

國立清華大學 107 學年度碩士班考試入學試題
系所班組別：服務科學研究所 甲組（服務管理組）

考試科目（代碼）：管理學（5101）

共 17 頁 第 1 頁

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本試卷共有 20 題選擇題需要作答（單選，每題 5 分，總共 100 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。

請閱讀以下文章 A（至第 8 頁），並回答第一至第五題。

A. Hard-Learned Lessons of Social Media Marketing (modified title)

- by Diana Gerdeman, originally published in Harvard Working Knowledge
(<https://hbswk.hbs.edu/item/don-t-express-sympathy-with-a-cheerio-and-other-hard-learned-lessons-of-social-media-marketing>)

Seventeen years after the dawn of social media marketing, this medium continues to be an intriguing puzzle—a place where brands are investing more time and money, but are still struggling to determine what works well and where the returns on investment can be found.

Social media spending has increased by 200 percent in the past eight years, rising from 3.5 percent of marketing budgets in 2009 to 10.5 percent in February 2017, according to The CMO Survey 2017. And that upward climb is expected to continue: Marketers say they will expand their social media spending by 90 percent over the next five years, or 18.5 percent of the total by then.

“All brands, big and small, are firmly in social media today,” says Jill J. Avery, senior lecturer at Harvard Business School. “Social media has become a mainstream tactic.”

Is this ever-increasing focus on social paying off? Forty-three percent of respondents said in the CMO Survey that they have not been able to show the impact of social media on their businesses. After all, it can be tough to pinpoint a direct connection between a social media chat about a product with the actual purchase of that product.

“The biggest challenge right now is that all this money is shifting into digital marketing, but there are still a lot of questions about return on investment,” Avery says. “Social media marketers are feeling pressure to show ROI.”

As marketers have experimented, what have they learned about what works on social? We sat down with four marketing experts on the Harvard Business School faculty to find out.

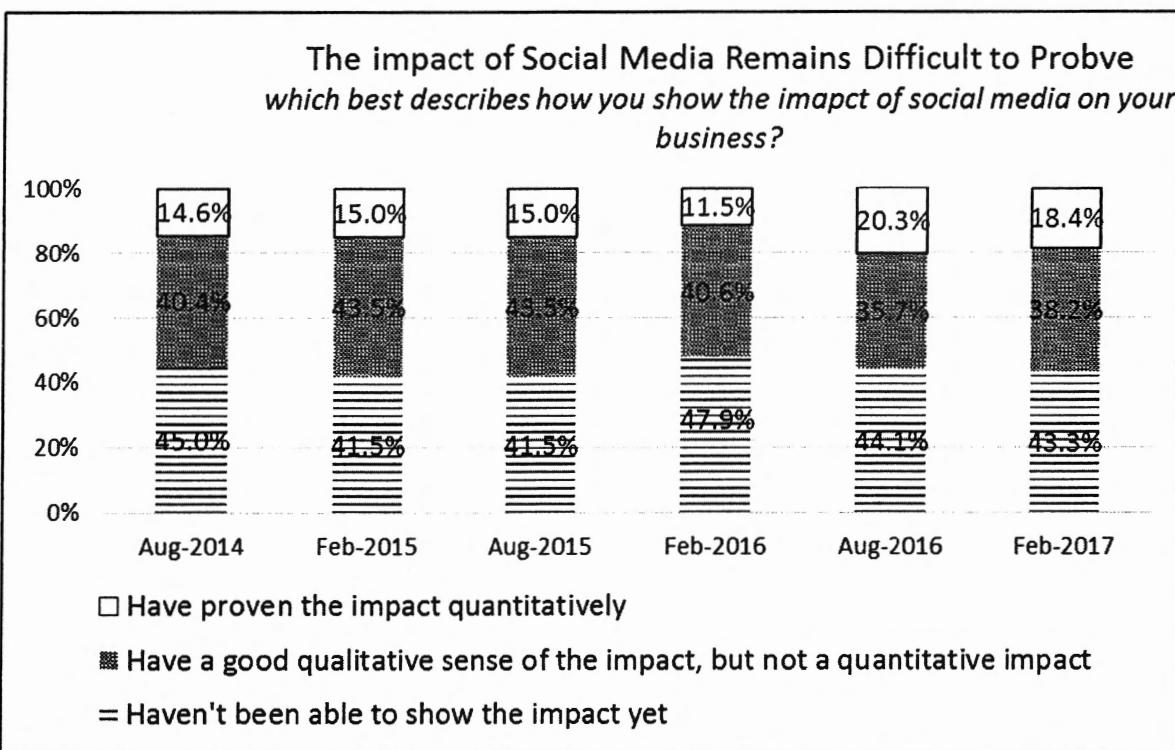


Figure 1: Marketing professionals are not sure that social media marketing is effective. (Source: “The CMO Survey 2017”)

WHERE BRANDS HAVE GONE WRONG

Here's a look at some of the social media missteps brands have taken over the past decade—and the lessons we've learned from them.

