

國立中央大學八十七學年度碩士班研究生入學試題卷

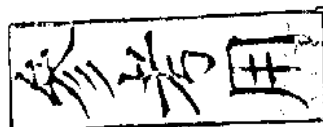
√所別：人力資源管理研究所甲、乙、丙組 科目：

管理學

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一、選擇題：60%（請選擇一個最恰當的答案，依序作答並寫明題號，每題2分）

1. The planning function is the dynamic process of making decisions that focus on:
 - A. future performance.
 - B. past performance.
 - C. both past and future performance.
 - D. past and present financial actions.
 - E. past and present goals and objectives.
2. _____ is a function of managers who, by directing and motivating, influence organization members to perform in ways that accomplish the organization's objectives.
 - A. Planning
 - B. Organizing
 - C. Leading
 - D. Staffing
 - E. Controlling
3. All managers must eventually chose from alternatives; the quality of these choices determines their effectiveness. Such managers are using their:
 - A. technical skills.
 - B. analytical skills.
 - C. computer skills.
 - D. deductive skills.
 - E. decision making skills.
4. _____ believed that the key to harmony was seeking to discover the one best way to do a job, determine the optimum work pace, train people to do the job properly, and reward successful performance by using an incentive pay system.
 - A. Henri Fayol
 - B. Elton Mayo
 - C. Herbert Simon
 - D. Frederick W. Taylor
 - E. Max Weber
5. The Hawthorne effect is a term used to describe a situation where:
 - A. people essentially stop working when they feel they are considered experiment subjects.
 - B. workers react in a way they thought the experimenters wanted them to react.
 - C. workers output increases in direct relation to an increase in illumination.
 - D. researchers arrive at conclusions based on what the organizational hierarchy decrees.
 - E. workers are motivated more by economic factors than anything else.



注：背面有試題

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6. An organization design that relies on specialization of labor, a specific authority hierarchy and a formal set of rules and procedures is a(n):
- A. bureaucracy.
 - B. anarchy.
 - C. open system.
 - D. closed system.
 - E. authoritarian design.
7. An organization that interacts with its environment and uses the feedback received to make changes and modifications is referred to as a(an)
- A. feedback system.
 - B. open system.
 - C. closed system.
 - D. environmental system.
 - E. scientific system.
8. A system of behavior, ritual and shared meaning held by employees that distinguishes the group of organizations from other similar units is termed
- A. norms.
 - B. culture.
 - C. policy.
 - D. ethics.
 - E. responsibility.
9. While similar to a Multinational Corporation, a _____ isn't anchored to a single country and national boundaries are meaningless.
- A. Universal Corporation
 - B. Global Corporation
 - C. International Corporation
 - D. World Corporation
 - E. Diversified Corporation
10. The first step in the decision formulation stage is to:
- A. identify the problem.
 - B. define the problem.
 - C. establish specific goals and objectives.
 - D. determine causes of any problems.
 - E. evaluate possible solutions.
11. A company's comprehensive plan which describes the general tone of the mission and objectives of the company well into the 21st century would be classified as a
- A. stratagem.
 - B. general plan.
 - C. tactical plan.
 - D. strategic plan.
 - E. operational plan.



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12. A _____ strategy is expected to lead to a relatively high-cost, low-volume production, with a high gross profit margin per item.

- A. cost leadership
- B. functional
- C. role
- D. differentiation
- E. niche

13. Using the BCG approach, an organization would classify a business unit that has a high share of high-growth market as a _____.

- A. star.
- B. cash cow.
- C. question mark.
- D. dog.
- E. cash trap.

14. _____ is(are) in the direct chain of command and contributes directly to the achievement of the organization's goals.

- A. A line position
- B. A staff position
- C. Human relations specialists
- D. The Vice President for Affirmative Action
- E. The controller

15. Span of control refers to the number of people who report to one manager or supervisor. Which of the following is the poorest excuse for determining the span of control?

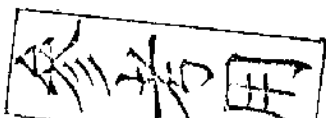
- A. The competence of both the manager and the subordinates.
- B. The degree of interaction required among the units to be supervised.
- C. The relative financial condition of the organization.
- D. The extent of standardized procedures.
- E. The degree of physical dispersion.

16. "What activities are required in a job" is a question answered by _____.

- A. Job analysis
- B. Job specification
- C. Job description
- D. Job specialization
- E. Job appraisal

17. A job _____ is a written explanation of skills, knowledge, abilities, and other characteristics needed to perform a job effectively.

