

# 國立清華大學 101 學年度碩士班考試入學試題

系所班組別：服務科學研究所碩士班 甲組（服務管理組）

考試科目（代碼）：管理學（4601）

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## 一、選擇題（單選，每題 4 分，總共 84 分）

1. The essence of an organizational development (OD) approach to change is \_\_\_\_\_.  
A) having information technology play a central role in the change effort  
B) redesigning a firm's processes to achieve dramatic improvements  
C) its emphasis on planned efforts focusing on people and their interrelationships in organizations  
D) its skill at creating, acquiring, and transferring knowledge, and modifying its behavior to accommodate changes
2. Which of the following statements is true of break-even point?  
A) It cannot be used for control purposes in business organizations.  
B) It can be reached by selling very few units if the fixed costs are high.  
C) It is the point where the selling price minus variable cost exceeds the fixed costs of a unit.  
D) It helps managers exercise control after the product has been created and is ready for marketing.
3. The \_\_\_\_\_ assumes that people usually settle for acceptable rather than maximum options because the decisions they confront typically demand greater information-processing capabilities than they possess.  
A) retrospective decision model  
B) administrative model  
C) rational model  
D) implicit favorite model
4. Which of the following about internal marketing communication is TRUE?  
A) Vertical communication is across functional boundaries in an organization.  
B) Communication between top management and a customer contact employee is horizontal.

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C) Employee training and company newsletter could be considered as vertical communication.

D) Communication from employees to management is considered downward.

E) Communication between marketing and operations department is vertical.

**5. For which of the following services does successful service delivery depend on consumers having a moderate level of participation by providing information, effort or physical possessions?**

A) A visit to McDonald's for breakfast

B) Airline travel

C) Staying at a Marriott resort hotel

D) A haircut

E) Attending a symphonic orchestra concert

**6. Identify the key difference between work teams and work groups.**

A) In a work group, performance is measured directly, while in a work team it is measured indirectly.

B) Work groups have their own specific purpose, while the purpose of a work team is the same as that of the organizations.

C) Leadership is shared in work teams whereas it rests on a particular individual in work groups.

D) In a work team, work is decided upon by the group leader, whereas in the work group it is decided upon by group members.

**7. A sales representative is informed by his supervisor that if he exceeds his sales for the last quarter by 20 percent then some of his more difficult clients will be transferred to another sales representative. The supervisor strongly believes that the transfer will help him achieve past sales targets in the subsequent years. This is an example of \_\_\_\_\_.**

A) extinction

B) punishment

C) negative reinforcement

D) positive reinforcement

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**8. A manager motivates his subordinates to work toward achieving the organizational goals even by foregoing their personal welfare. He does this by modeling the behaviors through his actions. He has created an image of a self-sacrificing leader through his actions.**

**This manager is a(n) \_\_\_\_\_ leader**

- A) charismatic
- B) informational
- C) situational
- D) transformational

**9. Identify the question that managers at the strategic business unit (SBU) level would attempt to address.**

- A) "Who are our direct competitors?"
- B) "What resources should be allocated to each of the businesses?"
- C) "What industries should we get into or out of?"
- D) "What activities does my unit need to perform well in in order to meet customer expectations?"

**10. A narrow span of control is advisable when \_\_\_\_\_.**

- A) employees perform similar jobs
- B) job are complicated and require managerial input
- C) employees are empowered
- D) employees are highly skilled and knowledgeable

**11. Scott is the business head of a software development firm that wants to increase its market share to 30 percent in the next 5 years. The company feels that the best way to go about this is to acquire smaller firms that have a promising talent pool. In his capacity as a business head, Scott is required to plan how the company will arrange for the necessary finances for these acquisitions. Scott is engaging in \_\_\_\_\_ for the firm.**

- A) operational planning
- B) product planning
- C) tactical planning
- D) strategic planning

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**12. Ensuring that a restaurant maintains an attractive appearance would reflect the \_\_\_\_\_ job dimension for its manager.**

- A) constraint
- B) choice
- C) demand
- D) technique

**13. Which of the following examples 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 urges employees to volunteer during natural disasters and other crises.
- E) All of the above

**14. Which of the following is in accordance with the utilitarian approach to ethical decision making?**

- A) Do unto others as you would have them do unto everyone, including yourself.
- B) Choose the action that conforms with moral principles.
- C) Try to make decisions that result in the greatest good.
- D) Focus on the equity and process of outcomes.