Prioritizing technology over substance

Maybe it's because the medium seems so ephemeral, but digital brand managers are too often intent on creating short-term promotions rather than conveying long-lasting brand values in the minds of consumers, says Sunil Gupta, the Edward W. Carter Professor of Business Administration.

As an example, take a look at location-based mobile marketing. “You walk past a restaurant, and McDonald’s sends you a 50-percent-off coupon,” Gupta says. “We’ve been doing that forever with a poster in the window; I can have a guy stand in the doorway and hand you coupons. What’s the difference? We get caught up in the activity and never stop to ask: What is the benchmark?”

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Early on, many brands made the mistake of focusing on collecting reams of likes on Facebook, yet Gupta says those likes haven't amounted to much—certainly not a whole lot of purchases. “Do likes lead to loyal consumers or do loyal consumers tend to like a brand on Facebook? Do these likes lead to anything?” he asks. “What we found with our research (pdf) was that likes lead to nothing.”

Not social enough

Commercial appeals often fall flat on social networks, which many consumers believe should be a place for conversations strictly among people they know. “If you and I are having a conversation and someone pulls up a third chair and says, ‘Buy my product,’ it’s annoying,” says Gupta.

Brands should instead look to create a conversation with a broader message that connects with consumers. For instance, Dove’s Real Beauty campaign wasn’t focused merely on the benefits of a bar of soap, but tapped into the deeper themes of body image and self-esteem that resonated with women.

“If a brand wants to create a conversation with you, the message of the brand has to be broader than just the function of the product itself,” Gupta says. “In social media, functional messages don’t work. I’m not interested in talking to my friends about a brand. So how can you weave the message into a bigger social conversation and still make it relevant to the brand?”

Forgetting that on the Web, consumers control your brand

With traditional marketing, brand managers took time to carefully craft messages placed in newspapers, television, and radio—and they had some control over who saw or heard that ad.

Now, marketing is much less manageable, with consumers taking charge of social media discussions about brands. Social gives customers a megaphone, Gupta says, allowing them to weigh in on every message a brand posts—all for plenty of public eyes to see.

Inappropriate messaging

Cheerios attempted to express sympathy after Prince died, but its “Rest in peace” tweet received a vicious backlash—and was later deleted—after the brand dared to dot the “i” in that message with a single Cheerio.

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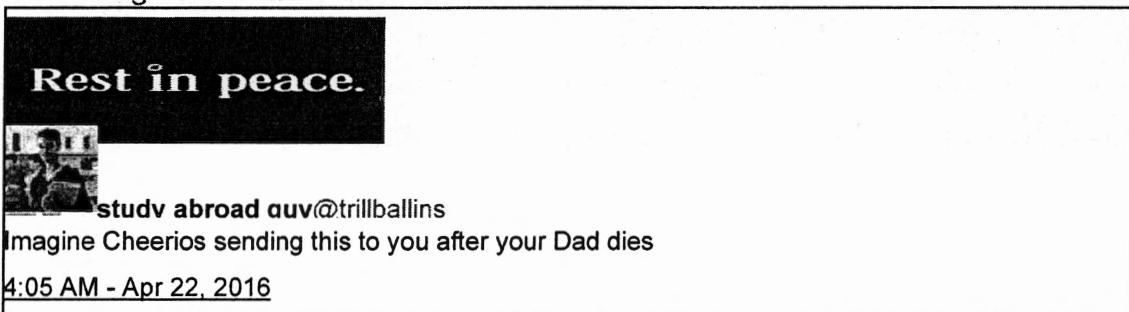
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“This was a death that was felt very deeply by the fan culture of Prince, and that's not a time for a heavy marketing sell,” Avery says. “A common tactic right now is for brands to look at what's hot, what's trending, and what's in the news and they shackle their brands to it. If you're just tacking your brand onto a current event that has no relationship to your brand or consumer, it's dangerous because it can feel false, opportunistic, and inappropriate.”

