

國立中央大學八十四學年度碩士班研究生入學試題卷

所別：人力資源管理研究所 組科目：管理學

共 3 頁 第 1 頁

一、請說明策略形態的六個主要構面。(8%)

①策略型態與策略形態有何異同？(7%)

二、策略領導者應扮演那些角色與任務？(10%)

三、請說明何謂內在動機 (intrinsic motivation)? (7%)

①請比較需求層次理論、增強理論與內在動機理論之間的差異。(9%)

②新世代工作者受強烈的內在動機驅使，組織設計上將轉而著重自主組織 (self-organization)。請說明此一趨勢之管理涵義。(9%)

四、是非題 (每答對一題給2分,未答者不扣分也不給分,答錯倒扣1分) (30%)

1. The term 'human resource management' implies that workers are all similar rather than unique.
2. Job and work design is the process of investigating the tasks of a particular job.
3. An internal factor affecting organizational effectiveness is the ability of leaders to move others toward a vision of the future.
4. The process of shaping behavior through reinforcement is called motivational-hygiene theory.
5. More flexible work rules make it harder for companies to encourage creativity and quick response to changes in the external environment.
6. Assessment centers are used for internal recruiting.
7. The exit interview is a means of collecting information about the causes of involuntary separation.
8. Determining changes that should be made is one purpose of evaluating a training program.
9. Critical remarks during performance appraisal interviews lead to defensive behaviors by employee.
10. Merit pay is an incentive plan that ties pay increases to performance.
11. Distributive bargaining is when one side gains at the expense of the other.
12. Employees expect that their employers will treat them fairly in the work-place as a result of legal decisions, social changes, and a rising level of education.
13. The cost of supervisory time incurred in investigating accidents and filling out reports is an intangible cost of employee accidents.
14. Quality circles are largely a Japanese synthesis of American ideas pertaining to statistical quality control and group dynamics.
15. Organizational improvement strategies work best when employees are require to participate.

五. 選擇題 (每答對一題給2分, 未答者不扣分也不給分, 答錯倒扣1分) (20%)

(一) The Panta Corporation is a major manufacturer of casual furniture. Since its inception, it has been very successful in the low-price home furniture market. Its customers are often students trying to furnish an apartment or new work force entrants furnishing their first residence. At a meeting designed to create the strategic plan for the long-range future of Panta Co., the top managers worked out some new strategic thrusts. After looking at the market, the competition, their industry, and their own company, they decided to move into a new, upscale product line aimed at younger adults, with higher incomes, perhaps furnishing their first home. Panta has a reputation for good-quality products at low prices and wants to use this to carry it into new markets. In order to accomplish this, Panta purchased a new manufacturing facility to produce the new products. Further, it decided to operate under self-managed work teams at the new plant. Present at the strategic planning sessions were the president and vice-presidents of production, finance, marketing, sales and distribution, and accounting.

Six months after implementing the new strategy, Panta was behind schedule. It was having a hard time getting workers in the city where the plant was located, and those hired were not working well under the team system.

1. What type of strategy is Panta following?
 - a. horizontal integration
 - b. concentrated growth
 - c. concentric diversification
 - d. conglomerate diversification
 - e. stability
2. What is Panta's sustainable competitive advantage?
 - a. service
 - b. image
 - c. low price and good quality
 - d. reliability
 - e. none of the above
3. How has Panta implemented its strategy?
 - a. acquisition
 - b. merger
 - c. joint venture
 - d. internal growth
 - e. combination
4. Which of the following is probably true about Panta?
 - a. It probably does not use strategic human resource management.
 - b. It probably does not formulate strategy.
 - c. It does not have a sustainable competitive advantage.
 - d. It needs to follow a turnaround strategy.
 - e. It would have been more successful with a joint venture.
5. Had Panta included someone from human resources in the planning session
 - a. the problems with the strategy would have still occurred.
 - b. the problems with implementation would have been lessened.
 - c. the competitive advantage would have been changed.
 - d. a different strategy would have been chosen.
 - e. none of the above

(二) FirstBank implemented an incentive plan for its loan officers six months ago. Pam, a loan officer in a busy branch of FirstBank in one of the local suburbs, has been recently trying to figure out why she, as well as several of the other loan officers, has been receiving less compensation after the plan went into effect than she did before. The plan pays the loan officer based on a percentage of the dollar loan volume made that month. In the past, the loan officers had a base salary and received a small bonus if they exceeded their loan goals. Now, the salary they receive is totally dependent on the amount of loans they make.

Unknown to the loan officers is the fact that top management implemented the plan for two reasons. First, its labor costs for loan officers were high and needed to be reduced, and loans in the city were becoming difficult to make. People were overextended on credit as it was, and most people either did not qualify or did not want any more debt. Consequently, loan volume had been falling off considerably.



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共 3 頁 第 3 頁



6. What type of incentive plan sounds most like what is being offered to Pam and the other loan officers?
- ESOP
 - straight commission
 - standard-hour plan
 - straight piecework
 - profit sharing
7. Based on your knowledge of incentive plans, what is top management neglecting to do?
- communicate information to the workers
 - formulate a strategic plan
 - involve all workers in the incentive plan so that everyone loses or gains
 - a and c only
 - all of the above
8. What is likely to be the reason that Pam's salary has fallen?
- Loan volume has gone up.
 - Her base salary has not changed.
 - Loan volume has gone down.
 - She is not working hard enough.
 - There is not enough information to tell.
9. What is likely to happen to FirstBank's loan officers if their salaries continue to fall?
- They may leave and go to work for another bank.
 - They will become dissatisfied with the incentive plan.
 - Morale may go down.
 - all of the above
10. If top management could make one small change in the plan that would have positive results, which of the following changes would you recommend?
- change the plan to salary plus commission
 - change to an ESOP
 - change to a stock-option plan
 - none of the above