

國 立 清 華 大 學 命 題 紙

98 學年度 服務科學研究 系(所) 服務管理 組碩士班入學考試

科目 管理學 科目代碼 5001 共 6 頁第 1 頁 *請在【答案卷卡】內作答

Part I. multiple choice questions (50%)

Please circle your answer. 2 points for each multiple choice question and total 25 questions. (單選題)

1. IBM, Acer, and HP-Compaq were vying for dominance in the computer industry. This is an example of which of the following?
 - a. Task/legal political
 - b. General/competitor
 - c. Task/competitor
 - d. General/economic
 - e. Task/technological

2. Conceptual, human, and technical skills are important to which managerial level?
 - a. Top managers
 - b. Middle managers
 - c. First-line managers
 - d. Non managers
 - e. All of the above

3. When Flowers Unlimited uses hand-held computers to monitor daily sales activity, it is an example of a
 - a. feedback control.
 - b. feedforward control.
 - c. concurrent control.
 - d. technological control.
 - e. hand-held control.

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4. _____ is the process of measuring your organizational process against the best in the industry.
- Outsourcing
 - Continuous improvement
 - Environmental analysis
 - Benchmarking
 - Competitive measurement
5. Sarah's Jewelry Shop has just hired a comparative shopper to visit other local jewelry stores to gain product pricing information. What strategy is this describing?
- Boundary-spanning roles
 - A flexible structure
 - Unfair practice
 - Increase planning and forecasting
 - Joint venture
6. Which of the following would be considered a visual representation(s) of a company's corporate culture?
- All department heads have an executive office.
 - Each department has an award plaque for employee of the month.
 - All employees are dressed in professional business attire.
 - Top level executives drive company owned sports car.
 - All of the above.
7. _____ refers to the code of moral principles and values that govern behaviors with respect to what is right and wrong.
- Social responsibility
 - Free domain
 - Ethics
 - Codified law
 - Discretionary responsibility
8. The decision to produce a new product by ASUSTek Computer Inc. is in the
- domain of codified law.
 - domain of free choice.
 - domain of ethics.
 - domain of compensatory justice.
 - domain of social responsibility.

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9. Any group within or outside the organization that has a stake in the organization's performance is called
- a supplier.
 - an international customer.
 - a stakeholder.
 - OPEC.
 - a trade association.
10. A corporate-level strategy is concerned with the question
- what business are we in?
 - how do we compete?
 - how do we support our chosen strategy?
 - where do we market our products?
 - should we promote from within?
11. _____ is the degree to which organizational tasks are subdivided into individual jobs.
- Multitasking
 - Lines of authority
 - Work specialization
 - Autonomy
 - Team structure
12. _____ are the champions of structural change.
- Middle and top managers
 - Top and lower-level managers
 - Middle and lower-level managers
 - Lower-level managers and operatives
 - Operatives and customers
13. Which of these is the potential ability to influence the behavior of others?
- Leadership
 - Management
 - Power
 - Control
 - Motivation

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14. After establishing standards of performance, according to the control model, the manager should

- a. compare performance to standards.
- b. get the standards approved by the supervisors and subordinates.
- c. measure actual performance.
- d. take corrective action.
- e. provide feedback.

15. Decentralized control is most consistent with which of the following budget processes?

- a. Bottom-up budgeting
- b. Top-down budgeting
- c. Strategic budgeting
- d. Cost budgeting
- e. None of these

16. With TQM, employees must be trained to think in terms of _____ and not _____.

- a. detection, prevention
- b. prevention, detection
- c. measurement, prevention
- d. innovation, improvement
- e. none of these

17. _____ is a quality control approach that emphasizes a relentless pursuit of higher quality and lower costs.

- a. Continuous improvement
- b. Cycle time
- c. Quality circles
- d. Six Sigma
- e. Benchmarking

18. Pier 1 has struggled in the market recently, posting declines in same-store sales for several years. While it has changed its product and promotion in an attempt to differentiate itself from competitors such as Target and Wal-Mart, nothing seems to have worked. It would appear that management has lost touch with which stakeholder group?

- a. stockholders
- b. employees
- c. advertising agencies
- d. customers

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19. When former Enron CEO Kenneth Lay made sure his own family benefited handsomely from Enron, he engaged in:
- information manipulation.
 - anticompetitive behavior.
 - self-dealing.
 - opportunistic exploitation.
20. Which of the following is a characteristic of a well-constructed goal?
- precise and measurable
 - address important issues
 - challenging but realistic
 - All of the above are characteristics of a well-constructed goal.
21. Kodak's mission statement is to provide "customers with the solutions they need to capture, store, process, output, and communicate images—anywhere, anytime." It is an example of a good mission statement because:
- it focuses on the product Kodak produces.
 - it focuses on Kodak's customers.
 - a functional component is included.
 - all of the above apply.
22. Today there is a crisis of sorts in the newspaper industry. More and more readers are getting their news from the free websites that newspapers offer. For example, instead of getting a subscription to the *Washington Post* you can simply go to washingtonpost.com and get the day's latest news for free. As a result subscriptions for many newspapers are declining. This problem was created in the newspaper industry largely by:
- punctuated status quo.
 - disruptive technology.
 - exceptional business plans.
 - swarms of successor technologies.
23. Autonomy, a core job characteristic, contributes to which of the following psychological states according to the job characteristics model?
- meaningfulness
 - responsibility
 - knowledge of results
 - individual differences

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24. The _____ is the entire series of organizational work activities that add value at each step beginning with the processing of raw materials and ending with finished product in the hands of end users.
- supply chain
 - value chain
 - ethical chain
 - financial chain
25. When people judge someone on the basis of the perception of a group they are a part of, they are using the shortcut called _____.
- stereotyping
 - self-serving bias
 - assumed similarity
 - the halo effect

Part II. Short Answer Questions (50%)

Please keep your answers concise!! (可選擇以中文答)

- Please list four elements in the task environment of an organization. (5%)
- What are the three important adjustments that need to be made to promote continuous learning in a learning organization? Why is each of them important? (15%)
- What are the five bases of power and which one is generally the most expensive to use? (10%)
- Consider the following list of products. Categorize each along all three dimensions of innovation, if possible (a. radical vs. incremental; b. technical vs. managerial; c. product versus process)(10%)
 - Teaching college courses by videotaping the instructor and sending the image over the Internet
 - A device combining features of a cell phone and a handheld computer with Internet capability
 - The rise in popularity of virtual organizations (i.e., virtual bank).
- Define two organizational-level rewards. How effective are organizational-level rewards? (10%)