

# 國立清華大學 105 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（4501）

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一、選擇題（單選，每題 4 分，共 15 題，總共 60 分）：請依各題敘述與情境，挑選一個最合適的答案。選擇題請作答於電腦卡上。

1. Emma, as a human resource specialist in the SMART hotel located in the US, has to deal with inappropriate employee behavior. In the most recent situation, someone used a word in a letter that felt derogatory to a number of African Americans. Before that, someone sent a sexist joke around the office and a female co-worker was offended. There were other similar incidents too. Which of the following will most likely encourage employee appropriate behavior in this situation?
- A. ethnocentrism
  - B. diversity training
  - C. social rewards
  - D. top-down support
  - E. coping mechanisms

CUB Industries has always followed a strict 9-to-5 work arrangement. However, they are considering exploring flexible work arrangements. These arrangements include flextime, telecommuting, and compressed work weeks among others.

2. Which of the following, if true, would weaken the decision to offer employees the option of flextime?

- A. The company caters to a niche market with high-quality requirements for end-products.
- B. The company's workforce is quite young and several of the employees are pursuing their higher education on a part-time basis.
- C. The company's annual employee survey showed that most employees are capable of working independently without supervision.
- D. The work performed by the employees involves dealing with real-time information and live customer interaction.

3. Which of the following, if true, would strengthen the organization's decision to support telecommuting?

- A. The organization's structure comprises of a network of virtual teams that need to be in constant contact with customers.
- B. The organization's workforce consists predominantly of young, unmarried employees.
- C. Research suggests that employee productivity increases when work arrangements facilitate greater personal interaction.
- D. The organization decided to switch to telecommuting as its previous flextime work arrangement proved to be counter productive.

4. Benz & Frendz Corp., a manufacturer of high end consumer durables, experienced a sluggish sales growth in most of its product categories during three consecutive quarters of 2009. However, market analysis revealed that its competitors' sales had also slackened during this period. Analysts pointed out that when all firms are losing sales, it is extremely important to adopt strategies that are aimed at retaining customers. This led the firm to reduce operation costs while

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maintaining product quality. They also revamped their marketing strategy to focus on the values created by their products. Which of the following can be inferred from the strategies adopted by the firm?

- A. The company was trying to protect its market share and continue to operate as a market leader.
- B. The company was focusing on geographical expansion.
- C. The company was aiming to capture a new market segment.
- D. The company was marketing its products amidst an economic downturn.
- E. The company was focusing on market penetration.

5. Design thinking comes of age and now is infusing corporate culture. What is a design-centric culture?

- A. A value proposition means a promise of utility.
- B. The company shall focus on aesthetics in their product design.
- C. The focus is on user experience, especially the emotional ones.
- D. The service system is designed for internal business optimization or pre-determined customer requirements.
- E. All of the above.

6. Which of the following examples best reflects a socially responsible action by an organization?

- A. Ford Motor Company became the first automaker to endorse a federal ban on sending text messages while driving.
- B. Apple has eliminated lead-lined glass monitors from its product line and pioneered reduced-sized packaging that leverages recyclable materials.
- C. Fed Ex provided the Federal Emergency Management Agency (FEMA) with a radio antenna to set up communications in the immediate aftermath of Hurricane Katrina.
- D. UPS has a company-wide policy that requires employees to donate money during natural disasters and other crises.

7. When you attribute the success of a company to the attractive physical appearance of its CEO, what type of cognitive bias you may have?

- A. Halo effect
- B. Self-confirmation bias
- C. System II (reflective) thinking
- D. Overconfidence
- E. Recency effect

Imagine that you are the president of Taco Rocket, a new and successful chain of 100 Mexican fast-food restaurants in the U.S. The success you have experienced in the last five years makes you think of what to do with the business next. Should you expand the business at the current rate or open new and different restaurants?

8. Your oldest supplier, Zorro Distributors, is a family-owned firm. Recently, the firm's president, Diego De La Vega, made the decision to retire. To his disappointment, none of his five children

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stepped forward to take his place at the helm of the firm. Sr. De La Vega is concerned that if he sells his company to a larger distributor, many of his employees will lose their jobs. You approach your old friend with a generous offer to buy Zorro and continue its current operations. Should your offer be accepted, Taco Rocket would be undertaking \_\_\_\_\_.