- A. design
- B. description
- C. specification
- D. summary
- E. requirement



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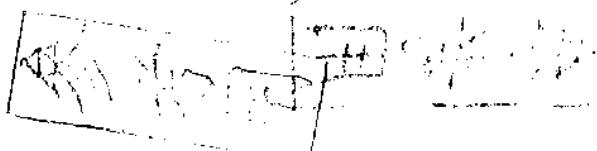
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18. Job _____ attempts to give workers more control of their activities, addressing their needs for growth, recognition, and responsibility.
- A. elaboration
 - B. enlargement
 - C. enrichment
 - D. extension
 - E. rotation
19. A firm's human resource forecast consists of the
- A. firms's requirements in terms of numbers available, skill mix, and external labor supply.
 - B. monitoring system used to determine the degree of attainment of human resource goals.
 - C. number of people available to work at any particular time.
 - D. plan for recruitment, selection, training, orientation, promotion, development, and compensation plans.
 - E. skills, abilities, and knowledge that exist within the firm.
20. From the ratee's perspective, performance evaluations must be all of the following except
- A. relevant.
 - B. fair.
 - C. subjective.
 - D. used by raters familiar with ratees' job performance.
 - E. open to modification if flaws are detected.
21. A manager may be asked to rate an employee on quality, teamwork, finishing projects, and initiating projects. In general, a worker would be expected to be good in some of these areas and not so good in others, but when such a worker receives nearly identical ratings on all the performed areas, a _____ error is suspected.
- A. halo
 - B. leniency
 - C. central tendency
 - D. harshness
 - E. recognition
22. The decision relative to establishing pay for employees working on different jobs within the organization is termed the
- A. pay-level decision.
 - B. pay-structure decision.
 - C. individual pay determination.
 - D. similarity pay structure.
 - E. structured pay method.

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23. The first step in the direction of creating a pay for performance work culture is to
- A. develop performance evaluation systems that are considered equitable, meaningful, and comprehensive by both managers and employees.
 - B. offer equal training to each and every employee affected.
 - C. evaluate the strengths, weaknesses, and threats of competition in the same area.
 - D. assure that unions representing the work force will not resist the efforts of management.
 - E. bring in organizational development teams to work on the underlying culture of the organization.
24. The goal of _____ is to unite diverse organizational elements behind the common pursuit of improved organizational effectiveness by allowing employees to share in the proceeds.
- A. whistle blowing
 - B. gainsharing
 - C. production bonuses
 - D. organizational development
 - E. cooperativeness
25. In stages of group development, during _____ stage, personalities emerge and individuals go through an informal vying for power or control of the group.
- A. adjourning
 - B. forming
 - C. norming
 - D. performing
 - E. storming
26. Advantages of on-the-job training include the following except for _____.
- A. being relatively inexpensive.
 - B. learning while producing.
 - C. minimal or no use of classrooms or programmed learning devices.
 - D. self-paced training.
 - E. being work-related.
27. A program aimed at changing the attitudes, values, and beliefs of employees so that the employees themselves can improve the organization is called:
- A. leader match training.
 - B. Vroom-Yetton leadership training.
 - C. transactional analysis.
 - D. organizational development.
 - E. training program.



注意：背面有試題

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28. A plan that offers each person a bonus based on the company's results, regardless of the person's actual effort is called:

- A. lump-sum bonus.
- B. piece rate production.
- C. profit-sharing.
- D. financial incentives.
- E. gainsharing.

29. The following are guidelines employers can use to preserve a union-free workplace except for:

- A. practicing preventative employee relations.
- B. paying minimum wages.
- C. recognizing the importance of location.
- D. seeking early detection of organizing activities.
- E. taking care of employees' needs.

30. The following are reasons to rely on local, host country management for filling the foreign subsidiary's management ranks except for:

- A. lower costs incurred with local management.
- B. preference of employees to not work in a foreign country.
- C. lower costs incurred with expatriates.
- D. inclination of government to have the "nativization" of local management.
- E. better understanding of local employees.

二、申論題：40%（三題選兩題，每題 20分）

1. 試論組織結構的演進（可圖示），並闡述每種組織設計之優、缺點，與時空環境之配合。
2. 台灣科技產業蓬勃，加以多家公司以股票吸引人才，造成該產業偏高的員工流動率。請從選、用、育、留等觀點，闡述如何在此情況下進行有效的人力資源管理。
3. 試論「策略性」人力資源管理，與一般人力資源管理有何不同，並舉例說明。