

國立清華大學 102 學年度碩士班考試入學試題

系所班組別：服務科學研究所

考試科目（代碼）：管理學（4601）

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一、選擇題（單選，每題 3 分，總共 81 分）

1) In the Davis Model of Corporate Social Responsibility, Proposition 1 states that social responsibility arises from social power. This proposition is derived from the premise that _____.

- A) business should consider the long- and short-term societal consequences of all business activities before technical feasibility and economic profitability
- B) business must be willing to listen to what must be done to sustain or improve societal welfare
- C) if a business possesses the expertise to solve a social problem with which it may not be directly associated, it should be held responsible for helping society solve that problem
- D) business needs to completely finance activities that may be socially advantageous but economically disadvantageous
- E) business has a significant amount of influence on critical social issues such as minority employment and environmental pollution

2) BLT is a sandwich chain based in Boston. Word-of-mouth popularity opened up the market and the company is now opening branches in New Jersey and New York as well. The company sources all its raw materials locally and makes it a point to use sustainable practices. Which of the following actions would make BLT a multinational company?

- A) It begins stocking organic foods produced by local farms.
- B) It distributes artisanal chocolate produced by a South African firm.
- C) It licenses a fast-food chain in England to use its brand name.
- D) It diversifies its product lineup to include different types of cuisines.
- E) It begins selling cheeses imported from France.

3) Which of the following is not an example of organizational inefficiency?

- A) Hiring the wrong people
- B) Failing to reach goals that sustain the company's competitive advantage
- C) Losing a key contributor
- D) Making poor investment decisions.
- E) All of the above

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- 4) March Hare Entertainment is a media company in London that specializes in bizarre and sometimes shocking campaigns. The firm is looking to expand into other countries, but will require a culture that is very similar to its home culture: open to experimentation and risk and not authoritarian. Which of the following countries is the best option for March Hare?
- A) Germany has high power distance and collectivism.
 - B) Denmark has low power distance and low uncertainty avoidance.
 - C) Japanese culture favors low individualism and high power distance.
 - D) India has a long-term orientation and high uncertainty avoidance.
 - E) France has low uncertainty avoidance and high power distance.
- 5) Which of the following is not a guideline for giving discipline in a fair and impartial way?
- A) Notify employees in advance of the company rules and consequences for violating them.
 - B) Investigate the facts of misconduct before applying discipline.
 - C) Be consistent in the response to rule violations.
 - D) Give a verbal warning to top performers when late and give a written warning to low performers when late.
 - E) None of the above
- 6) Phil Langston has just ordered a number of expensive executive gifts that he will be sending as an appreciation token to a select few customers from his client database. In which of the following ways is Mr. Langston most likely using his database?
- A) to identify prospects
 - B) to decide which customers should receive a new sales offer
 - C) to deepen customer loyalty
 - D) to avoid serious customer mistakes
 - E) to beat the competition to a sale
- 7) Betty and David decide to do a survey to get people's reaction to their innovative idea for a new product. With the help of an organization that conducts primary research, the couple are able to get the response of people from their town. The results are very encouraging and they decide to start their company. What error have they committed?
- A) hypercorrection
 - B) cognitive distortion

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- C) law of small numbers
- D) defence mechanism
- E) overregularization

8) The Baysville High girls basketball team makes it a point to include members from diverse cultures and ethnicities. As only two players of Asian origin tried out this year, they were picked for the team. This decision upset a number of other players, who felt that they were better. Which of the following policies could result in a similar situation?

- A) TYC encourages its employees from minority communities to apply for its management training programs.
- B) Cygnus Tech follows a strictly merit-based recruitment policy, with candidates selected on the basis of a comprehensive written test.
- C) Members of the Lakeview College basketball team must maintain a minimum B grade to play for the team.
- D) One third of the seats on BEC's board of directors must be occupied by women.
- E) Webtoons is a small firm and does not have a diversity or affirmative action policy in place.

