

# 銘傳大學九十二學年觀光研究所碩士在職專班招生考試

## 觀光餐旅個案分析 試題

根據下列個，請同學們撰寫綜合報告，內容包括下列四大部份：

- (1) 個案癥結 (Crucial Facts) – 將個案內容加以濃縮，用段落式敘述，將重要情節表現出來。
- (2) 問題鑑定 (Problem Identification) – 就客觀的研究者身分，從個案中提出問題所在。
- (3) 行動方案 (Actions and Solutions) – 應採取具體明確的行動和解決方案。
- (4) 原則經驗 (Principles and Experience) – 個案研究中得到的心得與教訓。

### Solution in Jamaica

It was a balmy evening in March when the Air Jamaica 727 touched down at the Montego Bay airport in Jamaica. As Mr. and Mrs. Saltzer stepped off the flight they marvelled at the 75-degree weather, the short-sleeve shirts everyone was wearing, and the bright moon in the sky. They had boarded the plane at John F. Kennedy Airport in New York, where the temperature was ten degrees above zero, the ground was covered with snow, and the wind was howling. They were happy to leave all this behind and planned to totally forget it for the next two weeks as they enjoyed a sojourn in Jamaica.

It was a short taxi ride to the Elegant Hotel just outside of Montego Bay, which they had chosen from an ad in a popular magazine (Exhibit 2-1-1). They were soon there, checked in, and unpacked. Having had dinner on the plane, they went downstairs to explore the hotel, after which they stopped for a drink at the circular bar off the lobby. “Wow,” they thought, “this is going to be neat. We really made the right decision!” They then retired to bed so as to get an early start in the morning.

### The next Morning

The saltzers were up bright and early and looked out over the grounds from the balcony of their room before going downstairs for breakfast. The hotel was shaped like a “U” facing the ocean and, from their room in the center, they had a broad view of the ocean with extensions of the “U” projecting out on either side of them. Immediately below them, the Saltzers could see a large, inviting pool with a pool bar with the bar stools in the water. To the right of the pool was a large dining area with about 30 round tables with umbrellas, about ten of

which were occupied. In this section, and closer to the hotel, was an extensive breakfast buffet set-up. Farther out, beyond this area and the pool, was a beach house where sports facilities were offered and, beyond this, the sandy beach with sailfish other boats, and water sports equipment.

The Szltzers headed for the outside dining area as soon as they got downstairs. Although they only wanted juice and coffee and not the buffet (they were on European plan), they wanted to sit out in the sun. watch the ocean, and forget the New York weather. The maitre d' quickly seated them as close to the ocean as possible. He then suggested that they partake of the buffet as their leisure.

"We only want juice and coffee," they responded.

"Oh," he said, "in that case you can't sit here."

"What do you mean we can't sit here?" said Mrs. Saltzer.

"This is only for people having the buffet," replied the maitre d'.

"Then where can we sit?" said Mr. Saltzer.

"You have to go inside to the coffee shop," was the reply.

Reluctantly, the Szltzers got up and went inside to the coffee shop. They found a booth on the outside of the room by a window. There was no sun shining on them, but they could peer out and see the ocean in the distance.

"Oh, well," they said, "we'll be out there soon enough."

A waitress came and handed them two menus.

"Just orange juice and coffee," they said.

"Oh," she replied. "if you just want orange juice and coffee, you can't sit here."

"Why not?" they said.

"This room is only for people ordering from the menu," was the reply.

"Then where can we sit?"

The Szltzers went into the other room. There was no sun, no ocean, no windows, and no view. "How do we know we're not still in New York?" they wondered. They decided to skip breakfast and head for the waterfront.

At lunchtime, the Szltzers ran into the same problem. There again was a buffet outdoors, of which 30 or 40 people were partaking, and they were told they had to go into the bar restaurant if they didn't want the buffet. They found this restaurant to be empty except for one other couple. They sat down and waited about 20 minutes for the waitress. When she came they ordered two club sandwiches. There came about 45 minutes later: they delay almost causing them to miss their planned train trip into the interior of Jamaica to visit the Appleton rum distillery.

## That Evening

The train was not air-conditioned and, although the Saltzers enjoyed the trip, they returned to the hotel at 5:00 P.M. very hot and perspiring from the 90-degree weather. They went straight to their room, put on their bathing suits, and headed for the pool.

