

# 國立清華大學 106 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（4701）

共 6 頁 第 1 頁 \*請在【電腦卡、答案卷】作答

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. Sally Mitchell works as a manager at an environmental organization. She is currently working on a global warming project and decides which tasks related to creating awareness about the issue need to be done. In addition, she is also deciding which members of her team will work on engaging with the public and which will work on lobbying with the government. She is also assigning people as team members to ensure that tasks are undertaken on time. Which of the following categories of functions is Mitchell undertaking?

- A) planning
- B) organizing
- C) scrutinizing
- D) controlling
- E) envisioning

2. Which of the following statements represents the cognitive component of attitude?

- A) I have decided to inform my supervisor that I will be quitting my job.
- B) I intend to work during the weekend to meet the month's deadline.
- C) I feel upset about having to work during Christmas.
- D) It is disappointing to know that I did not get a good evaluation.
- E) This job is not giving me an opportunity to explore my skills.

3. Deep-level diversity comprises differences that become progressively more important for determining similarity as people get to know one another better. Hence, a difference in \_\_\_\_\_ would indicate deep-level diversity.

- A) gender
- B) age
- C) ethnicity
- D) disability
- E) values

4. Which of the following is NOT an element of physical evidence during one's service consumption experience

- A) employee dress
- B) employee training
- C) equipment
- D) facility design
- E) interior layout

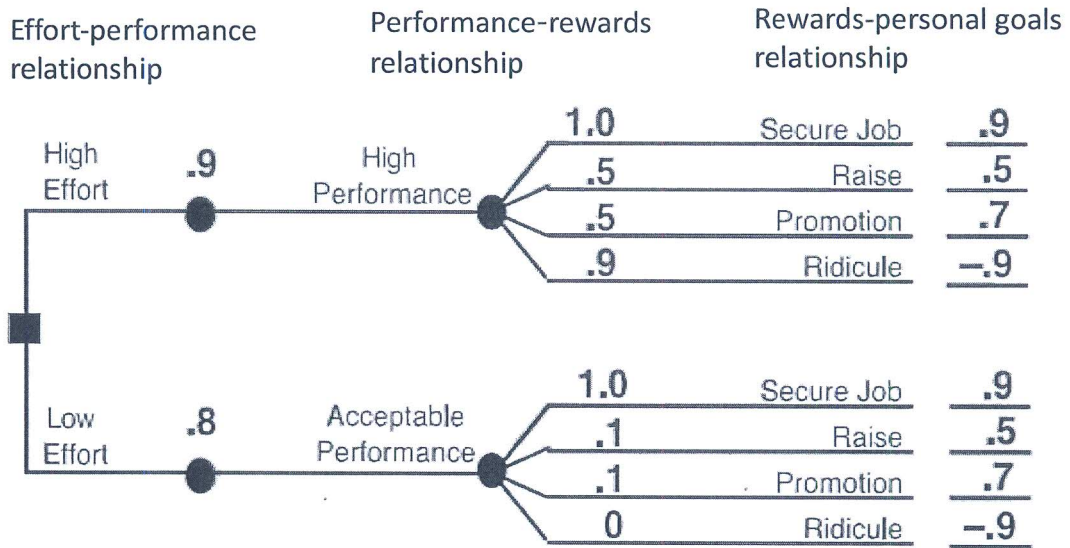
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The CENTURY Real Estate company uses the following model to infer employee performance. The numerical information is from an employee named GEORGE.



5. Which theory does CENTURY company draw upon when using this kind of model to estimate employee effort?

- A) Reinforcement theory
- B) Self-efficacy theory
- C) Expectancy theory
- D) Goal-setting theory
- E) Two-factor theory

6. Based on the numerical information, which effort level will George devote to his work?

- A) Low effort
- B) High effort
- C) Medium Effort
- D) Unknown from the current model

7. If Century company provides George further job training and a mentor, which of the following does Century try to do for George?

