

所別：人力資源管理研究所碩士班 不分組 科目：管理學

第一部份：選擇題（單選，每題三分）

1. The accounting manager for a local newspaper would be considered a _____ manager, whereas the production manager would be considered a _____ manager.
(a) general, functional (b) middle, top (c) staff, line (d) senior, junior
2. The Hawthorne Studies are an important foundation of the _____ approaches to management thinking.
(a) classical (b) human resource (c) administrative (d) quantitative
3. Dealing with the management theme of valuing diversity would include the challenges of _____.
(a) cutting back the number of workers. (b) eliminating middle management jobs. (c) meeting needs of an aging workforce. (d) reducing cycle times.
4. When a government makes economic decisions such as the distribution of labor and other resources to businesses, it is operating a _____ economy.
(a) free-market (b) competitive (c) central-planning (d) supply-side
5. A/an _____ is someone who exposes the ethical misdeeds of others.
(a) whistleblower (b) ethical guard (c) ombudsman (d) stakeholder
6. The benefits of planning include:
(a) improved organizational focus and flexibility, (b) improved organizational coordination (c) better organizational control (d) a, b, and c.
7. In Porter's model of competitive strategy, the three generic strategies include _____.
(a) divestiture (b) market penetration (c) focus (d) diversity
8. _____ decision theory views managers as making optimizing decisions, whereas _____ decision theory views them as making satisficing decisions.
(a) Administrative, human relations (b) Classical, administrative (c) Heuristic, humanistic (d) Quantitative, behavioral
9. An organization chart showing vice presidents of marketing, finance, manufacturing, and purchasing all reporting to the president, is depicting a _____ structure.
(a) functional (b) matrix (c) network (d) product
10. A/an _____ organizational design works best in _____ environments.
(a) flexible, stable (b) organic, uncertain (c) mechanistic, dynamic (d) adaptive, certain
11. Which statement about QWL is correct?
(a) QWL stands for quality of work life. (b) Managers should create high QWL environments. (c) QWL is related to the quality of life overall. (d) All statements are correct.
12. The assessment center approach to employee selection relies heavily on _____.
(a) pencil and paper tests (b) simulations and experiential exercises (c) the review of written resumes (d) formal one-on-one interviews

注意：背面有試題

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13. Vision, charisma, integrity, and symbolism are all on the list of attributes typically associated with ___ leaders.
(a) contingency (b) informal (c) transformational (d) transactional
14. Job enrichment and self-managing teams are examples of work designs that can provide workers with the opportunity for greater _____ rewards.
(a) intrinsic (b) extrinsic (c) monetary (d) profit-sharing
15. _____ is the perceptual distortion that involves the assignment of personal values or attributes to others.
(a) Stereotyping (b) Halo effect (c) Selective perception (d) Projection
16. A conflict between management in an organization and the labor union representing its workforce would be an example of a/an _____ conflict.
(a) interpersonal (b) interorganizational (c) personal (d) subsystem
17. The quality circle is one example of a/an _____ that may be found in progressive organizations.
(a) autonomous work group (b) self-managing team (c) employee involvement group (d) task force
18. Sensitivity training and role negotiation are examples of organization development interventions at the ___ level.
(a) individual (b) group (c) system-wide (d) organization
19. The first step in human resource planning is to _____.
(a) forecast human resource needs (b) forecast labor supplies (c) assess the existing workforce (d) review organizational objectives and strategies
20. _____ are special computer programs with a series of "if...then" rules to help users analyze and solve problems.
(a) Expert systems (b) Executive information systems (c) Supercomputer systems (d) Virtual reality systems

第二部分：申論題（三題中任選兩題作答，每題各二十分）

- 一、在快速全球化的企業經營過程中，人力資源管理自然會受到巨大的衝擊及調適，尤其在文化的差異及互動方面，會產生深遠的影響，（1.）討論人資管理哪些功能受到最大的影響及其重要的成因；
（2.）討論如何才能有效地融合多元文化在現代企業組織中並發揮其功能及效率；
（3.）舉出實際的例子或個案以加強你的論述。
- 二、全球化的企業面臨結構上革新的挑戰，就你所知有哪些新興的設計概念，對組織的功能績效與人員之滿足感方面，有較好的促進作用，請舉例說明。
- 三、國際化的企業組織，常面臨如何有效地激勵員工士氣及工作的成效問題，請討論（1.）兩個激勵理論並且評述其內涵與重點；（2.）每一個理論如何能在跨國公司內發揮具體的功效；（3.）每一個理論在此類公司裡的優點及缺點。