


**注意：考試開始鈴響前，不得翻閱試題，  
並不得書寫、畫記、作答。**

國立清華大學 108 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

考試科目(代碼)：管理學(5202)

### — 作答注意事項 —

1. 請核對答案卷(卡)上之准考證號、科目名稱是否正確。
2. 作答中如有發現試題印刷不清，得舉手請監試人員處理，但不得要求解釋題意。
3. 考生限在答案卷上標記「由此開始作答」區內作答，且不可書寫姓名、准考證號或與作答無關之其他文字或符號。
4. 答案卷用盡不得要求加頁。
5. 答案卷可用任何書寫工具作答，惟為方便閱卷辨識，請儘量使用藍色或黑色書寫；答案卡限用 2B 鉛筆畫記；如畫記不清(含未依範例畫記)致光學閱讀機無法辨識答案者，其後果一律由考生自行負責。
6. 其他應考規則、違規處理及扣分方式，請自行詳閱准考證明上「國立清華大學試場規則及違規處理辦法」，無法因本試題封面作答注意事項中未列明而稱未知悉。

一、選擇題（單選，每題 4 分，共 15 題，總共 60 分）：請依各題敘述與情境，  
挑選一個最合適的答案。選擇題請作答於答案卷上。

1. Larry is an HR manager with Merlin Infosystems. He is in charge of recruitment for entry-level positions in the company. He is of the view that job interviews should provide a realistic job preview. Which of the following is Larry likely to do during job interviews?

- A) explain all the positive points, including the flexible nature of work
- B) over-embellish the growth opportunities for employees
- C) promise a vibrant, fun work culture at the office
- D) intimating the employee about possible overtime

2. The erosion of CD sales and the increase in music downloads reflects which of Porter's five forces in the industry?

- A) Suppliers
- B) Threat of new entrants
- C) Threat of substitutes
- D) Intensity of rivalry

3. Jessica, a team leader at Hifenac Corp., has portrayed her managerial skills by successfully motivating each of her team members to perform exceedingly well. The exceptional performance of her team prompts the management to increase her team size and assign her new projects. Soon, however, management observes that this additional responsibility adversely affects Jessica's performance and the productivity of the new team is not as impressive. Which of the following is most similar to the scenario discussed above?

- A) Laura convinces her management to hire more people for her team so that they can reduce their project turnaround time.
- B) Workers at a brewery are subjected to loss of pay for uninformed absence. This eventually reduces absenteeism and improves production.
- C) A sales manager with a good past sales record is assigned a larger sales territory. However, he fails to deliver as expected.
- D) Declining productivity at one of its plants caused the Sigma Group to hire Dan Wilkinson as the new production manager on account of his excellent performance record. Dan is, however, unable to improve the plant's performance.

4. Altdoor International Corp. manufactures and markets commercial trucks, buses, diesel engines, and military vehicles. The company manufactures the engines and assembles the vehicles from a large factory located in southern California. Lynn is the supervisor of one of the teams that function in the production line and most of the tasks that the members perform are structured and routine. Lynn believes that the supportive leadership style is most suited to manage his team. Which of the following information, if true, would most support Lynn's belief?

- A) Lynn's team typically works on short-term projects with varying goals, though the tools and operations are the common ones.
- B) Most members of the team are unskilled workers, and they often find it difficult to operate the complex machineries that the company installed recently.
- C) The team is composed of twenty-five young and enthusiastic employees who were selected and trained six months ago.
- D) More than eighty percent of the employees in the team have five or more years of experience in performing the tasks.

5. 3M's ability to leverage its knowledge of adhesive and thin-film technology is an example of which strategic management viewpoint?

- A) Competitor analysis
- B) Resource-based view
- C) Functional analysis
- D) Value-chain analysis

6. The Caesar Park Hotel generally caters to business customers during the week, but has now decided to promote mini-vacation weekends for non-business customers as well. What is the Caesar Park trying to do?

- A) It is implementing premium pricing.
- B) It is trying to cultivate nonpeak demand.
- C) It is promoting complementary services.
- D) It is implementing differential pricing.

7. Kaya, a chain of skin clinics, requests each new visitor to fill up their own details on a printed form. This is a step in \_\_\_\_\_.

- A) increasing its peak-time efficiency
- B) facilitating its future expansions
- C) increasing consumer participation
- D) sharing its services

8. Ellen came across an ad for a new restaurant which promised authentic French cuisine. When she ate there, however, she was disappointed to find that the food was mediocre and not very authentic. Which of the following gaps of service performance does this demonstrate?

- A) gap between service-quality specifications and service delivery
- B) gap between perceived service and expected service
- C) gap between service delivery and external communications
- D) gap between consumer expectation and management perception

9. Strum Services provides content management services to major educational publishers. Due to low morale, the level of employee output has been below par, which has caused a backlog in work. Which of the following, if true, would strengthen the argument to use coercive techniques in this situation?

- A) The company is on a tight deadline to complete a major project for an important client.
- B) The company is in its lean season and work volumes are low.
- C) The company can afford to hire temp workers to handle the backlog and complete the work on time.
- D) The company's workforce is comprised of employees with highly specialized skill sets.

