

國 立 清 華 大 學 命 題 紙

95 學年度 科管所 系(所) 科管 組碩士班入學考試

科目 管理學 科目代碼 5303 共 10 頁第 1 頁 \*請在【答案卷卡】內作答

Multiple choice test (50 questions, two points each)

1. The practice of selling one product at a loss in order to sell more of another at a profit is (A) Cross-selling; (B) Cross-franchising; (C) Cross-subsidization; (D) Cross-venture.
2. The invisible barriers that prevent women from rising to the very top of a corporation is the (A) Gender barrier; (B) Trap; (C) Glass ceiling; (D) Sex fault-line.
3. (A) Penetrating; (B) Materializing; (C) Cannibalizing; (D) Deterring is to market a new product that knowingly eats into the market of another product by the same company.
4. The Federal Reserve's ex-chairman just retired is (A) Ben Bernanke; (B) Mahmoud Ahmadinejad; (C) Alan Greenspan; (D) John McCain.
5. The process of shifting the risk of future price changes from one party to another is (A) Dilution; (B) Mobilization; (C) Aversion; (D) Hedging.
6. (A) Call options; (B) Put options; (C) Hedge funds; (D) Mutual funds give the owner the right to sell assets at a predetermined price.
7. A formal employer program for providing employees with counseling is an (A) Empowerment program; (B) Employee enhancement program; (C) Employee assistance program; (D) Embarking program.
8. Which of the following term does NOT appear in a typical balance sheet? (A) Accrued liabilities; (B) Retained earnings; (C) Sales; (D) Accumulated depreciation.
9. When a company is bought by a group that incurred a large of debt to make the purchase, it is the practice of (A) Greenmail (B) TLD (C) LBO (D) White knight.
10. The procedure through which the duties and nature of the jobs and the kinds of people who should be hired for them is (A) Career management; (B) Orientation; (C) Job development; (D) Job analysis.
11. The problem that the managers of a company do not act at all times in the best interests of the shareholders is the (A) Customer relationship problem; (B) Acquisition problem; (C)

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- Agency problem; (D) Institution problem.
12. (A) Advertising; (B) Promotion; (C) Branding; (D) Product line extension is the creation of a strong name or trademark for a product or service.
13. (A) Group dynamics; (B) Group cooperation; (C) Group cohesiveness; (D) Group interaction is the degree to which members of a group are attracted to one another and to group membership that resist threats.
14. Learning through association by connecting a stimulus to a reward through repeated exposure to a stimulus that eventually leads to the reward is (A) External learning; (B) Internal learning; (C) Conditional learning; (D) Unconditional learning.
15. If an NPD team interviews babysitters for the development of a babysitting robot, it is likely that the team resorts to the (A) The market frontier approach; (B) The expert approach; (C) The judgment approach; (D) The lead user approach for idea generation.
16. The universal practice of making published accounts look as attractive as they possibly can is (A) Account balancing; (B) Account garnishing; (C) Window dressing; (D) Window cleaning.
17. (A) Permissive marketing; (B) Virus marketing; (C) Direct marketing; (D) Word-of-mouth marketing is a type of marketing that uses media to contact prospect and elicit a response without the intervention of a retailer or personal sales.
18. (A) Anti-dumping; (B) Anti-migration; (C) Anti-trust; (D) Anti-alliance is the set of rules and laws which help to maintain competition and suppress monopolies.
19. Which of the following countries has the lowest GDP growth rate in 2005? (A) United States; (B) Canada; (C) Germany; (D) Spain.
20. (A) Business wellbeing; (B) Business welfare; (C) Business code; (D) Business ethics relates to what is "right" and "wrong" in everyday business practices.

