

國立嘉義大學九十三學年度 管理學院碩士在職進修專班招生考試試題

科目：企業管理實務

一、許多成功的人都希望人生是充實且有成就感的，但也深知即使是下次的勝利、下一筆生意、下個征服或遽增的財富無法帶來自己心中真正想要的。有人說：「人生走到上半場將近終場時，亦即人生下半場開打前，常會出現一股揮之不去的嚮往：希望能讓成功轉為有意義。」試就您個人的體會，簡述您對「成功」的看法。(20%)

二、申論題：「培訓多，挖角多？陳大偉的煩惱！」(40%)

人物：陳大偉（工業產品部經理）
張鈞偉（工業產品部副理）
歐富仁（業務行銷部經理）
吳國強（總經理）

故事大綱：

陳大偉坐在張鈞偉的身旁，難以置信地說：「我沒有聽錯吧？你已經接受歐富仁那個部門的新工作，而且從下個月開始，真的嗎？」「很抱歉！」張鈞偉閃躲著陳大偉的目光：「我實在沒辦法放棄這個大好的機會，歐經理給我的新工作是擔任業務行銷部的地區業務兼行銷副理。」陳大偉頓時啞口無言，心想這個歐富仁真是過份，竟然從未向他提到要將張鈞偉挖到業務部的事。

儘管非常生氣，陳大偉仍然保持冷靜，期盼著張鈞偉能回心轉意，他說道：「你已經答應歐經理了嗎？」「是的」張鈞偉小聲地回答，接著又說：「但如果新來的人有任何疑問時，可以隨時打電話給我，我很樂意在這個過渡期提供協助。經理，你一直都是很棒的老闆，真的真的很棒的老闆，我很感激你為我所作的一切。」

真正困擾陳大偉的並不是張鈞偉的離開。鈞偉是個很好的年輕人，他的新工作其實也意味著他的高升，但真正令陳大偉難過的是，張鈞偉已經是他部門裡過去四年來陸續離開的第十個人了；這些離開的人全都是優秀的人才，更誇張的是，其中的七位部屬是被公司其他部門所挖走的，陳大偉感到十分挫折，他決定找總經理-吳國強好好談一談。

陳大偉依約在中午 12 點來到吳總的辦公室，吳總主動的切入正題：「OK！你有什麼話想說？」陳大偉回答說：「這個嘛...你大概已經知道了，張鈞偉要加入歐經理的部門了吧！吳總，過去四年來，鈞偉已經是第十個離開我部門的人了，我想我的辦公室

裡最好裝個旋轉門。」吳總可以從陳大偉的臉上看見他的不安與生氣，「大偉，我想我可以很肯定的告訴你，公司所有的主管都一致認為你是個頂尖的經理人，不瞞你說，我認為其他的經理人都將你的部門視為是一個人才發源地，他們非常推崇你在發掘人才和培養人才上的能力，歐經理就曾經形容你在發掘人才上就好比是一頭獵犬。大家都知道，你充分地賦予員工權責，也不會吹毛求疵，我曾經與幾位從你部門跳槽至其他競爭對手公司的員工做過離職懇談，其中有位離職員工表示，她現在的主管說：『任何為陳大偉工作的人，一定既精明又能幹的。』」

這種諷刺的事情讓陳大偉深受打擊，氣憤地說道：「你是在告訴我，擅長培養人才反而是我流失員工的主因嗎？我實在擔心我部門員工的工作士氣，他們可能會開始懷疑，是否錯過了什麼大好機會；講得更直接一點，我可不想讓他們覺得工業產品部只是其他部門的人才製造機！」

吳總想了想，然後說道：「或許大家應該開誠佈公來討論這個議題會好一點，但是你我都心知肚明，如果你禁止部屬尋求更好的發展空間，只會讓他們陽奉陰違而已；撇開這些不談，好的人才也不會一味地追求金錢，他們同樣重視無形的財富，例如升遷機會，而你的部門其實在公司裡算是規模較小的，或許他們會認為往別的部門發展會有更好的機會，所以如果你從公司的角度來思考，這樣的人事調動絕對是有益的。」