- A. horizontal integration
- B. concentration
- C. forward vertical integration
- D. backward vertical integration

9. You decide to purchase a local five-store hardware chain because it was a good investment. This is an example of \_\_\_\_\_.

- A. renewal strategy
- B. stabilization strategy
- C. turnaround strategy
- D. unrelated diversification strategy

10. The Caesar Park Hotel generally caters to business customers during the week, but has now decided to promote mini-vacation weekends for non-business customers as well. What is the Caesar Park trying to do?

- A. It is implementing premium pricing.
- B. It is trying to cultivate nonpeak demand.
- C. It is promoting complementary services.
- D. It is putting reservation systems in place.
- E. It is implementing differential pricing.

11. You are the supervisor of the compensation and benefits section in the HR department. Your sections shares secretarial resources with the training & development section of the department. Recently, a disagreement has arisen between you and Beth, the training & development supervisor, over when the secretarial staff should take their lunches. Beth would like the secretarial staff to take their lunches an hour later to coincide with the time most of her people go to lunch. You know that the secretaries do not want to change their lunch times. Further, the current time is more convenient for your staff.

You decide to resolve the conflict between you and Beth by using a “COMPROMISING” approach. Which of the following best illustrates that?

- A. Propose a solution whereby 3 days a week the secretaries take their lunch at the earlier time and 2 days at the later
- B. Let Beth have her way to agreeing to a later lunch hour for the secretarial staff
- C. Flat out tell Beth that you will not agree to a change in the secretaries' lunchtime
- D. Devote more time to the issue. Attempt to achieve a broad based consensus with Beth that meets her needs as well as your and those of the secretaries

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12. Akio Morita had the vision of building the Sony brand in 1950s. He then got commitment to that vision, and ensured that everyone in the organization became part of the process to achieve the vision. What is the best term to describe his leadership style?

- A. Charismatic
- B. Authentic
- C. Transformational
- D. Transactional

13. Which of the following organizational conditions will support creativity the LEAST?

- A. Learning orientation
- B. Open communication
- C. Jobs with high significance
- D. Jobs with high specialization

Robert is the CEO of a firm which manufactures tools and engineered security solutions worldwide. Robert wants to minimize the costs of production in the organization and wants to optimize its assembly lines. He decides to perform a value chain analysis, a useful tool for working out the creation and delivery of the greatest possible customer value. He also intends to create a system to manage the sequence of activities and information along the entire value chain.

14. During a meeting, Robert puts forth to the production manager that each unit in the organization is an integral part of its value chain. This statement from Robert rests on which of the following assumptions?

- A. The organization can maintain an efficient flow of incoming raw materials.
- B. Each unit is independent and can produce goods without inputs from other units.
- C. The managers of each individual unit are efficient in managing the operations of the unit.
- D. Every unit in an organization produces something which is useful to customers.

15. Robert should summarize the goals for what's involved in the organization's pursuit of value chain management. Ideally, he should start with a(n. \_\_\_\_\_).

- A. formal business structure
- B. vision or mission statement
- C. process design
- D. organizational structure

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二、問答題：請閱讀以下文章，並根據文章內容回答後續所提的三項問題。問答題請作答於答案卷上。（共 40 分）

The science of gifting: How to pick a better present (以下文章摘自"Knowledge@Wharton"  
<http://knowledge.wharton.upenn.edu/article/the-science-of-gifting-how-to-pick-a-better-present/>)

## Give the People What They Want

In my research, I'm interested in happiness and what types of purchases and things one can do to increase happiness. There's been a growing body of work that suggests that from a happiness perspective, a good way to spend your money is buying experiences rather than material goods. Research finds that people are much happier, and that happiness is lasting, when treating themselves to a nice dinner or going on vacation or going to a concert, rather than buying the latest electronic or a piece of jewelry. That is something for everyone to keep in mind when they're purchasing for themselves.

