

國立清華大學 100 學年度碩士班入學考試試題

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）：4901 管理學

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\*請在【答案卷、卡】作答

一、選擇題 (80分)

**(1) Which of the following is an organizational "people change"?**

- A. work methods that people use
- B. authority relationships between people
- C. attitudes that people have
- D. job redesign

**(2) High cohesiveness combined with a strong alignment between group goals and organizational goals typically results in this.**

- A. strong productivity increase
- B. strong productivity decrease
- C. small productivity decrease
- D. no productivity change

**(3) During a recent meeting, a shouting match arose between a design manager and a marketing representative about a marketing plan for a new product. This team seems to be at the \_\_\_\_\_ stage of group development.**

- A. conflict
- B. forming
- C. norming
- D. storming

**(4) An entrepreneur should \_\_\_\_\_ a plan for dealing with an economic downturn \_\_\_\_\_ any downturn occurs.**

- A. create; when
- B. have; in place before
- C. write out; after
- D. think out; while

**(5) Your company, Solar-Tech, has a very small market share in the solar panel business, a very fast-growing industry. In BCG matrix analysis, which statement is true?**

- A. Your company is a star, so you should borrow money to invest heavily.
- B. Your company is a dog, so you should borrow money to invest heavily.
- C. Your company is a cash cow, so rather than borrow money you should sit back and

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collect revenue.

D. Your company is a question mark, so it is hard to decide whether or not to invest right now.

**(6) A hardware chain decides to give up the "home" market and focus on professional contractors and craftspeople exclusively. This change requires the company to change its how is employees work and are organized. These changes are a good example of \_\_\_\_\_.**

- A. structure determining strategy
- B. structure determining productivity
- C. strategy determining structure
- D. strategy affecting philosophy

**(7) Why are lists such as the Global 100 and *Newsweek's* Top 25 valuable in today's world?**

- A. The lists give the public a comprehensive picture of how socially, environmentally, and economically sustainable our world is today.
- B. The lists are useful for shaming companies that were not included. Some of these companies deserve to go out of business.
- C. The lists bring revenue to the list-makers themselves. Global 100, for example, is able to support itself and do good things from its income from making the list.
- D. The recognition that companies get from appearing on a list serves as an incentive for making companies more socially responsible.

**(8) An old friend from high school has recommended you for a job in his company. You know nothing about the company except that it is flat, organic, and adaptive. Which of the following constitutes the best guess of the company's identity?**

- A. an enormous computer software company like Microsoft or Intel
- B. a small company that manufactures mountain climbing equipment
- C. a very large company that makes car transmission gears
- D. a very small consulting firm that specializes in intellectual property

**(9) Which of the following phrases best characterizes the culture of an organization?**

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- A. our official code of conduct
- B. how things are done around here
- C. the most efficient way to do things
- D. guidelines for where this organization is going

## Scenario - Google

Google offers its search capabilities for free and makes its money from advertising. There are no barriers to launching a new search engine on the Internet. New search engines that are similar to Google appear frequently on the Internet, but few are successful.

**(10) How would you rate the threat of new entrants, one of Porter's five forces, for Google?**

- A. low because new entrants usually fail
- B. low because new entrants are frequent
- C. high because new entrants are frequent
- D. high because new entrants usually fail

**(11) In the past, advertisers have tried to demand that Google favor their products in searches. Google has resisted these demands. Such advertisers are trying to exercise which of Porter's five forces?**

- A. bargaining power of suppliers
- B. bargaining power of customers
- C. competitive rivalry within the industry
- D. threat of substitutes

**(12) Which of the following is NOT an advantage of a cloud computing system like Google Apps?**

- A. Reliability: In a centralized system, if the system is running, all computers are functional. Computers fail to function only if the entire system goes down.
- B. Cost: Cloud computing allows companies to avoid purchasing expensive computers with large amounts of memory, servers, and software to run in those computers.
- C. Convenience: Cloud computing allows a user to access all of his or her data from any computer in the world.

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D. Hardware: Rather than have computers become instantly obsolete, cloud computing allows users to have the latest and most up-to-date programs and features on their computers.

Scenario - Nick

Nick is an assistant chef on a sandwich truck that drives to different neighborhoods around his city and provides *Banh mi*, Vietnamese sandwiches, to its customers.

Each weekend, the truck tries to park in places that will have lots of foot traffic. Nick has an idea to improve business. He thinks employees should use the Internet to monitor postings of local neighborhood events, such as outdoor concerts and festivals. Those locations are likely to have plenty of customers for the *Banh mi* truck.

**(13) In suggesting a new way to find good locations for the truck, Nick is**

\_\_\_\_\_.

- A. a leader functioning as a follower
- B. a follower functioning as a leader
- C. acting as a traditional leader
- D. acting as a traditional follower

**(14) Which of the following would be the most effective way for Nick to present his idea?**

- A. have his supervisor bring up the idea in a meeting and have his supervisor argue for its implementation
- B. bring up the idea himself in a meeting and have his supervisor argue for its implementation
- C. bring up the idea himself in a meeting and argue for its implementation himself
- D. submit the idea in written form on the Internet and allow others to argue for its implementation

**(15) Which action might best help Nick get his idea implemented?**

- A. argue passionately for the idea's acceptance
- B. write a long, hypothetical description of how the idea might be implemented and what the likely results would be
- C. do research to find actual neighborhood locations and bring a list of locations to

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management

D. do extra chores to show that he is a hard worker

**(16) Suppose a manager accepts Nick's idea, but the idea fails when it is tried out. Which consequence for Nick would be appropriate?**

- A. Fire Nick for taking too big a risk.
- B. Praise Nick for trying, but discourage him from making suggestions in the future.
- C. Warn Nick to be more careful with his suggestions in the future.
- D. Praise Nick for trying, and encourage him to keep making suggestions in the future.

Scenario - Home Roast

Francesca has been hired as a consultant to increase efficiency and profitability at Home Roast, a company that sells raw unroasted coffee beans for people to roast at home. Home roasters has two warehouses, an extensive website, and it employs over 100 customer service employees, most of whom work from home.

**(17) Is Home Roast a virtual organization?**

- A. Yes, because it is widely dispersed, has no stores, and relies on ICTs.
- B. Yes, because it has a website and a small number of employees.
- C. No, because some of its employees use the telephone rather than the Internet to supply service.
- D. No, because it is too large an organization to be strictly virtual.

**(18) To boost sales, Francesca has suggested that Home Roasters create a \_\_\_\_\_ for the community of people who roast their own coffee to get together and communicate.**

- A. peer-to-peer network
- B. social networking site
- C. cloud computing network
- D. virtual reality network

Scenario - Taco Rocket

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Imagine that you are the president of Taco Rocket, a new and successful chain of 8 Mexican fast-food restaurants. The success you have experienced in the last 5 years has you thinking of what to do with the business next. Should you expand the business at the current rate? Open new and different restaurants? What?

**(19) Up to now your success has been based on selling high-quality tacos and burritos at a price that others can't match. Your business is pursuing which of Porter's strategies?**

- A. differentiation strategy
- B. cost leadership strategy
- C. competitive advantage strategy
- D. focus strategy

**(20) You are thinking of buying a tortilla factory in a nearby state. This action would be an example of \_\_\_\_\_.**

- A. forward vertical integration
- B. horizontal integration
- C. backward vertical integration
- D. forward diversification

## 二、簡答題（20分）

You have been invited to give a five-minute talk that addresses the question: Is globalization a good thing or a bad thing? Explain your view. Your answer to this question should not exceed 150 words. (Please answer this question in English)