

# 中原大學 94 學年度博士班入學考試

6 月 8 日 8:30~10:00 企業管理學系

誠實是我們珍視的美德，  
我們喜愛「拒絕作弊，堅守正直」的你！

科目：專業英文

( 共 頁第 頁 )

可使用計算機，惟僅限不具可程式及多重記憶者

不可使用計算機

***Please answer all the questions in English, better yet, based on theories. Your handwriting must be neat and clean, otherwise, points will be deducted. In addition to the content, grammar and spelling are also counted.***

**1. Brands shift upscale to escape food curbs** (Marketing Weekly, Feb. 24, 2005)

The possibility of restrictions being introduced on the advertising of unhealthy foods to young children is forcing many brands to launch extensions aimed at older age groups, says David Benady. Soft drink Tango is learning to grow older gracefully with its latest line extension. Brand owner Britvic Soft Drinks is understood to be launching a variant called Tango Clear, which is aimed at older teenagers rather than the "tweenies" (nine- to 12-year-olds) who have made up the bedrock of Tango drinkers.

Britvic has yet to comment, but observers say Tango Clear will be in the shops by May, with packaging that will appeal to an older age group. Some believe Tango is moving its sights up the age scale because mothers are monitoring the sugar content of soft drinks consumed by their children as a result of health concerns and the obesity debate. By launching a product aimed at an older age group, Tango can tap into a market where people make their own decisions.

Others see these strategies as a simple case of market segmentation, claiming that Tango has saturated its core younger market and is looking to expand its appeal. Perhaps the tactic is to encourage those who drank these brands as children to continue buying as they get older. It is another example of brands looking to exploit the lifetime value of their consumers.

One source thinks that many children's brands may start shifting their targeting to older age groups which respond to ads shown later at night. But he believes that many children with televisions in their bedrooms watch long after 9pm, and there could be a new breed of TV ads for children's products aimed at them.

Most observers think the launch of Tango Clear is unrelated to the coming ad restrictions, but if the product is still around in two years, it could help Britvic find a way round the pre-watershed ad ban. Launching a sub-brand for older teenagers is an idea that other snack brands aimed at children may have to seriously consider.

- 1.1 Please explain the statement of “Soft drink Tango is learning to grow older gracefully with its latest line extension.” (15%)**
- 1.2 Explain the term of “market segmentation.” Illustrate this term with an example besides Tango Clear. (15%)**
- 1.3 Write a short essay (at least 2 paragraphs) to discuss the marketing strategies that snack companies can use to get around the ad restriction. (20%)**

**2. HRM in International Firms** (excerpted from Monks, K. Scullion, H. & Creaner, J. Personnel Review, 30, 5,2000.)

A recent review identified a number of reasons why an understanding of international human resource management (IHRM) is of importance. First, rapid increases in global activity and global competition have resulted in a rise in the number and influence, of multinational companies (MNCs). As MNCs increase in number and influence so the role of IHRM grows in significance (Young and Hamill, 1992). Second, the effective management of human resources internationally is increasingly seen as a key source of competitive advantage in international business and the quality of management seems to be even more critical in international than in domestic operations (Dowling et al., 1999). Third, shortages of international managers are becoming an increasing problem for international firms and a study by Scullion (1994) suggested that the successful implementation of global strategies depends to a large extent on the existence of an adequate supply of internationally experienced managers. Fourth, while it is recognized that HRM problems become more complex in the international arena, many companies underestimate the complexities involved in international operations (Briscoe, 1995). Finally, recent research on international companies has revealed a movement away from more traditional hierarchical organizational structures towards the network organization and it is argued that HR plays a key role in these organizations and that personal networks and informal communication are important means of control (Marschan et. Al., 1997).

- 2.1 Please summarize the above article in 50 words. (15%)**
- 2.2 What kinds of human resource management issues and problems are there for the internationalization of small and medium-sized enterprises in Taiwan? (15%)**
- 2.3 The paper indicated that shortages of international managers are becoming an increasing problem for international firms. What are your suggestions as a HR professional? (20%)**