10. AT&T's business campaign not only helped to change public perceptions of the company, it also signaled to employees that AT&T was determined to be a leader in telecommunication services. Which principle of branding does this example portray?

- A) Internal branding
- B) Personal branding
- C) Individual branding
- D) Co-branding

Sirius Corp, an automobile manufacturer in Texas, has a number of vacancies at lower management levels, which is important for the company's future development, and wants to fill the positions from within the company itself rather than recruit externally. The company plans to e-mail the job specifications to all employees and post the jobs on the company Web site.

11. Which of the following, if true, will strengthen the company's decision?

- A) The majority of the company employees have only a basic level of education.

- B) The company recently instituted a technical skills improvement program for shop floor employees.
- C) A top recruitment agency recently sent the company details of prospective college candidates.
- D) Several top performing entry level employees have received offers from rival companies.
- E) A majority of the company's employees are reaching the age of retirement.

12. Which of the following, if true, will weaken the company's decision?

- A) The majority of the company's employees have only a basic level of education.
- B) The company recently instituted a technical skills improvement program for shop floor employees.
- C) The existing shop floor employees have high potential and personal ambition to rise in their careers.
- D) Sirius Corp. just opened a new manufacturing facility in New Mexico.
- E) Several top performing entry level employees have received offers from rival companies.

### Targeting the Right Immigrants

(The following content is part of a Harvard Business Review article by Kumar and Steenkamp in 2013)

The culture in which a person is born—the home culture—plays a key role in shaping his or her identity. No matter where people end up living, they retain a sense of themselves as, say, American, Brazilian, Chinese, or English, depending on their roots. Even if they wish to forget their ancestry, the society to which they have moved—the host culture—tends to make that difficult, because it views them as different and as newcomers, even pretenders. After people immigrate, they consciously and subconsciously modify aspects of their identity in response to the host culture. Marketers have observed changes in the attitudes, lifestyles, and values; language and accents; and purchase and usage behaviors of immigrants. Marketers place immigrant customers in one of four categories:

**Assimilators.** These immigrants are unlikely to retain customs and practices from the home culture; they quickly adopt those of the country they've moved to. They won't buy products made in their homeland, partly because they don't wish to stand out. In fact, assimilators are prone to purchasing the host country's

brands as an affirmation of its culture.

**Marginals.** Many immigrants believe that society has marginalized them, especially if they have been forced to leave their homelands. Because these individuals are usually poor, they also often lack economic and educational opportunities in both home and host countries. Unsurprisingly, neither culture can influence their purchase decisions. They weigh only factors such as affordability, functionality, and durability.

**Ethnic affirmers.** These people consciously separate themselves from the host culture and think little of—and may even deride—its lifestyle, values, products, and brands. They cling to their home cultures, even more fervently than people living in their homelands, as a means of retaining their identity. This is usually a self-preservation mechanism for minorities who must live in a large or powerful host culture.

**Biculturals.** Biculturals are able to maintain a sense of belonging to both their home and their host cultures without compromising their identity. They can alter their conduct to fit different contexts, and they integrate elements of both cultures into their behavior. For example, studies have found that most Indian-Americans like Indian food and clothes at home but prefer American food and dress when they go out.

13. Studies show that first-generation Korean-Americans are more likely than U.S.-born consumers to own durable goods that were made in America, and that Mexican-Americans eat more American breakfast products, such as dry cereals and bagels, than the average U.S. consumer does. These are examples of \_\_\_\_\_.

- A) Assimilators
- B) Marginals
- C) Ethnic affirmers
- D) Biculturals
- E) Ethno-centric consumers

14. If you want to build a Taiwanese brand selling to overseas Taiwanese, which types of consumers will be better targets?

- A) Assimilators and marginal
- B) Ethnic affirmers and biculturals.
- C) Assimilators and ethnic affirmers
- D) Marginals and biculturals
- E) Assimilators and biculturals

15. If you desire the Taiwanese brand you build to be popular among Americans too,
- A) Assimilators
  - B) Marginals
  - C) Ethnic affirmers
  - D) Biculturals
  - E) Ethno-centric consumers

**二、問答題（共 2 題，總共 40 分）：請依各題敘述與指示回答。問答題請書寫於答案卷上，可選擇用中文或英文作答，無字數限制。**

Monitoring and managing customers are essential to companies for building competitive advantages in marketplace. Without customers, most organizations would cease to exist. Many managers believe that it is the marketers' responsibilities to worry about the customers. On the other hand, some top managers like to listen to the voice mails (or recorded call conversations at customer service center) from dissatisfied customers to hear caller's responses toward the strategies that the firm is employing.

- 1) How would you respond to the above statements about customer service? For example, is it necessary for non-marketing managers to worry about customers? Why? (20 points)
- 2) Firms are attempting to use Chabot or AI to replace frontline employees in call centers or stores to serve customers and rely on big data to hear the voice of customers. Please discuss the pros and cons of using these technology-driven approaches for customer services. Feel free to use companies to illustrate and support your analyses and discussion. (20 points)