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21. In 1997, HP and Kodak jointly decided to pursue the digital photography market. The alliances relied on Kodak's thermal dye transfer process to produce prints on HP's printers. This is an example of:
- vertical partnership
  - horizontal partnership
  - competitive collaboration
  - joint venture
22. \_\_\_\_\_ refers to the condition under which firms compete in some arenas and collaborate in others.
- vertical partnership
  - joint venture
  - co-opetition
  - life-cycle partnership
23. Under the \_\_\_\_\_ approach, a relatively high initial price is set to attract the least price-sensitive customers first. The price can be lowered in stages to attract more and more price sensitive customers.
- fair pricing
  - value delivery
  - penetration
  - skimming
24. Which of the following marketing strategies is not based on the notion of network externalities in high-tech markets?
- firms may give products away for free in order to enhance the adoption of its product by a large number of customers
  - firms may partner with competitors in order to establish an industry standard, so that competing products will work with each other
  - firms may decide to keep the basis of its technology proprietary, so that competitors and complementors cannot undermine the basis of its competitive advantage
  - firms will want to license its technology to competitors and sell its components to OEMs in order to enlarge the size of the installed base

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25. Which of the following is not a particularly useful process for idea generation in new product development?

- a. surveys
- b. observations
- c. brainstorming
- d. focus groups

26. Potential investors for a new automated car wash facility want the owners to generate a step-by-step outline of how the owners will transform the idea of a car wash into a reality. In other words, the investors want a \_\_\_\_\_.

- a. statement of cash flows
- b. sources and uses of funds statement
- c. balance sheet
- d. business plan

27. Which of the following is **not** included in describing the entrepreneurial need for achievement?

- a. drive for excellence
- b. desire for recognition
- c. goal attainment
- d. want immediate feedback

28. \_\_\_\_\_ is associated with a cost leadership strategy.

- a. Utilizing facilities or equipment that yield high economies of scale
- b. Constantly striving to reduce per unit overhead, manufacturing, marketing, and follow-up service costs
- c. Minimizing labor-intensive personal services and sales forces
- d. All of the above

29. A strategic plan contains all of the following **except** \_\_\_\_\_.

- a. organizational goals
- b. strategies for obtaining and utilizing the necessary technological, marketing, financial, and human resources to achieve the stated goals
- c. strategies for benchmarking
- d. strategies for developing and utilizing organizational and employee competencies

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30. "Intel Inside" is a successful strategy for ingredient branding in that PC end users are aware of and appreciate unique values provided by Intel. However, to PC OBMs (Own Brand Manufacturers), well known ingredient brand (such as Intel) may post potential threat, especially when Intel announces its manufacturing and delivering of mother board and other PC related peripherals. This scenario characterizes PC OBMs are concerned about Intel's

- a. forward integration
- b. backward integration
- c. horizontal integration
- d. conglomerate diversification

31. Corporate strategies focus on all of the following **except** \_\_\_\_\_

- a. the types of businesses the firm wants to engage in
- b. ways to acquire or divest businesses
- c. allocation of resources among the businesses
- d. ways to develop corporate energy

32. Continuous improvement is driven by all of the following goals **except** \_\_\_\_\_

- a. providing better quality
- b. improving efficiency
- c. being responsive to customers
- d. simplifying decision making

33. The bounded rationality model of decision making is particularly useful because it emphasizes the \_\_\_\_\_, thus providing a better picture of the day-to-day decision-making processes used by most people.

- a. rational steps in decision making
- b. uncertainty of decision making
- c. limitations of rationality in decision making
- d. goal setting nature of decision making

34. Customer satisfaction can be increased when

- a. product quality is the best compared with other alternatives
- b. product price is the lowest compared with other alternatives
- c. customer's expected value in product is less than perceived value
- d. customer service center carefully makes follow-up replies to filed complaints.

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35. Certain guidelines to encourage effective feedback have been developed by such companies as Ricoh, Embassy Suites, and Wachovia. According to these guidelines, effective feedback should be all of the following **except** \_\_\_\_\_
- helpful
  - evaluative rather than descriptive
  - specific rather than general
  - well-timed
36. The American Management Association has adopted guidelines to improve the following communication skills **except** for \_\_\_\_\_.
- clarifying ideas before communicating
  - examining the underlying untruths of the communication
  - consulting with others, when appropriate, in planning communication
  - taking the opportunity to convey something helpful to the receiver
37. Which of the following statements about integrating information systems is true?
- Most organizations use more than one information system.
  - If a common hardware is used, integration problems are minimized.
  - If information systems are developed at the same time, integration problems are minimized.
  - All of the above
38. At which level of an organization is the need for very specific information with a short time frame greatest?
- Functional departments
  - First-line supervision
  - Top management
  - Middle management

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39. Volvo television ads frequently show the company's cars being subjected to crash tests in order to impress consumers with how well built the cars are and to create the impression that Volvos are among the safest cars on the market. What type of competitive business strategy is Volvo using?