「對企業而言或許是健康的，但您也要考慮我的立場，我有一個部門要經營。」陳大偉說道，「我努力地為每位部屬量身訂作他的工作內容，使他的工作更具吸引力，事實也證明這樣的方法確實很有效，員工面臨挑戰有了衝勁，他們就會不斷地學習新的事物，對部門的貢獻也日趨顯著。但是當我想到旗下員工表現越優異，對其他部門就越具吸引力，我實在不知道如何去解決這個問題。」

「坦白說，我也不確定該怎麼做。」吳總表示，「我想我們可以擬定一個政策來限制內部轉調，但我不確定這樣的政策是否符合所有人的最佳利益。」（以上內容改編自 Idalene F. Kesner, 2002, The Coach Who Got Poached, Harvard Business Review 中文版）

問題：

- (1) 成為企業內其他部門人才培育庫的問題，陳大偉似乎抱持較負面的態度，他的癥結為何，他又該如何解決？
- (2) 想要整合陳大偉與組織的需要，您認為吳總經理應該如何來做？

背面尚有試題

三、 7-UP case (40%)

7-UP Is Down! By Louise Kramer (1998)

A New formulation, new packaging, and a new ad campaign—backed by a rare infusion of marketing dollars from bottlers—have far failed to breath new life into 7-UP. The brand was allowed to slide for such a long time it lost its currency. It's like air leaked slowly out of its balloon," said Tom Pirko, president of beverage consultancy Bevmark. "It's going to require a lot of perseverance. The consumer is confused."

Cadbury Schweppes, owners of the 7-UP brand, in reporting on first-quarter soft-drink performance in the United states earlier this month, said the 69-year-old brand, saw sales slip 2.5% for the period ending march 31, compared with the same period a year ago. The \$54 billion soft-drink market was up 3.3% last year, according to Beverage Marketing Corp., which ranked 7-UP as the No. 8 brand in last year, with a 2.2% share of market, down 0.1share point from the previous year.

Cadbury blamed the quarterly decline of the brand, marketed by its Dr. Pepper/Seven UP division, on a "lack of focus" among its distributors in the Pepsi-Cola Co. bottling system. (Dr. Pepper is one of the Pepsi soft-drink products.) Unlike Coca-Cola Co. and Pepsi, Cadbury until this month hasn't directly owned bottlers to distribute its products, forcing it to rely solely on independent bottlers and bottlers representing other brands. The company has now bought two independent bottlers.

Dr. Pepsi/Seven Up kicked off a new, humorous ad campaign in late January from Y&R Advertising, New York. The ads tout 7-UP's "crisp new taste," a more intense lemon and lime flavor—and the first reformulation in the brand's history.

The campaign, backed by \$40 million to \$42 million in media spending, includes a 25% contribution from bottlers, their first such sharing of national marketing expenses in at least a decade. A spokesman for Dr. Pepper/Seven UP said results are improving in the current quarter.

However, observers said it will take more than the new marketing initiatives to reverse fortunes for the once-vibrant brand, which has been sales slide for most of the 1990s at the hands of Coca-Cola's continuing emphasis on rival, strong-performing Sprite.

At the same time, Pepsi has entered test markets with Storm, a lemon-lime soft drink—not to mention its fastest-growing non-cola of the moment, Mountain Dew. While Coca-Cola's ad spending behind Sprite dwarfs 7-UP's, it's at the store level where the

battles are fiercest in soft drinks, and where the weapon of choice is price. "I am noticing Coca-Cola is getting much more focused on individual markets, which usually means consumer promotion-based street spending. Maybe we've got to get in there with them," said Ralph Crowley Jr., president CEO of Polar Beverage, A Worcester, Mass., 7-UP bottler.

Emanuel Goldman, beverage analyst with Paine Webber, said it's too early to judge the effectiveness of 7-UP's new initiatives. "Sometimes these things take a while to grab; you can't expect it to grab in one quarter. The thing that grabs in one quarter is price," he said. "(Coca-Cola) has been extremely aggressive in the large-volume outlets in terms of pricing Sprite, and Seven Up has had to deal with this." Mr. Crowley said bottlers want Dr. Pepper/Seven UP to take more risks with advertising to reach a younger demographic. Well, it seems the war is inevitable.

According to the above case description, please answer the following questions:
(可用中文回答)

- (1) Please identify and comment the problems of Seven UP (or 7-UP).
- (2) If you were a CEO of Seven UP, what are your winning strategies? Please explain your suggestions.