

# 中原大學 96 學年度博士班入學考試

96/06/06 08:30~10:00 企業管理學系

科目：專業英文

誠實是我們珍視的美德，  
我們喜愛「拒絕作弊，堅守正直」的你！

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.***

## **Estée Lauder Built an Image and a Brand. (<http://www.elcompanies.com>)**

Beauty products were already saturating the market when Estée Lauder started out as a 40-something entrepreneur. Nevertheless, Estée Lauder convinced the world that her products were better than any others. She used her powers of persuasion to get in to see the right people and to make her case. More than 50 years later, Stanley Marcus, then the president of Neiman Marcus, still can remember his encounter with her. She delayed him from leaving work at the end of a day as she explained: "I have the most wonderful beauty products and they must be in your store." When Marcus tried to put her off, telling her to go see the marketing manager, she persisted. "I've done that, and he said I should come back another day. But you see, Mr. Marcus, I don't have time for that because my products must be in your store right away." When asked how much space she needed, she replied that space wasn't important. Just 4 or 5 feet were all she wanted. Then he asked when she could deliver the merchandise. It turned out that she had brought it with her. The next day, she set herself up near the store entrance and greeted every customer with "Try this. I'm Estée Lauder and these are the most wonderful beauty product in the world." Marcus described her sales style as gracious and very determined. "It was easier to say yes to Estée than to say no." Her son, Leonard Lauder, was equally effective when he took over as CEO upon his mother's retirement. A Rite Aid executive was so impressed by a handwritten note he sent after visiting her store that she saved it for several years. "That seems silly, right? I mean, I get vendors' letters every day, but this one was different," she explained.

In this business, the key to success is persuading people to buy very simple products that they probably don't really need – and make them feel good for having spent their money. As was true in the company's start-up days, one-to-one communication still plays a big role in selling cosmetics. Today, the Estée Lauder company controls over 45 percent of the global cosmetics market, with volume

three times that of its nearest competitor.

**1.1 Please summarize this short article in 50 words. (15%)**

**1.2 How would you describe Estée Lauder (the lady) and her styles as an entrepreneur and a sale? (15%)**

**1.3 Please analyze how this company succeeded? (20%)**

**Reeling in the Best of the Best at Cisco Systems.** (<http://www.cisco.com>)

Silicon Valley needs two things to keep it going: bright ideas and bright people. Bright ideas are needed for continuous innovation and new products, and bright people are needed to fuel the growth of the booming high-tech industry. These days, finding enough talented people seems to be more of a problem than coming up with new ideas, especially for a company trying to grow. Cisco Systems is one of those companies. During one growth spurt, it was taking on about 1,000 new hires each quarter, which amounted to nearly 10 percent of total job growth in Silicon Valley. CEO John Chambers is clear on this point: "Cisco has the overall goal of getting the top 10 percent to 15 percent of people in our industry. Our philosophy is very simple - if you have the best people in the industry to fit into your culture and you motivate them properly, then you're going to be an industry leader."

Usually, the best people already have good jobs, and often they're happy with their employers. Rather than rely on the pool of applicants that actively are looking for work, Cisco focuses on enticing passive job seekers. To figure out how to locate good potential employees, Cisco first needed to learn how they spend their time. The company did so by holding focus group discussion with some of its current employees – the kind of people Cisco wanted more of. These folks don't spend their time looking through job ads. They're more likely to be surfing the internet or attending festivals and local home and garden fairs. At such events, Cisco recruiters work the crowds, collect business cards and talk up the company. When an interested prospect is identified, Cisco pairs that person with a current employee who has similar interests and skills – a "friend." Friends serve both as screeners to help filter out unsuitable applicants and as advocates to convince the best candidates to accept job offers from Cisco. A thousand Cisco employees have volunteered to be part of the friends program. Do they do this to combat their own loneliness? Probably not. More likely, they're attracted to the generous referral fee and the free-trip lottery ticket that they receive if someone they've befriended is eventually hired.

**Fill in the Blanks.**

2.1 According to this article, which is more difficult to get? Bright ideas or bright people? \_\_\_\_\_ (5%)

2.2 Which recruitment methods are likely to be more effective for filling... (15%)

(a) jobs in the fast-food industry: \_\_\_\_\_

\_\_\_\_\_

(b) positions in Silicon Valley: \_\_\_\_\_

\_\_\_\_\_

(c) professional jobs that require advanced educational degrees (e.g. physicians, lawyers, and professors)? \_\_\_\_\_

\_\_\_\_\_

**Answer the Questions.**

2.3 Do you agree with the following statement: "Usually, the best people already have good jobs, and often they're happy with their employers." WHY? (15%)

2.4 Please comment on this article. (15%)

