

國立臺灣師範大學 105 學年度碩士班招生考試試題

科目：管理學

適用系所：運動休閒與餐旅管理研究所

注意：1.本試題共 2 頁，請依序在答案卷上作答，並標明題號，不必抄題。2.答案必須寫在指定作答區內，否則依規定扣分。

一、2011 年，全美國逾 550 名醫生和衛生保健組織共同連署一封公開信給麥當勞總部的 CEO，要求麥當勞停止以任何形式向兒童推銷垃圾食品。信件全文如后：

Dear CEO Skinner,

As health professionals engaged directly in the largest preventable health crisis facing this country, we ask that you stop marketing junk food to children.

The rates of sick children are staggering. Ballooning health care costs and an overburdened health care system make treatment more difficult than ever. And we know that reducing junk food marketing can significantly improve the health of kids.

Our community is devoted to caring for sick children and preventing illness through public education. But our efforts cannot compete with the hundreds of millions of dollars you spend each year directly marketing to kids.

Indeed, as health professionals, we know that parents exercising responsibility for their children's diets and exercise is vital. We also know that no authoritative data indicates a breakdown in parental responsibility.

Obesity and disease levels among kids are rising even though parents continue to parent and kids continue to exercise at rates similar to those of two decades ago. So what has changed?

What has changed is the food children eat and the amount of marketing they are bombarded with.

We know the contributors to today's epidemic are manifold and a broad societal response is required. But marketing can no longer be ignored as a significant part of this massive problem.

We ask that you heed our concern and retire your marketing promotions for food high in salt, fat, sugar, and calories to children, whatever form they take – from Ronald McDonald to toy giveaways.

Our children and health care system will benefit from your leadership on this issue.

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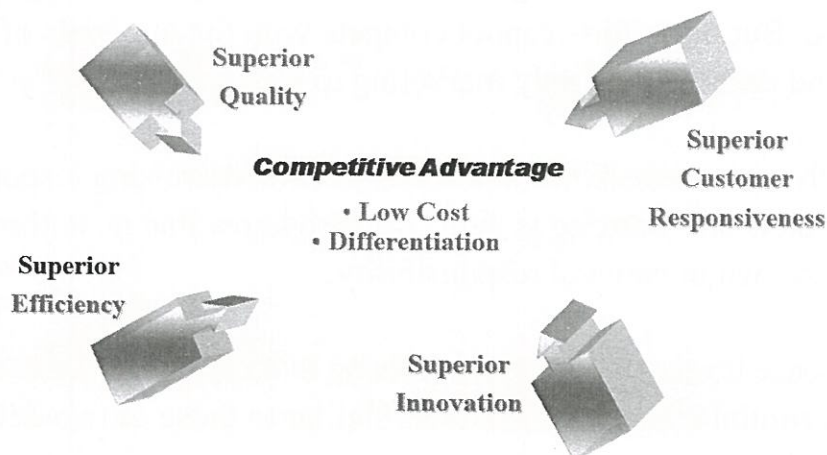
Sincerely*

(View the full text and signatures at www.LetterToMcDonalds.org)

麥當勞是一個國際性企業，也是全球速食產業市佔率最高的企業。請根據這個事件回答以下三項問題：

1. 請說明何謂 corporate accountability (當責)(10 分)
2. 請從 5 dimensions of brand equity (品牌權益面向) 來分析該事件對企業可能的影響 (20 分)
3. 如果你是 CEO，在面對 corporate accountability vs. brand equity 的同時，請從 advertisement, and product development 來說明你決定如何回應社會大眾的關切 (20 分)

二、試說明下列四個箭頭方塊與 Competitive Advantage 關係？此外，請舉一餐旅企業實例，說明其下圖之關係(25 分)



三、Balanced-Scorecard 主要要克服傳統績效評估的什麼缺失？此外，請舉一餐旅企業實例，說明如何導入 Balanced-Scorecard (25 分)