- a. Adaptation
- b. Strategic Analysis
- c. Differentiation
- d. Focus

40. Ralston-Purina is a highly innovative firm that is constantly seeking new markets and is oriented toward growth and taking risks. It makes pet foods for almost every kind of domestic animal imaginable, and some that people don't consider domesticated. It uses a \_\_\_\_\_ strategy.

- a. prospector
- b. defender
- c. cost leadership
- d. focus

41. The purpose of control is to

- a. determine where the organization should be at some point in the future.
- b. assess organizational performance relative to some desired goal.
- c. determine how to structure the organization so as to carry out organizational plans.
- d. get the organization's employees to work toward organizational goals.

42. Nokia customized its 6100 series phone for every major market. Developers built in rudimentary voice recognition software for Asia and raised the volume for use in crowded Asian streets. Nokia is using a \_\_\_\_\_ strategy.

- a. straight product extension
- b. product invention
- c. product adaptation
- d. communication adaptation

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43. All of the following are accurate descriptions of the benefits of European unification, except which one?
- Adoption** of the euro will decrease much of the currency risk associated with doing business in Europe.
  - Removing currency conversion hurdles will help member nations to increase cross-border trade.
  - Cross-border trade will increase as marketers will highlight differences in pricing and marketing from country to country.
  - From a marketing point of view, creating a common currency will create a homogeneous market.
44. All of the following are accurate descriptions of the "innovator" adopter group, except which one?
- Innovators are venturesome—they try new ideas at some risk.
  - Innovators tend to be tradition bound.
  - Innovators tend to be better educated and higher in income than later adopters.
  - They are less brand loyal and more likely to take advantage of special promotions such as discounts, coupons and samples.
45. All of the following statements are accurate descriptions of motivation research, except which one?
- Also known as qualitative research, motivation research is designed to probe consumers' hidden, subconscious motivations.
  - Motivational researchers use techniques, such as sentence completion tests and word association tests, to uncover deeper motives for their product choices.
  - Human needs are arranged in a hierarchy, from basic physiological needs to self-actualization at the top.
  - Humans tend not feel the urge to satisfy the most important need first, followed by the next most important need.

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46. All of the following statements are inaccurate descriptions of target market, except which one?

- a. Target market is better immediately identified after the new product is produced and ready to be introduced to the market.
- b. The market segment, among the others, with the greatest growth potential should be identified as a target market.
- c. Targeting is a process of matching unique customer need and company's particular core competence.
- d. Positioning can be unrelated to target market, but must be associated with segmentation.

47. P&G and other consumer packaged goods makers are always striving to be profitable. However, some innovations are not commercially viable because the segment may not be \_\_\_\_\_ to justify the investment the innovation would require.

- a. measurable
- b. accessible
- c. substantial
- d. differentiable

48. All of the following are benefits of multibranding, except which one?

- a. Each brand might obtain only a small market share, and none may be very profitable.
- b. Firms set up flanker and fighter brands to protect their major brands.
- c. Multibranding offers a way to establish different features and appeal to different buying motives.
- d. It allows a company to lock up more shelf space.

49. At Marriott, well-trained employees are given the authority to do whatever it takes, on the spot, to keep guests happy. This service philosophy is based on the credo that the first step to managing service quality stems from \_\_\_\_\_.

- a. delivering service quality better than your competitors do
- b. consistently delivering good value to customers
- c. managing service recovery well
- d. empowering front-line service employees

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50. Which of the following statements about the relationship between operations management and utility is true?

- a. All operations management provides utility of one type or another.
- b. Only operations management in the manufacturing sector can truly be said to provide utility.
- c. Only operations management in the service sector provides utility because it is where product and consumer meet.
- d. There is no demonstrable relationship between operations management and utility.