

觀光餐旅個案分析試題

(限用答案本作答)

(一) Hartsell Hotels(50 分)

While he was still in college, Bill Hartsell decided that he wanted to build and own hotels when he graduated, he borrowed some money, bought a bankrupt property, and created the first Hartsell Hotel. The hotel presented constant problems, but Bill was highly motivated and worked twelve to sixteen hours a day, six or seven days a week. He did as much of the work as he could himself, from making beds to preparing light meals in the hotel coffee shop.

The hard work paid off. Bill succeeded with his original hotel, bought two more, and increased his staff accordingly. He made a determined effort to hire young people, old people, women, minorities, and the handicapped, and he paid them as well as he could. Bill felt a genuine sense of responsibility to his employees and to the community. After five years, Bill had 300 employees.

Bill hired three recent hospitality graduates, intending to move them into responsible management positions after a training period. At his first meeting with them, Bill made his position plain: "No one at Hartsell Hotels works harder than I do. I'm the first to arrive and the last to leave. I work most weekends. I'm paying you well. I'm offering you a chance for rapid advancement. But don't think in terms of a 40-hour work week. I want you to work as hard as I do and act as if this business were your own. Is that clear?" In unison the three responded, "Yes, sir, Mr. Hartsell."

Three months later they had all left and taken jobs with Marriott, Radisson, and Ritz-Carlton.

請以中文回答下述問題：

1. What, if anything, was wrong with Mr. Hartsell's approach?(10 分)
2. Were his expectations for his new employees unrealistic? If so, why?(10 分)
3. What inconsistencies, if any, do you see between the goals of the three new employees and Mr. Hartsell's goals?(10 分)
4. Could those inconsistencies have been resolved? How?(20 分)

參考字彙

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|--------------------|---------------------|
| 1. bankrupt 破產 | 2. paid off 得到報償 |
| 3. minorities 少數民族 | 4. handicapped 殘障人士 |
| 5. advancement 升遷 | 6. in unison 一致性地 |

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(限用答案本作答)

(二) Economy Airlines(50 分)

Minor Hamblin had a humanistic dream: to found a company in which every employee would be an owner/manager, a company in which people really would work together. Hamblin started the revolutionary low-fare, no-frills Economy Airlines. Within a few years, Economy was the fifth-largest U.S. passenger carrier. The company had no unions. New employees had to buy and hold 100 shares of Economy common stock, offered at a 70 percent discount. Profit sharing regularly added substantial amounts to their paychecks. Hamblin believed that participatory management was the style that best suited contemporary employees. One university professor wrote that Economy Airlines was "The most comprehensive and self-conscious effort to fit a business to the capabilities and attitudes of today's workforce. Economy Airlines is doing everything right."

Economy had a flat structure with only three management levels. In terms of the organization chart, pilots and flight attendants were on the same level and had the same clout. The company had no secretaries; managers did their own typing and answered their own phones.

The company rapidly expanded its routes and schedules. Unfortunately, traffic growth failed to keep up with expansion. Other airlines adopted the low-fare, no-frills approach and even attacked Economy directly in their advertising campaigns. Economy's stock plunged from over 100 to 8. One employee observed, "When stock prices were high, profit sharing and stock ownership were great. Now they aren't so great." The Air Line Pilots Association began a drive to unionize Economy's pilots. New government regulations made Minor Hamblin wonder if he could even keep Economy's flying certificate.

Hamblin had a renewed realization that a company can't always control its own destiny. "That professor said I was doing everything right. Now I'm in danger of going belly-up." He wondered if he should convert Economy over to a more traditional structure, with more management layers, a clearly defined chain of command, and specialized employee tasks. Or perhaps he should sell out.

請以中文回答下述問題：

1. what caused Economy's problems?(15 分)
2. Do you see any way that Economy could have avoided those problems?(15 分)
3. What steps should Economy Airlines take now?(20 分)

參考字彙

1. substantial 大量
3. flat 扁平式
5. plunged 下跌

2. contemporary 現代
4. clout 影響力
6. belly-up 破產

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