On one side of the pool was the pool bar, on the other side were lounge chairs. The Saltzers put their robes, towels, reading materials, etc., on two lounge chairs and jumped into the pool. After swimming a few minutes, they swam up to the pool bar and sat on two of the stools that were otherwise empty. They ordered two of the hotel's signature rum drinks.

"Sorry, the bar is closed," said the bartender, pointing to a sign that stated the bar closed at 6:00 P.M.

"But it's only 5:35," they protested, pointing to the clock above back bar.

"I know, but it takes us time to check out and close up."

"Come on!" they pleaded, "We just got here. Give us a break?"

"Well, okay, let me see your chits."

"What chits?"

"The small cardboard piece you got when you checked in that show that you're a registered guest and can charge to your room. "

"Oh, yeah," they said. "They're in our room. We didn't think of them. Besides, if we had them in our bathing suits, they'd be soaking wet by now."

"Well, I have to have your chits," said the bartender.

"Do you think we just parachuted into the pool?" said Mrs. Saztzer.

The bartender finally agreed to call the front desk and verify that the Saltzers were guests of the hotel. After this he served them their drinks and proceeded to close up the bar.

At about 6:00 the Saltzers, still hot, went back into the pool. At the end of the pool was a large sign that another swimming called to their attention. The sign read, "POOL CLOSES AT 6:00."

"That's ridiculous," thought Mr. Szltzer as he kept on swimming. "No one closes a pool at 6:00 in Jamaica when the temperature is 90 degree, especially at an expensive resort like this."

At about 6:05 a hotel employee walked along the end of the pool where Mr. Saltzer was swimming and where the sign was located. Catching Mr. Saltzer's attention, the employee called to him, "Do you see that sign?"

"No, I can't read," Mr. Saltzer pretended.

The employee went away, but about ten minutes later he returned carrying two large buckets in each hand. He dumped them into the pool, about five feet

from Mr. Saltzer, who quickly realized that the pool was being chlorinated! He got out quickly.

The Saltzers had dinner in the hotel dining room that night. They weren't sure if it was a good dinner or not. By this time they were so upset that they just picked at their food. After a brief discussion they decided to leave the hotel the next day, although they didn't know where they would go.

The next morning they packed their bags and carried them downstairs to the lobby, where they found about 40 people waiting in line to check out. There was one desk clerk handling these check-outs. After about an hour the Saltzers reached the head of the line.

"Why are you checking out today when your reservation is for two weeks?" asked the desk clerk.

"This place stinks!" Mr. Saltzer replied.

"Gee, that's what a lot of people are saying," said the desk clerk. "Why do you say that?"

"Just give us our bill," said Mr. Saltzer.

As they rode in the taxi toward Ocho Rios, about 50 miles down the northern coastline, looking for a place to finish their vacation, the Saltzers discussed the comments they had heard from others while standing in line to check out.

"I guess we were lucky," they said, "even if it did cost us \$320 for two nights."

Exhibit 2-1-1

## WHERE ADULT GO WHEN THEY RUN AWAY FROM HOME

If you're looking for Jamaica's most spectacular vacation setting, no other place comes close.

### FEATURES

- Located on a historical 400 acre sugar plantation.
- 500 guest rooms. all with private balcony views.
- 5 exquisite dining options.
- 7 lighted tennis courts.
- Challenging 18-hole championship golf course.
- Refreshing swim-up pool bar.
- Non-motorized watersports.

-10,000 sq. ft. of meeting space.

-10 minutes from the airport.

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\*參考字彙：

- 1) Sojourn(逗留；旅居)
- 2) Jamaica (牙買加)
- 3) balmy(溫和的；宜人的)
- 4) partake (分享)
- 5) peer out (凝視)
- 6) waterfront (濱水區的)
- 7) perspiring (流汗)
- 8) rum distillery (蘭姆酒蒸餾廠)
- 9) pleaded (辯護，抗辯)
- 10) chits (帳單)
- 11) parachuted (傘降，跳傘)
- 12) chlorinated (加氯消過毒的)
- 13) stinks (名聲臭，壞透；討厭透)

試題完