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**15. Based on Maslow's hierarchy of needs, Tourists who buy sandwiches from street vendors would more than likely satisfy a(n) \_\_\_\_\_ need; membership in an exclusive country club where annual dues are \$2,000 and where there is a selection committee would satisfy a(n) \_\_\_\_\_ need.**

- A) Social; physiological
- B) Social; self-actualization
- C) Ego; ego
- D) Physiological; ego
- E) Self-actualization; psychological

**16. In EduTech, a software company, the views and suggestions of managers are considered unquestionable and employees never go against what has been suggested by the managers. Sole authority rests in the hands of the managers.**

**Which of the following best describes the above example?**

- A) uncertainty avoidance
- B) power distance
- C) collectivism
- D) masculinity
- E) long-term orientation

**17. Which of the following is the BEST example of outcome fairness when handling customer dissatisfaction?**

- A) The restaurant charged the man for two meals when he sent back his overcooked steak and demanded one cooked correctly.
- B) The ABC Laundry responded to customer complaints within 24 hours.
- C) The Hair Salon staff is very caring and understanding when customers do not like their haircuts.
- D) The small movie theater gave all patrons two-free movie tickets when the movie projector broke halfway through showing the movie.
- E) The hotel refused to help a man find a room for the night when he missed his scheduled airplane flight.

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**18. Which of the following best describes a situation where there is a high potential for substitutes?**

- A) the unique and highly valued flavor, including the taste and texture, of Godiva chocolates
- B) the superior after-sales service offered by Toyota to customers of its Lexus brand of automobiles
- C) Consumers can choose between soda, water, iced tea and many other options to quench their thirst.
- D) Windows software is used by a wide variety of customers, from household users to giant industries.
- E) All of the above

GiftWorld (Scenario)

GiftWorld.com is an online portal which allows its clients to create and send personalized gifts. The visitors can modify the templates given in the Web site to create tailor made gifts. GiftWorld.com ships the products free of cost to its customers.

**19. GiftWorld is planning to reorganize its work team structure. Which of the following is a valid suggestion that you could give to assist them?**

- A) form cross-functional and self-directed work teams
- B) develop unidirectional, homogeneous work teams
- C) form homogeneous, cohesive, and empowered work teams
- D) develop multi-functional and controlled work teams

**20. Which of the following operational methods is being used by GiftWorld.com?**

- A) mass customization
- B) flow production
- C) mass production
- D) flow manufacturing

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21. GiftWorld.com understands what customers want, identifies customer value by analyzing all activities required to produce products, and then optimizes the entire process from the customer's perspective. Hence GiftWorld.com can be called a \_\_\_\_\_.

- A) service organization
- B) total quality management organization
- C) six sigma organization
- D) lean organization
- E) None of the above

### 二、簡答題（英文作答，200 字為限，滿分 16 分）

Customer Delight is the result of delivering a positive surprise that exceeds a customer's expectation of a product or service. For example, a customer's warranty has expired, but the salesperson arranges for the product to be repaired free of charge. Another example is that a hotel front-desk manager gives his/her mobile phone number to international travelers in case they are lost in town and need immediate assistance.

The idea that companies must "delight" their customers or "exceed customer expectations" has been intensely debated. Please explain your view on "**whether service firms should delight their customers**". You may consider *pros and cons* of customer delight.

(Please answer this question in English with the 200 word-limit.)