

# 國立中山大學 104 學年度碩士暨碩士專班招生考試試題

科目名稱：組織與人力資源管理個案分析【人管亞太班碩士在職專班甲組】

題號：348001

※本科目依簡章規定「不可以」使用計算機(問答申論題)

共 3 頁第 1 頁

## Essay questions (Before answering the following question, please carefully read the instructions)

1. The exam has two cases. Each case has set of questions and each question accounts for 25% of total.
2. Please answer questions **in English**, otherwise, you **WILL NOT** receive any mark.

### Case 1:

From 2003 to 2008, Sony and Toshiba waged a high-stakes war for control over the next-generation video format. Sony's technology was called Blu-ray, and had the backing of a consortium that included Philips, Matsushita, Hitachi, and others. Toshiba's technology was HD-DVD, and had the backing of the DVD Forum, making it the "official" successor to the DVD format. Both new formats used blue laser light, which has a much shorter wavelength than the red laser light used in conventional CD and DVD players, and thus can read much denser information. The technology was intended to deliver a theatre-like experience at home, with brilliantly clear video and surround-sound audio, on high-end LCD and plasma televisions. The formats, however, would be incompatible. Consumers, retailers, and movie producers all groaned at the prospect of a format war similar to the battle that had taken place between Sony's Betamax and JVC's VHS video standard, three decades earlier. That war had left many bloodied-consumers who bought Betamax players, for example, found that very few movies were ultimately made available in the format, and retailers got stuck with unwanted inventory in Betamax players and movies. The threat of another format war caused many retailers and consumers to delay their purchases of the next-generation players while they waited to see if the market would pick a winner. Fearing a lengthy and costly battle, consumer electronics producers began working on players that would be compatible with both standards, even though that would significantly increase their cost.

By early 2008, Toshiba had lined up several major Hollywood studios for its format, including Time Warner's Warner Brothers, Viacom's Paramount Pictures and Dreamworks Animation, and NBC Universal's Universal Pictures. Sony had its own Sony Pictures Entertainment, Disney, News Corporation's 20th Century Fox, and Lions Gate Entertainment. Both companies also used video game consoles to promote their standards-sony's Playstation 3 incorporated a Blu-ray device, whereas HD-DVD was offered as an optional add-on drive for Microsoft's Xbox 360. However, on the eve of the Consumer Electronics Show in Las Vegas in early January 2008, Time Warner announced it would be defecting to the Blu-ray standard. This set off a chain reaction among retailers, leading to Best Buy,

# 國立中山大學 104 學年度碩士暨碩士專班招生考試試題

科目名稱：組織與人力資源管理個案分析【人管亞太班碩士在職專班甲組】

題號：348001

※本科目依簡章規定「不可以」使用計算機(問答申論題)

共 3 頁 第 2 頁

Walmart, and Netflix all announcing that they would exclusively stock Blu-ray DVDs. The blow was unexpected-and devastating-for Toshiba. Finally, on February 19, 2008, Toshiba's CEO, Atsutoshi Nishida, conceded defeat by publicly announcing that Toshiba would no longer produce HD-DVD players, recorders, or components.

(Reference: Schilling, M. A. 2013. *Strategic Management of Technological Innovation*: 65-66. CA: McGraw-Hill)

## Questions:

1. What factors do you think influenced whether (1) consumers, (2) retailers, or (3) movie producers supported Blu-ray versus HD-DVD? Please systematically elaborate your answer by any appropriate theoretical viewpoint. (25%)
2. If you were HR manager as well as a strategic partner in Toshiba, what will you do to help the corporation to defeat Sony in the standard war? (25%)

## Case 2:

Tea-drinking Co. is a Taiwan-based multinational which has expanded rapidly into China markets over the past decade through acquisitions and joint ventures. As a result, the character of the company was fundamentally altered and for the first time in their history the group had more business by turnover and profit from international activities than in the Taiwan. However, due to the very rapid growth in the pace of internationalization, shortages of international managers had emerged as a significant problem. The implementation of the global strategy was increasingly constrained by shortages of international management talent that threatened to constrain corporate efforts to expand abroad. As a result, the company undertook a strategic review of the requirements of resourcing key positions in international operations. This review suggested that the company should shift away from a reliance on traditional expatriate assignments and towards a more flexible form of resourcing international assignments through the introduction of shorter term assignments (assignments of less than 1 year's duration), international commuter assignments (staff commute from home base while family remains at home) and frequent flyer assignments (staff undertake frequent international business trips but do not commute).

# 國立中山大學 104 學年度碩士暨碩士專班招生考試試題

科目名稱：組織與人力資源管理個案分析【人管亞太班碩士在職專班甲組】

題號：348001

※本科目依簡章規定「不可以」使用計算機(問答申論題)

共 3 頁第 3 頁

These changes have been broadly successful and facilitated the company's expansion in China and the contribution of international operations to revenues continues to expand. Corporate executives indicate that they feel this success would have been constrained without the introduction of more flexible international staffing arrangements. The situation highlighted that a sensible approach to the work-life balance and the adaptation and support of the partner were key factors for the success of managers on these more flexible alternative forms of assignment. One important advantage of these flexible assignments was the relative lack of disruption to the career paths of the managers because they were not required to change jobs. Another advantage was that managers were not faced with the messy problems associated with the repatriation process. By the same token, more flexible assignments also had some significant disadvantages. First, managers had often to travel to many different countries, which can put strain on work and domestic relationships. In addition, the requirement to develop a wide range of networks and personal relationships in a wide range of countries can be highly stressful.

(Reference: Dickmann, M., Brewster, C., & Sparrow, P. 2008. *International Human Resource management: A European perspective*: 101. Oxford, England: Taylor & Francis.)

## Questions

1. What factors will influence the success of international assignments (expatriations)? How to execute cross-cultural training? (25%)
2. How the design of the expatriate package (ex. compensation, insurance, children's education...) affects the willingness of expatriation in the case of the foreign expatriates to Mainland China? (25%)