But we were interested in the effect of purchasing these experiences or material gifts for other people. From a gift-giving perspective, what are the optimal types of gifts to give? A lot of the work has looked at the extent to which people like gifts, but we were thinking that perhaps a bigger motivator in buying gifts is fostering that relationship between the giver and the recipient. So, we explore this question: What types of gifts are better at fostering relationships? We ran a bunch of studies and found that when recipients receive an experience, regardless of whether they share in that experience with the gift-giver, they feel more connected to the gift giver as a result of it, compared to receiving a material gift.

Even sort of extending outside of personal relationships within the family and friends, you can think about experiential gifts for colleagues. For instance, buying them a gift certificate for a restaurant or movie tickets as opposed to whatever little knickknacks people tend to give their colleagues. You see this positive connecting effect across relationship types.

We see that in people who have received an experiential gift versus material gift, there's actually no difference in liking. People like material gifts just as well as experiential gifts. They also view experiential gifts as no more thoughtful. But the thing that seems to be driving the effect is the emotion that gets evoked when you're consuming the gift. It's beyond the emotion you feel during

the gift exchange, like when you open the present. It's really the emotion that gets evoked when you're attending the concert, when you're eating the dinner, versus when you're wearing the sweater or the Apple Watch. It's a range of emotions that you can evoke if you get someone tickets to an opera. It might not be laughing and joyous the whole time, there might be some tears shed, but the level of emotion — emotions are very connecting in general. It's interesting in this case because you don't necessarily need to be sharing in the experience with the gift giver to have this connecting effect. Merely feeling the emotion, and within the psychological context of the relationship, because someone had given you this gift, you're thinking of them as you're consuming it. Those emotions lead to greater feelings of connection.

### **The \$10 Challenge**

Certainly, in gift giving you want to think about the recipient as you're picking out what that experience is going to be or that material good. It's not my research, but some funny little tidbits to keep in mind is that gift recipients don't appreciate thoughtfulness as much as the gift giver thinks they will. For instance, when there is an opportunity to buy off a gift registry, oftentimes gift givers are like, "I'm going to be super thoughtful and I'm going to come up with my own gift that I'm going to give them." But recipients like presents off their registry better. They don't give as much value to the thought that went into the gift in terms of how much they like the gift. So if your goal is to make the recipient like the gift, you might want to try being a little less thoughtful and just give them what they ask for.

We conducted a study in which undergrads, as our participants, come in with a friend. We assigned one person to be the gift recipient and one person to be the gift giver. Among the gift givers, we gave them \$10 and told them, 'Go out and buy a gift with this money for your friend here.' We told them either to buy an experiential gift or a material gift. The gift recipient wasn't aware of our instructions, they just 10 days later received this gift that their friend had given them. You can't buy a ton with \$10, but you saw some examples of the experiential gifts that people gave. They bought them a ticket to the local movie theater or a Chipotle gift certificate versus material gifts like a pint glass, a teddy bear, socks. And we found that the gift recipients who received the experiential gift felt more connected to the gift giver. Again, I will point out that they didn't like the gifts any more, but they did feel more connected. Our argument is that a big goal of gift giving is not just to give a liked gift, but to foster relationships.

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But even now, people are more likely to give material gifts. When we surveyed a bunch of folks asking them the last gift they gave, something like 85% gave material gifts. People tend to give material gifts. And oftentimes it feels appropriate, particularly if you're showing up at an event. You don't want to show up empty-handed or with an envelope; you want to have something. But despite that tendency, we see this connecting effect of experiences. Bringing up the role of generation, there's a lot of talk right now about how [millennials] share these life narratives that they're telling through their experiences, and they're posting these really cool experiences on Facebook. So, there's more awareness of the value of experiences, and maybe gift givers might be a little more likely to give experiences. But again, even though the tendency is to give material gifts, our research suggests that you shouldn't.

One of the reasons that buying experiences is better is because you always have that memory to return back to, whereas people adapt to things really quickly. It sort of sits on your shelf and you engage with it every day, and so it loses its shiny, bright newness. Whereas a memory, every time you refer back to it, is just as shiny and bright. That's why people adapt less quickly to experiences than to material goods.

Questions:

- (1) In no more than 200 words, please summarize the article (15 分)
- (2) What do you learn from this article about gifting (15)?
- (3) Following the findings reported in the above article, what would you pick as present for your best friend on his/her next birthday? Why? (10 分)