[View image on Twitter](#)



Failing to understand how quickly things can go wrong

One viral video on Facebook can do serious damage to a company's reputation, as United Airlines undoubtedly learned when a Facebook video surfaced of a passenger being dragged off an airplane.

“Social media has changed consumers' expectations with the way they communicate with brands,” says Leslie K. John, Marvin Bower Associate Professor. “I have friends who have had a bad customer experience, and they immediately turn to Twitter.”

Some companies worry about even stepping into the social space for fear of how customers will react, but Gupta questions whether that's a sign these companies really have a more general image problem that needs to be addressed.

“A health care company might say we wouldn't have a social media conversation with consumers because consumers would say bad things about us,” Gupta says. “So, then you should ask: Why would they say those things? Is your company bad? If your (company) is lousy, a negative message will resonate with other people.”

WHERE BRANDS HAVE GONE RIGHT

Respond to complaints—and make it quick

Brands should react to social media negativity the same way firefighters manage forest fires, particularly when they're not sure where the next spark will come from, Gupta says. "You ask these guys: How do you manage lightning strikes when you can't predict them?" he says. "They have two simple rules: Make sure your forest is not dry, and if lightning strikes, act very quickly." By ensuring that a forest is not dry, Gupta means companies should make sure they are perceived positively before a crisis occurs.

The Transportation Security Administration works to keep its forest dry by doing quite a bit of listening on Twitter. To ease congested lines at airports, for example, TSA workers answer questions online about items that can or can't be carried aboard planes—a bit of helpful pre-planning communication many flyers appreciate.

When companies do screw up, social can make things worse or make things better in a hurry.

"In social media, seconds count," Avery says. "If a company doesn't respond in real time, other consumers will pile on and it spirals out of control."

If a company has a positive reputation, customers will often defend a brand that's feeling social media heat. A popular brand like Apple will have plenty of die-hard fans willing to push back when a consumer issues an online attack, Avery says. "The best defense against people who are speaking badly about you on social media is to have an incredibly loyal relationship with your users, so they are ready and able to defend you."

It's OK to be funny—but remember your brand's purpose

Social media is a place where people appreciate humor—as long as it fits with the brand image, Avery says. Squatty Potty does an excellent job of engaging its audience with amusing and entertaining Facebook videos to sell a product focused on a subject people don't normally like to talk about. Blendtec captured attention and increased sales with a video showing that its blender was so powerful it could crush a cell phone into a pile of powder.

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“It went viral because it was short and it was shocking and funny,” Gupta says. “But it also had an objective and stayed on message: The blender (can) blend anything. That’s what social media should do: You can be funny, but you have to stay on message.”

Be playful, have fun

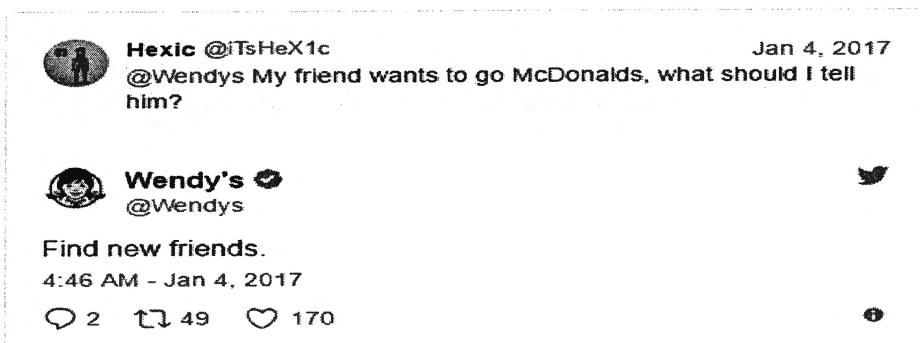
When brands get playful on social media, payoffs can be huge.

Every few years, a 2008 video recirculates on Facebook that appears to be dramatic footage taken with a handheld camera of a stunt plane losing a wing and spiraling to earth—with the pilot miraculously making a safe landing.

“It gets millions of viewings, and people pass it on. It seems too good to be true,” says John Deighton, Baker Foundation Professor of Business Administration. The video is so dramatic it is likely that many viewers will investigate further. “Some notice that the plane has a logo.”