- A) Create workplace fun
- B) Increase outcome justice
- C) Increase George's confidence in achieving the performance goal
- D) Create a reward satisfying to George's goal
- E) Design an effective 360 degree feedback

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8. Lewis is a sales representative for his company. He is attending a company training program about the types of expenses that are considered legal deductions for tax purposes and how to distinguish between personal expenses and business expenses. Lewis is attending training to improve his \_\_\_\_\_ skills.

- A) service
- B) problem-solving
- C) interpersonal
- D) ethical
- E) technical

9. Bart has a new idea for a way to cut costs in his department, but he is not willing to share his idea with his boss because the last department head that tried new cost cutting methods was recently fired because the new methods could not achieve expected results. Based on the example, how can Bart's company improve the culture to create innovation?

- A) flatten the organizational structure
- B) reward both successes and failures
- C) increase the resources in Bart's department
- D) encourage communication between various departments
- E) conduct team-building activities

Having exhausted conventional research approaches, BeerCo (a major European brewing company) commissioned a team of researchers to visit a dozen bars in the UK and Finland to find out reasons behind falling bar and pub sales. These researchers approached the project as if they were studying an unfamiliar tribe and immersed themselves in the life of the bars. By adopting such sensemaking approach, BeerCo was able to dig deep for consumer insights and address unknown business problems.

10. Who may be those researchers that BeerCo hire?

- A) anthropologists
- B) bartenders
- C) photographers
- D) mystery shoppers
- E) economists

11. What kind of information will be most useful in this kind of sensemaking research projects?

- A) big data and analytics of monthly sales reports
- B) customer satisfaction score report
- C) online surveys
- D) field observation videos and notes
- E) social media network analysis

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12. Naomi Fisher, a sales manager at Pure, a water purifier company, had a new member, Leah Marshall, join her team. Though during Leah's interview, Naomi felt she would be a productive sales executive, her performance has often been below the mark. Consistently in the past three months, Leah has been unable to reach her targets and is falling substantially behind on her annual targets. Naomi assumes that Leah is not determined and motivated enough to do what it takes. Which of the following, if true, weakens Naomi's assumption?

- A) Leah has often arrived late for team meetings conducted in the morning.
- B) Leah has been assigned a sales territory where consumers are from low income groups.
- C) Leah has good interpersonal skills and gets along well with her customers.
- D) Research showed that the company's largest competitor had a lower turnover than they did.
- E) Naomi recently received feedback from other team members that Leah is often uncooperative.

13. Janice Cooper has recently joined a hospital as a part of the internship program prescribed by the nursing school she attends. Janice, who was inspired to take up this profession by the story of Florence Nightingale, has very strong ideals about how she should behave as a nurse. She feels that as a nurse she must be gentle, pleasant, and caring at all times so she can serve her patients well, and she often goes to great lengths as an intern by putting in extra hours at the hospital and so on. The scenario reflects Janice's \_\_\_\_\_.

- A) role fuzziness
- B) role ambiguity
- C) role conflict
- D) role perception
- E) role status

14. Which of the following is NOT a benefit associated with employee empowerment in a service firm?

- A) quicker response to customer needs
- B) better handling of a dissatisfied customer
- C) employee feel better about their jobs
- D) employee interact customers with more enthusiasm
- E) all the above are advantages of empowerment

15. Marketing and service orientated organizations are embracing customer-focused management approaches. What do these organizations understand?

- A) consumers buy more if the employee is satisfied with their pay
- B) there is no relationship between service given and customer satisfaction
- C) there is a relationship between employee turn-over and customer satisfaction
- D) employees who are "new to the job" are not well-trained

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二、問答題（共 3 題，總共 40 分）：請依各題敘述與指示回答。問答題請書寫於答案卷上，可選擇用中文或英文作答。

## Being busy turns into status symbol

(This article was originally reported by Jena McGregor at the Washington Post)

It's the most hyper-busy time of the year. Holiday shopping, hosting and travel preparations. Year-end financial moves. A mountain of work to finish before using up any final vacation days. The all-too-common "I'm just so busy" gripe feels like a legitimate complaint.