9) Which of the following is true about decisions taken through consensus?

- A) It occurs after a quick discussion by members of the decision group.
- B) It requires little involvement or assistance from the manager.
- C) Its effectiveness can be hampered by poor interpersonal relations.
- D) It is foolproof and successful at all times.
- E) The decision group generally consists of only managers.

10) Which of the following is true regarding services?

- A) Services are typically produced, stored, and then consumed.
- B) Services are generally low in experience and credence qualities.
- C) Service providers develop similar marketing programs for personal services and business services.
- D) There is less risk associated with the purchase of services than with the purchase of goods.
- E) None of the above.

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11) Fred is a Grade D manager in Lighthouse Infrastructure and manages a small team of eight engineers. The company has 15 Grade D managers. He worked his way up from the lowest grade, Grade E, where he was one of 52 line managers and hopes to be promoted to Grade C soon, which would make him one of the six vice-presidents in the company. However, breaking into Grade B, comprising three presidents, will be a challenge. Only the CEO and COO occupy Grade A. Which of the following numbers represents Fred's span of control?

- A) 15
- B) 60
- C) 52
- D) 8
- E) 11

12) Once Starbucks had established its presence in thousands of cities internationally, the company sought to increase the number of purchases by existing customers with a _____ strategy that led to new in-store merchandise, including compilation CDs and high-speed wireless access.

- A) product-development
- B) market-penetration
- C) diversification
- D) market-development
- E) conglomerate

13) Which of the following is an advantage of division of labor?

- A) It broadens the scope of work.
- B) It results in high levels of employee motivation.
- C) It makes work more interesting.
- D) It saves time.
- E) It emphasizes the human variable in organizations.

14) Which of the following is the marketing communications objective for a new-to-the-world product, such as electric cars?

- A) enhancing brand awareness
- B) developing brand attitude

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- C) increasing brand purchase intention
- D) encouraging repeat purchases
- E) establishing category need

15) Mary's firm asks her to list her education, training, experience, and language abilities. A manager in another department called Mary when a promotion opportunity became available. Mary's company is most likely using a

- A) job analysis.
- B) job specification.
- C) skills inventory.
- D) needs assessment
- E) employment at will

16) Chelsea Inc., is a sportswear company that is planning to introduce a line of jerseys. The company has been the top-selling company in Europe for a decade and has a large market base in the US. With this new line of jerseys, the company hopes to expand its sales in Asia where it already has a base.

Which of the following statements supports the assumption that the company is following a differentiation strategy?

- A) The company moves its base to another country where it has a stronger hold over the market.
- B) The company encourages standardization of products to focus on economies of scale.
- C) The company invests a huge amount for the research and development of the product.
- D) The company switches to intermediaries that supply raw materials at competitive prices.
- E) The company opens subsidiaries in developing countries to take advantage of low-cost, skilled labor.

17) Peter is the sales manager of an insurance company. He believes his primary job is to help his subordinates perform better in order to raise company profits. He considers his personal needs, aspirations, and interests as secondary to helping his subordinates improve. Peter can be considered a(n) _____ leader.

- A) coaching
- B) collaborative

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C) high-consideration

D) emotionally intelligent

E) servant

18) When Volvo runs ads suggesting that its cars are the safest that money can buy, it is trying to _____.

A) segment the market

B) provide a service

C) enter into a new market

D) develop brand loyalty

E) position its product

19) Which of the following statements is true of the link between innovation and creativity?

A) Creativity involves turning a new idea into new or improved processes, products, or services that promote the attainment of organizational goals.

B) Organizations can be either innovative or creative, but can never be both at the same time.

C) An organization that is innovative but not creative is characterized by a fertile source of good ideas, but lacking in the ability to make the ideas tangible.

D) An organization that is creative but not innovative is characterized by the ability to turn ideas into tangible benefit, but lacking good ideas to make tangible.