Sure enough, it turns out that the clip was a digitally produced video promotion for German clothing company KillaThrill—the name on the logo. “Two-thirds of people who see it won’t ever know it’s an ad,” Deighton says. “But the people who see what it’s for and get to the company website are quite likely to buy something. They’ve tracked it down, and now you’ve got this bond, and you’ve engaged with a brand in a self-directed way.”

More recently, Wendy’s has taken a lighter touch on Twitter with customers:



Put your customers to work

Brands can make consumers feel empowered by giving them opportunities to share ideas, as Lay's has done by asking its customers to vote on the chip flavor the brand should create next.

“This is a new trend, and it provides great information, allowing companies to create new products that fit consumer preferences,” John says.

But when an organization invites public input, it should also be prepared to lose its grip on a campaign, as the UK’s National Environment Research Council found out when it created a citizen poll to suggest a title for a ship and ended up seeing the jokey name Boaty McBoatface take the lead in votes.

Encourage endorsements

A consumer merely liking a brand on Facebook isn’t considered all that effective in attracting brand followers, but paying to have branded content displayed in followers’ news feeds does work. Brands should find ways to encourage consumers to recommend companies by sharing why they use their products and services.

“It’s not enough to slap your brand on Facebook and expect things to happen,” John says. “But if you see your friend booked a hotel on Facebook, that kind of endorsement is more likely to be effective than if the person just pressed the like button.”

Understand your customers

Some brands can get away with being political—Ben & Jerry’s uses the political news of the day to further its relationship with consumers. “They’ll launch ice cream flavors tied to political agendas, and it’s believable,” Avery says. “That’s because they’re very focused on their target market and they don’t care if they alienate others.”

Not every brand can get away with political messaging, however. John says a friend who sells artisan maple syrup in Vermont considered an anti-Donald Trump social media campaign during the presidential election to woo Bernie Sanders supporters. John advised against it. “I said, ‘You’re not a political brand and this feels off-strategy for you,’” John says. The friend followed her advice.

Listen on social and massage your message

Companies can now do quite a bit of listening and data mining on social to get a feel for public sentiment. Nike can track whether people are talking about the company in relation to sweatshops, how expensive its products are, or if they appreciate certain features of its shoes. “This can change your business strategy and how you market,” Gupta says. “The challenge is to find the nugget of insight from this huge amount of data.”

That data can also be used to target customers who matter.

“The benefit of Facebook is that I can use data to identify who might be the right people for the business and do precise targeting of that audience. In TV, I can't do that,” Gupta says. “When I reach out to my target audience and convey my message, if it's only to 10,000 people, that might be more effective than reaching 10 million people who mean nothing to me.”

Authenticity wins

Whether a company has garnered millions of Facebook likes or created a hilarious video that has gone viral, marketers are starting to realize that above all, a social media message needs to stay on target—to the intended audience, to the brand's values, to the social climate—if a company expects to benefit.

Says Gupta: “(Companies) are putting so much money into social media, and they are only just now beginning to learn to stay on message and ask the questions that matter: Does it drive the business, or at a minimum, does it enhance the brand?”

What will we learn about how social media works over the next two decades?

1. According to the survey of CMO, as revealed in Figure 1 (on Page 2), when is the season that the CMO feel most positive about the quantitative impact of social media on their business?
(A) February, 2015
(B) August, 2015
(C) August, 2016
(D) None of above
2. Professor Gupta uses managing forest fires as a metaphor and recommends two rules to manage unpredictable social media negativity. One is to make sure your forest is not dry. Which of the following company practice is not an example of applying this rule?
(A) Showcase your employees who truly embrace the core value of the brand in the brand's Facebook.
(B) Share with consumer how the company has improved its products in an eco-friendly way.