But most of the year, it has taken on the feel of an overused humblebrag, a self-deprecating yet showy effort to tout one's own importance, value and desirability at work or among friends. In our information-drenched, 24/7 workplaces, where time for leisure has become an even scarcer commodity for many professionals than money to buy luxury goods, being "so busy" seems to be a badge of honor, a status symbol in our always-on world.

Now researchers from Columbia, Georgetown and Harvard universities say that's just what it is, with "busyness" replacing conspicuous consumption as a public marker for our worth.

In a recent Harvard Business Review article, based on a forthcoming paper in the Journal of Consumer Research, the trio argue that "busyness" is an actual way people signal their importance – and that marketers are responding to it.

In experiments, they found that participants thought of people who were described as working longer hours as having higher status. They also tended to put brands or products that offer convenience or multi-tasking on a level with those known simply for being expensive.

"Luxury goods are losing signaling value" as more people can afford them, said Silvia Bellezza, a professor of marketing at Columbia University who co-authored the paper. Talking about a scarcity of time is a more nuanced way to display importance that doesn't go through conspicuous consumption.

"It's implicitly telling you that 'I am very important, and my human capital is sought after, which is why I'm so busy,'" she said.

In a series of experiments, she and her colleagues asked respondents to rate the social status of a person described as working long hours at work versus one who has a more leisurely lifestyle.

Again and again, participants rated the person who worked more as having more social status, even when the person the researchers asked about was thought to work slowly. In other words, getting the work done fast and having more time for leisure was not something associated with prestige.

That tendency to see people who work many hours as more prominent is something that likely influences how many managers see their people. While it's difficult to do, Bellezza says managers should "shift as much as possible their attention to what

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people are producing, rather than how long they're in the office.”

Her own experience in past jobs was a reminder of that difficulty. Her boss told her that all he wanted was to see was results, “but then it wasn't true” – he also told her that “the junior shouldn't leave before the boss.”

The study also found that brands associated with helping people deal with their busyness can also take on higher status. They compared what more than 450 respondents thought about a middle-aged consumer who shopped at an online grocery service like Peapod, the high-end grocery store Whole Foods, or a less-upscale store like Trader Joe's. Both Whole Foods and Peapod were seen as having more status than Trader Joe's but were on par with each other in how consumers viewed them. “Shopping online conveys that the person doesn't have time to shop, and that operates as a signal of status,” Bellezza said.

Likewise, in another experiment, people wearing a Bluetooth headset, which acts as a display of professional multi-tasking, switching between talking and listening to music, were seen as higher status than those wearing traditional headphones, which are more associated with leisure time.

Some brands have already tried to use that dynamic in their advertising. She points to a Cadillac ad from 2014 starring actor Neal McDonough that touted American achievement and hard work, even finishing with “as for all the stuff, that's the upside of only taking two weeks off in August.” She believes we're likely to see even more ads “where you see these products that have nothing to do with (being busy), but they're implicitly telling people they're important because their time is scarce.”

Bellezza also did a comparative study in the paper of how American subjects versus those in Italy perceived busyness at work. They saw the reverse among Italian respondents, with busyness at work being less of a status symbol, similar to the way it was a century ago, when leisure time was the mark of the good life.

Of course, the more people brag about how busy they are, the more common it becomes. And as that happens, particularly in workaholic cultures, status symbols, just like fashions, are likely to change, Bellezza says.

“It becomes mainstream,” Bellezza says. “For signals of status to operate, they need to be visible and they need to be costly. And visibility is compromised if everyone else is doing it too.”

Essay Questions:

1. In one paragraph no more than 100 words, please summarize the key message that this article try to convey. (10 %)
2. This article reported research findings primarily reflect American Culture. Do you think other researchers will get similar (or different) results if they conduct the same study in other nation such as Taiwan? What's your prediction about the results? Why (20%)
3. Other than acting busy, do you notice other behaviors that your peer has used to signal their social status to others? Please name one and comment about its effectiveness. (10%)