p.m.	(~ 15% of the day's sales)
LATE NIGHT/EARLY MORNING: from 8 p.m. to 5 a.m.	(~ 15% of the day's sales)

The all-hours offensive reflects a strategic shift at McDonald's. For most of its history, growth meant one thing: more locations. And until the late 1990s it worked. Like a juggernaut, McDonald's rolled over the competition and across the nation, opening hundreds of outlets each year and cranking out a run of hit products. Then the company reached a saturation point. While overall revenue kept climbing, the new sites stole customers from existing locations. Margins and same-store sales slid in 2002.

Today instead of building more restaurants, McDonald's is increasing its financial results by squeezing more from the ones it has. The new focus has forced it to rethink every element of its business, from product development to marketing to restaurant design. In the process, McDonald's, which seemed out of touch with consumers just a few years ago, has attempted to realign itself with contemporary tastes.

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One reason McDonald's is creating crowd-pleasers again is that it has become much more rigorous in product development. The criteria for new-product introduction include:

**MAKE WHAT THE CUSTOMERS WANT** -- McDonald's prowls the market for new product ideas and generates samples in the company's food studio in Oak Brook by a staff of three dozen chefs, food technicians, and market researchers. Potential new products get tried out first in one market for six weeks, and then spends months in carefully monitored field tests to ensure that people will buy its new concoctions.

**MAKE IT EASY TO EAT** -- McDonald's does more than half its business at drive-through windows. That means it needs snacks and meals that can be held in one hand while the other is on the steering wheel.

**MAKE IT EASY TO PREPARE** -- McDonald's restaurant crews turn over entirely within a year, on average. To maintain consistency amid this churn, tasks must be simple to learn and repeat.

**MAKE IT QUICK** -- It's called fast food for a reason. McDonald's tests all new products for cooking times so customers don't have to wait even a second longer than absolutely necessary.

Coupled with the extended store hours and new products, McDonald's is also renovating its plain stores to give them a fresh, modern and comfortable interior. Since 2003 it has remodeled more than 3,000 sites, with a plan to convert all locations in 20 years. Replacing the single dining room, the new store has different zones for different customers. There's the den with TV, Play Place for kids, frosted glass partition, sculptures, and a fountain in the dining room. Some stores have a separately demarcated space for an upscale coffee bar, McCafe', for espresso-based coffee and pastries. The more trendy ambiance attracts many mature customers.

Despite the keen competition from rivals, McDonald's is, at the moment, triumphant. After posting its first-ever quarterly loss in 2002, it has logged 45 consecutive months of U.S. sales increases. It now commands nearly half the U.S. hamburger market--three times more than either Wendy's or Burger King--and has such a lead that even its fastest-growing rivals may never catch up.

-- Above material adapted from BusinessWeek Special Report 2/5/2007 --

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### **Questions**

Based on the above article and your own understanding of McDonald's, answer the following questions. These questions are open-ended, so please make sure you answer them as fully and as you can. Apply relevant theories and management experiences as appropriate.

You may write your answers in Chinese or English.

1. (25 points) What was McDonald's long-standing strategy which led the fast-food giant to a global success for the past 50 years? Address its strategies in the context of product offerings, manufacturing processes, marketing, quality and services.
2. (20 points) What led to the McDonald's latest strategic changes in product development, extended store hours, and facility renovation? How are these major changes combined into a powerful new move to open up new territories and drive McDonald's toward a brighter future?
3. (15 points) Give one example of another company (either in Taiwan or global) which might be facing similar bottleneck in growth or transformation, and is in need of a major strategic shift. What can the company do to get out of the possible stagnation?

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### Problem Two:

#### 米其林食品之主管績效評估

米其林食品位於南台灣，是一家資本額達 10 億新台幣的食品製造廠，對其員工而言，溝通管理不僅實益有限，甚至具有負面色彩。在這家近七十年的公司裡，「老闆來電」幾乎等同「麻煩上門」。一位領導近六百名員工的高階主管說：「通常是出狀況了，老闆才會打電話來，要你盡快補救問題，口氣自然不會太好。」三年前，開始有些改變，在勞力吃緊的市場環境下，米其林食品決定給員工多一點正面回饋；為使政策一致，主管績效獎金計算方式也做了變更。從次年起，主管人際互動的能力即調高為佔績效成績 20%。

結合「報酬」與「非財務目標」的做法，奇異(GE)與惠普(Whirlpool)已實行多年。管理顧問公司 Towers Perrin 對七百二十一家北美業者進行訪調的結果顯示，僅依財務表現決定績效評估的公司，在 1998 年前高達 66%，而到 2001 年，僅有 43%；Towers Perrin 進一步預測，不出 5 年，會降到約 15%。重視員工心聲、給部屬成長機會等柔性管理，已經越來越受經營管理者重視。米其林更採用匿名績效評估系統，讓三百位主管接受同事、同儕、及直屬主管共同評估其績效。公司並計畫未來由員工選出十五項績效評估項目，做為績效獎金之計算基礎。根據初步訪查員工結果，發現有 80% 員工提到誠信道德；72% 說到團隊合作；68% 則重視知識分享。

在 Wells Fargo 的員工，每一年半會接受一次電腦語音調查，回答「你跟主管溝通順暢嗎？」、「你對教育訓練課程有何意見？」等問題。實施之後，公司發現，主管與部屬的溝通情形越來越好，也更清楚公司的成功需要哪些因素配合。

Stanford University 的 Professor Jeffery Pfeffer 曾說：「財務報表其實是員工努力的最後成果。光看財務報表，無法知道組織未來需要什麼；也不知如何改善工作流程，才能提升組織績效。」而對多面向評估主管績效的方式，業界仍有疑慮。有些管理者認為，如此會影響股東獲利；有些則認為，會讓主管花過多時間於交際上；也有人認為公司獎勵擅長人際互動的主管，對組織來說是雙贏。(本案例改編自林佳蓉 2004 年出版之「人力資源管理」)

### Questions

- (20 points) 請引用人力資源管理有關績效評估之理論，針對米其林公司新近實施對主管所進行之績效評估方式及 Professor Pfeffer 的論點，闡述你的評論。
- (20 points) 為提昇員工士氣及組織績效，米其林公司如何在實務上執行「結合報酬與非財務目標」與「匿名績效評估系統」，請你提出可行方案並分析其利弊。