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- (C) Constantly observe consumers' questions online and proactively respond accordingly.
(D) Develop effective strategy to grow followers on social media and monitor the similar moves taken by major market competitors
3. The author interviews four marketing experts and pinpoints several social media mistakes that have been taken by brands in the past decade. Which of the following is not a mistake mentioned in the interview?
- (A) Tack the brand onto a current event that has no relationship to the brand or consumer
(B) Have not spent enough budget on social media technology
(C) Do not understand the danger of slow response on social media
(D) Initiate conversation that focuses on the product function, with little connection to consumer
4. Based on the brands' experiments in the market, some rules work effectively on social media than others. Which of the following is true?
- (A) Provide entertaining and humorous content as much as possible in social media because making consumer happy is a major function of social media.
(B) Closely monitor customer voice in social media to find the insight central to the firm's market strategy and communicate to the precisely targeted audience accordingly.
(C) Engage the customers to co-create with the brands, such as share ideas and vote for their preference, and be prepared to lose control on the collaborated campaign.
(D) All of the above are true
(E) Both B and C are true
5. Which of the following is not a message that this article intends to reveal about social media marketing?
- (A) Companies, small or big, should strive to design more rigorous system that can precisely track the number of likes on Facebook and how many of their created online videos go viral because both numbers predict success of social media marketing.
(B) Social media is a double-edged sword for brands, as it may help companies build closer connection with customers but also can get them into trouble.
(C) To better manage the crisis when people are spreading bad comments about the brand on social media, companies need to build loyal users so they can push back the attack for the brand.
(D) All of the above are true

請閱讀以下文章 B（至第 13 頁），並回答第 6 至第 8 題。

B. Why Luck Is the Silent Partner of Success

- By Robert H. Frank, originally appeared in Knowledge@Wharton, Oct 20, 2017
(<https://mail.google.com/mail/u/0/?tab=wm#search/knowledge%40wharton/15f5d846b79c4e1a>)

As the essayist E.B. White once wrote, “Luck is not something you can mention in the presence of self-made men.” Some people are of course quick to acknowledge the good fortune they’ve enjoyed along their paths to the top. But White was surely correct that such people are in the minority. More commonly, successful people overestimate their responsibility for whatever successes they achieve.

Even lottery winners are sometimes blind to luck’s role. In his 2012 book, *The Success Equation*, Michael Mauboussin describes a man inspired by a succession of dreams to believe he’d win the Spanish National Lottery if he could purchase a ticket number whose last two digits were 48. After an extensive search, he located and bought such a ticket, which indeed turned out to be a winner. When an interviewer later asked why he’d sought out that particular number, he said, “I dreamed of the number 7 for seven straight nights. And 7 times 7 is 48.”

The tendency to overestimate the predictability of events extends well beyond lottery winners. The sociologist Paul Lazarsfeld illustrated this tendency, known as “hindsight bias,” with people’s reactions to a study that investigated how different groups of men adjusted to the rigors of military life. As he described the study to his subjects, its principal finding was that men who had grown up in rural areas adjusted far more successfully than their urban counterparts. Many of Lazarsfeld’s subjects reacted exactly as he had expected. Why, they wondered, was a costly study needed to confirm something so obvious?

The twist was that Lazarsfeld’s description of the study was a fabrication. The study had actually discovered that men who had grown up in urban settings adjusted to military life more successfully. If Lazarsfeld had reported the actual finding to his subjects, of course, they would have found it just as easy to construct a compelling narrative to explain its truth.

In similar fashion, when successful people reflect on their paths to the top, they tend to view their success as having been all but inevitable. In their attempts to construct narratives

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to explain it, they search their memory banks for details that are consistent with successful outcomes. And because the overwhelming majority of successful people are in fact extremely talented and hardworking, they'll find many ready examples of the long hours they logged, the many difficult problems they solved, and the many formidable opponents they vanquished.

But as the psychologist Tom Gilovich has shown, they're much less likely to remember external events that may have helped them along the way — the teacher who once steered them out of trouble, perhaps, or the early promotion received only because a slightly more qualified colleague had to care for an ailing parent. This asymmetry, Gilovich points out, resembles the one with which people react to headwinds and tailwinds.

When you're running or bicycling into a strong headwind, for example, you're keenly aware of the handicap you face. And when your course shifts, putting the wind at your back, you feel a momentary sense of relief. But that feeling fades almost immediately, leaving you completely unmindful of the tailwind's assistance. Gilovich's collaborations with the psychologist Shai Davidai demonstrate the pervasiveness of analogous asymmetries in memory. People are far more cognizant of the forces that impede their progress than of those that boost them along.

An unfortunate consequence of seeing ourselves as entirely self-made — rather than as talented, hardworking, and lucky—is that this perception makes us much less likely to support the public investments that made our own successes possible in the first place.