E) The ideas on which innovation is based come from creativity in the organization, whereby those ideas are turned into something tangible that benefits the organization.

20) Sammy's is a fast food chain that offers burgers, sandwiches, and shakes. It focuses its marketing efforts on all the experiences the customers will have on the way to obtaining their food order and eating it. Hence, Sammy's is focusing its marketing efforts on its _____.

A) horizontal marketing system

B) cost versus benefit system

C) consumption system

D) marketing channel system

E) value delivery system

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21) Which of the following statements is true for the various management attitudes?

- A) An organization characterized by the geocentric attitude incurs high travel and training expenses.
- B) The ethnocentric attitude reflects the belief that because foreign managers are closer to foreign organizational units, they understand them better.
- C) The ethnocentric attitude is generally thought to be the most appropriate for managers in multinational corporations.
- D) The polycentric attitude often causes resentment toward the home country within the foreign society.
- E) Managers with a geocentric attitude stereotype home-country management practices as sound and reasonable and foreign management practices as faulty and unreasonable.

22) Which of the following leadership aspects would be most significant when choosing the manager based on the Tannenbaum and Schmidt Leadership Continuum?

- A) employee motivation
- B) communication
- C) workforce controlling
- D) decision making
- E) employee training

23) Mark is an intern with Preston and Southend, a law firm. He finds that the senior employees are highly involved in the training and acquaintance of younger staff within the organization. The firm also displays a high degree of commitment towards employees and resembles a close-knit family, with emphasis placed on teamwork and shared values. What type of organization is prevalent in Preston and Southend?

- A) clan culture
- B) adhocracy culture
- C) hierarchy culture
- D) market culture
- E) autocratic culture

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24) Which of the following is an example of channel differentiation?

- A) Berry's has an intensive training program for its customer-facing employees, to ensure a consistent service standard.
- B) The Swan Hotels use a distinctive signature fragrance in all outlets so that customers can associate the fragrance with the hotel.
- C) JEK's sophisticated customer database allows the company to handle queries and product returns much faster than competitors.
- D) RTZ shifted its products from supermarket aisles to exclusive stores as it realized that customers were willing to pay more in stores.
- E) Hayley's found success by allowing buyers to customize the color and some features of its appliances before buying them.

25) John wants to start his own pet shop and has put out an ad for the post of shop assistant. He hired the first candidate he interviewed without reviewing the remaining applications because the first one fit the given criteria. What is this an example of?

- A) confirmation bias
- B) risk
- C) bias
- D) satisficing
- E) heuristics

26) A process team which is a formalized part of the organization's structure that is responsible for producing an entire product, component, or service is also referred to as a

- A) project team.
- B) self-managed team.
- C) parallel team.
- D) virtual team
- E) problem-solving team

27) Which of the following is true for customer satisfaction?

- A) Satisfaction is a deeply held commitment to rebuy or repatronize a preferred product despite situational influences.
- B) Consumers often form more favorable perceptions of a product with a brand that is new.

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- C) The ultimate goal of a customer-centered firm is to create high customer satisfaction.
- D) Only increased customer satisfaction can help a company increase its profits.
- E) Greater customer satisfaction has also been linked to higher returns and lower risk in the stock market.

二、簡答題（以英文或中文作答皆可，350 字為限，滿分 19 分）

We all witness how convenient stores, such as 7-11 and Family Mart, have transformed people's life style in Taiwan during the past decade. Nowadays, convenient stores don't just sell "convenience" but may assume the role of creating "affordable happy life" for local residents. For example, consumers can spend 35 dollars enjoying a cup of coffee at 7-11 in a cold winter day and use the free wifi in the store for checking on friends' Facebook updates.

Please analyze: (a) how 7-11 or other convenient stores have done to create and deliver the value of "affordable happy life" for the segment of college students; and (b) what could be further developed to enhance the realization of this value.

(You can answer this question either in Chinese or in English, with the 350 word-limit.)