

國立嘉義大學 99 學年度 企業管理學系博士班招生考試試題

科目：個案分析（中英文作答皆可）

1. INTEL PREPARES ITS TOP LEADERS (25%)

In spring 2005, Paul Otellini was scheduled to become the new CEO of Intel – but first, earning the lofty title meant submitting to a humble exercise: hitting the books. As the first Intel CEO without a degree in science or engineering, the soft-spoken 53-year-old didn't have the technical expertise that mentors like CEO Craig Barrett and chairman Andy Grove possess. Which is why Otellini, the company's current president and COO, crammed in more than 50 tutorials, on everything from next-generation wireless networks to microprocessor design, with many more to come.

The training regimen wasn't some chore handed down by the HRM department. It was part of a little-known but deliberate philosophy at Intel to grow and groom its own CEOs and leaders. Otellini was scheduled to become the fifth homegrown CEO to run the company since its launch in 1968, which suggests that there's an "Intel inside" aspect to its management formulas as well as its high-performance chips.

At Intel, CEOs and their apprentices swap roles to streamline performance where it's needed. The practice flows out of a wider Intel ideal, known internally as "two in a box." By encouraging overlapping duties and responsibilities, the thinking goes, Intel managers can better support one another in a crisis.

Hence, another aspect of Otellini's grooming: a 30-year Intel veteran who made his reputation running the company's flagship microprocessor line, Otellini increasingly took charge of Intel's worldwide manufacturing operations and its enormous budget for capital projects – including chip factories that typically cost \$3 billion apiece.

Intel struggles with another familiar trade-off of succession. At a company that broadcasts its succession plans years in advance, talented, loyal managers who don't see a path to the top aren't likely to stick around. In May 2004, one of Intel's most valued execs – Mike Fister, head of its server processor division – left Intel to take the top job at Cadence Design Systems, a long-time supplier of chip-design software.

Questions:

- (1) To recruit the CEO from the inside seems to work well for Intel. Do you believe this is a sound policy? Why or why not?
- (2) Why do some firms fail to plan effectively for executive succession? What are the key factors for a sound executive succession program?

2. HOW I COMPETE? (25%)

(Ann Mulcahy. The CEO of Xerox Corp., tells her sales force of 8000)

Competition gives you a focus. Lots of times you need a mission, a bull-eye that keeps you focused, and competition can do that. A passion for winning when it's focused on a strong competitor provides a lot of incentive and passion and pride for people. But having said that, it can't just be about competition. There's a whole stream of ways to be successful, and some of that is by focusing on competition and some of it is by taking advantage of opportunities that haven't been exploited.

Generally speaking the toughest competitors are the ones that embed themselves in customer relationships. It's never just about what they sell. It's about the trust that they've established with the customer that says no matter how good what you have is, it's very difficult to unseat that trust. That's really what we're trying to do.

We take apart every element of a competitive product to assess the strengths and weaknesses and how we can compete to win. We literally have teams of people who gather, collect, and prioritize competitive information and send out competitive alerts. And when it's important to, we create the workshops that are required to arm people with the knowledge of how you win against a particular competitive offering. You have to invest in and develop the capability to systematically acquire competitive information very quickly and be able to react and respond to it.

Question:

- (1) According to Mulcahy, what is the most important factor in selling? Do you agree with her viewpoint? Why or why not?

3. OBEYING ORDER (25%)

Surveys of U.S. managers reveal significant differences in the values, attitudes, and beliefs that they personally hold and what they encounter in the workplace. And this discrepancy is not simply a U.S. phenomenon. Managers around the world, in such places as the Pacific Rim, Europe, and India, are all facing the same predicaments.

Questions:

- (1) If you were asked to follow orders that you believed were unconscionable (e.g., if your boss asked you to destroy evidence that could be used against your company in a court proceeding), would you comply?
- (2) What if you merely disagreed with the orders—say, being asked to bring him or her coffee each morning when no such task is included in your job description? What would you do in these instances?
- (3) Furthermore, what effect do you feel national culture has on whether you comply with orders?

4. OUTSOURCING OF HOSPITAL SERVICES (25%)

Due to financial pressures that many hospitals face, the Deaconess Clinic in Buildings, Montana, decided to outsource a number of services, although in somewhat different ways.

First, the hospital outsourced its cafeteria food service. Although the food service employees were hired by the outside firm, they still felt a sense of ownership of their jobs, and still felt connected to the hospital because of the family atmosphere in the kitchen and cafeteria.

When the hospital tried the same thing with housekeeping, employee turnover became a problem. An investigation revealed that because the housekeeping employees were more isolated in their work, they lost what little feeling of being connected to the hospital they had. The problem was solved by hiring the employees back but using the outsource company to manage housekeeping.

The hospital also decided to outsource its laundry service. This time the hospital approached a rival hospital about joining it in outsourcing laundry service.

Questions:

- (1) In some instances the outsourced service occurs in a different location, while in others it takes place inside the organization doing the outsourcing, as the food service did this case. What advantages were there in having the outsourced work performed within the hospital? Suppose a different hospital outsourced its food service but decided not to have the work performed in-house. What might its rationale be?
- (2) In the housekeeping situation, why not just forget about outsourcing, especially since the hospital ended up rehiring its employees anyway?
- (3) For laundry service, what might have been the rationale for asking another hospital to join it?