Being born in a good environment is an enormously lucky thing and one of the only lucky things we can actually control. Basically, we get to decide how lucky our children will be. But that requires extensive investment in the future, something we've been reluctant to undertake of late. Even as a shrinking group among us has been growing steadily luckier, a growing number of the unluckiest have been falling still further behind.

The good news is that we can easily do better. It turns out that when successful people are prompted to reflect on how chance events affected their paths to the top, they become much more inclined to pay forward for the next generation.

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It would be a mistake, however, to think that simply telling successful people that they've been lucky will elicit this reaction. On the contrary, it seems to have precisely the opposite effect, making them angry and defensive. It's as if you've told them that they don't really deserve to be on top, that they aren't who they think they are.

Consider Elizabeth Warren's 2012 you-didn't-build-that speech, in which she reminded successful business owners that they had shipped their goods to market on roads the rest of us paid for, they had hired workers educated at taxpayer expense, and they had been safe in their factories because of police and firefighters the community hired. In return, she then reminded them, the social contract asks them to pay forward for the next group that comes along.

It is difficult to spot anything controversial in these words. Yet shortly after she spoke them, the video of her speech went viral, provoking outraged comments by the millions.

No, simply telling rich people that they've been lucky won't make them more willing to invest in the next generation. Mysteriously, however, an ostensibly equivalent rhetorical move seems to have precisely that effect: If you ask your successful friends whether they can think of any lucky breaks they might have enjoyed, you'll almost invariably discover that they seem to enjoy trying to recall examples. You'll see, too, that their eyes light up as they describe each one they remember.

Research has demonstrated that priming people to experience the emotion of gratitude significantly increases their willingness to incur costs to promote the common good. And people who recall instances in which they've been lucky reliably experience gratitude, even when there is no specific person to whom they feel grateful.

The economist Yuezhou Huo, for example, asked one group of people to list three external causes for something good that had recently happened to them, a second group to list three personal traits or actions that had contributed to the good thing, and a third group merely to report a good thing that had recently happened. Subjects received a bonus payment for their participation in this study, and Huo offered them a chance to donate some or all of that payment to a charity when the study ended. Those who had been asked to list external causes — many of whom mentioned luck explicitly — donated 25% more than those who

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were asked to name personal traits or behaviors. The control group's donations fell squarely in the middle.

As psychologists have long understood, logically equivalent statements often elicit very different emotional responses. Calling a glass half empty, for example, conveys something quite different from calling it half full. So, too, with our statements about luck. Don't remind your successful friends that they've enjoyed a bit of luck. Instead, ask them to recall examples of lucky breaks they might have enjoyed along the way. Even if their recollections don't prompt them to adopt a more generous posture toward future generations, you're bound to hear some interesting stories.

6. According to author, why are people inclined to underestimate the role of luck in their success?
 - (A) Recognizing the effects of luck may stop a person from pursuing future success
 - (B) People are affected by the halo effect they hold for themselves
 - (C) People believe their success mainly a consequence of personal effort
 - (D) The social norm emphasizes individual accountability, and recognizing how luck has helped may make individuals appear unprofessional at work.
7. What is the major social benefit, as argued by the author, of making the role of luck to success more obvious?
 - (A) People may develop more realistic self-perception
 - (B) People are more likely to contribute common good that has made their success possible
 - (C) The recognition of luck can promote interpersonal harmony in society by reducing conflicts caused by one's overconfidence.
 - (D) B and C are true
8. Which is the best strategy, as suggested by this article, to make your friends realize how luck has boosted their success?
 - (A) Recommend them to read books about luck and success
 - (B) Help them recall the lucky moment they have experienced and feel grateful
 - (C) Patiently explain to them what luck-related factors have contributed to their current success
 - (D) Show them research findings and examples on people's misperception about being self-made

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以下問題與上述文章不相關，請依據各題敘述，選擇最合適的單一答案。

9. The _____ characteristic of a service is best illustrated by an empty airline seat.

- (A) time perishability
- (B) labor intensity
- (C) intangibility
- (D) simultaneous production and consumption

10. Service firms use information technology to create barriers to entry, generate revenue, enhance productivity, and serve as data base assets. Where does productivity enhancement fit in the diagram below?

Competitive Use of Information

| | | On-line | Off-line |
|-----------------|-----|----------|----------|
| Strategic Focus | | External | (a) |
| | | Internal | (b) |
| (c) | (d) | | |

- (A) a
- (B) b
- (C) c
- (D) d

11. Which one of the following strategies is not used by service firms to manage capacity?

- (A) Scheduling work shifts.
- (B) Developing complementary services.
- (C) Cross-training employees.
- (D) Using part-time employees.

12. George has been a project leader at NSys for five years. George's job description involves scheduling work for his team, coordinating their work with that of the other departments, and providing feedback. George, who has successfully led this team,

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believes that it is his task-oriented and directive approach that has helped him in the last five years. Which of the following, if true, would weaken his argument supporting a directive leadership?

- (A) The members of the team are resentful with George's directives relating to work.
 - (B) George has seen that employees in his team lack initiative and motivation to work hard.
 - (C) The team's workload is expected to rise substantially as the company is growing at an unprecedented rate.
 - (D) NSys hires only highly qualified and experienced employees.
13. Which of the following types of changes involves a new idea being applied to initiating or improving a product, process, or service?
- (A) continuous improvement
 - (B) double-loop learning
 - (C) innovation
 - (D) process reengineering
14. Idea champions display characteristics associated with _____ leadership.
- (A) narcissistic
 - (B) transformational
 - (C) laissez-faire
 - (D) transactional
15. Benny is stressed with the new corporate reorganization. He now reports to a foreign office that has usurped many of his responsibilities, including the contract labor for his projects. Therefore, he's working with new and less qualified contractors with whom he doesn't have a relationship. However, the managers of the other departments find themselves in the same boat, and every day they are able to laugh over lunch about their new managerial impotence. _____ is helping Benny handle his stress.
- (A) Emotional contagion
 - (B) Cognitive dissonance
 - (C) Social support
 - (D) Time management
16. Which of the following is one of the techniques used by organizations to make their workplace more family-friendly?

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- (A) telecommuting
- (B) job enlargement
- (C) job rotation
- (D) mentoring program

17. Porco Rosso, an aircraft manufacturer with a strong presence in the United States, is looking to expand its market overseas. The firm currently sells its aircraft to several airlines in the United Kingdom but now wants to establish manufacturing units there as well in order to acquire a bigger share in the European market. Hence, it plans to merge with QueenAir, a British aircraft manufacturer. Which of the following, if true, would weaken the company's decision to merge with QueenAir?

- (A) Merging with QueenAir would increase its profits considerably.
- (B) There is increasing economic uncertainty in its U.S. market.
- (C) The preferences of airline customers in Europe and the U.S. are similar.
- (D) There is a striking difference in the organizational cultures of the two firms.

18. Erin Corbett works at a software company and is in charge of the help desk. A short while ago, she received a call from a discontented customer about a problem he is facing due to the company's software. Though she tried to help the customer with the software, he refused to listen to her. He continued yelling at her and finally banged the phone down. Corbett feels exasperated after hanging up the phone and goes for a cup of coffee to calm herself down. What makes Corbett's anger an emotion, rather than a mood?

- (A) The cause of her behavior is unclear.
- (B) The feeling of being angry is prolonged.
- (C) The anger has a contextual stimulus.
- (D) The response is void of action.

19. Jonah is currently trying to decide whether or not to allow Kate to be part of a delegation that will represent their company at an international business expo. Apart from allowing the company to market its business to potential clients, the expo will give the members of the delegation a chance to meet and network with various industry professionals and gain valuable industry insights.

Which of the following, if true, would most weaken Kate's chances of being selected?

- (A) Kate is socially inept and tends to display her true disposition and attitude in every

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situation.

- (B) Kate has a strong sense of independence and often gets work done without any support from others.
- (C) Kate is often in agreement with others' ideas and opinions.
- (D) Kate is gregarious and comfortable in changing contexts and ambiguous situations.

20. Megan graduated from college three years ago and has been working at Sterba Inc. ever since. As a conscientious employee, she has consistently received good performance evaluations. She recently found out that a younger colleague, who was just recruited to her team, is drawing a higher salary than she is for doing the same type of work. Following this discovery, Megan starts coming to work late and her productivity begins to suffer. Which of the following is most similar to the scenario mentioned above based on the equity theory?

- (A) Dawn starts coming to work early and stays late once she learns that the mid-term review is around the corner.
- (B) Greg believes he works harder than any of the other members in his department as they often leave the office before him.
- (C) Lisa starts working longer hours after learning that her co-workers earn less than she does for the same work.
- (D) Myrtle produces a higher number of units to compensate for the lower quality of her output.