國立中央大學96學年度碩士班考試入學試題卷 共 山 頁 第 1 頁

所別:人力資源管理研究所碩士班科目:管理學

I. 選擇題 (44%, 每題 2分)

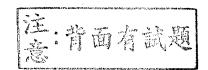
- 1. One of the benefits of globalization is
 - A. Higher production quality
 - B. Additional human resources training
 - C. Increased integration
 - D. Economies of scale
- 2. The heart of lean production is
 - A. Computer integrated system
 - B. Software
 - C. Employee involvement
 - D. Leadership
- 3. Coercive forces result in
 - A. Efficiency
 - B. Legitimacy
 - C. Appreciation
 - D. Effectiveness
- 4. The job characteristics model expands on which element of job redesign?
 - A. Critical psychological state
 - B. Job enlargement
 - C. Job enrichment
 - D. Job expectancy
- 5. Which of the following is not the mechanism to transmit vertical information?
 - A. Supervision
 - B. Rules
 - C. Integrating roles
 - D. Information system
- 6. Which of the following is not a part of strategy implementation?
 - A. Performance evaluation
 - B. Budgets
 - C. Procedures
 - D. Programs
- 7. Self-efficacy beliefs develop because of the
 - A. His/her personality
 - B. His/her intelligence
 - C. His/her past performance
 - D. His/her skills



國立中央大學96學年度碩士班考試入學試題卷 共 以 頁 第 2 頁

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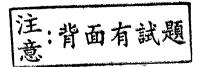
- 8. Board members who may face a conflict of interests are known as
 - A. Family directors
 - B. Interlocked directors
 - C. Affiliated directors
 - D. Independent directors
- 9. Which of the following is not a corporate outside stakeholder?
 - A. Suppliers
 - B. Union
 - C. Customers
 - D. Creditors
- 10. Charismatic leadership:
 - A. Tends to create change.
 - B. Tends to polarize followers.
 - C. Tends to undermine employees' job satisfaction.
 - D. Tends to balance task and people issues.
- 11. Industry analysis is primarily concerned with a corporation's
 - A. Task environment
 - B. Societal environment
 - C. Economic environment
 - D. Cultural environment
- 12. Which of the following is the formal system of task and authority relationships?
 - A. Organizational theory
 - B. Organizational behavior
 - C. Organizational structure
 - D. Organizational culture
- 13. Simple rules of thumb used to help make satisficing decisions are known as:
 - A. Heuristics
 - B. Programmed decisions.
 - C. Pre-decisions.
 - D. Framing rules.
- 14. When employees are empowered, managers are more likely to exercise:
 - A. Charisma power
 - B. Expert power
 - C. Legitimate power
 - D. Reference power



國立中央大學96學年度碩士班考試入學試題卷

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- 15. Which strategic alliance would be most appropriate for two organizations that operate in a relatively certain environment?
 - A. Contract
 - B. Network
 - C. Minority ownership
 - D. Joint venture
- 16. When delegating authority, the agency problem arises because:
 - A. the agent does not want to give up power.
 - B. the principle does not desire more duties.
 - C. the principle tends to have less information than the agent.
 - D. the agent tends to have less information than the principle.
- 17. Which of the following is not a potential source of conflict between subunits?
 - A. Pooled interdependence
 - B. Differences in goals
 - C. Incompatible performance criteria
 - D. Bureaucratic factors
- 18. According to expectancy theory, the belief that good performance will be rewarded is known as:
 - A. Instrumentality
 - B. Expectancy
 - C. Valence
 - D. Justice
- 19. Legitimate power comes from which of the following sources?
 - A. Controlling the premises of decision making
 - B. Control over information
 - C. Control over resources
 - D. Authority
- 20. An organization that implements TQM:
 - A. Uses fixed workers.
 - B. Relies on standardization as the primary means of control.
 - C. Needs to empower employees.
 - D. Has terminal values of frugality and economy.
- 21. Which is not associated with a bureaucracy?
 - A. Independent decision making
 - B. Agreed-upon rules and procedures.
 - C. Accountability
 - D. Required behaviors



國工中央大學96學年度碩士班考試入學試題卷 共工上頁 第一上頁

所別:人力資源管理研究所碩士班科目:管理學

- 22. High-tech company has a casual dress code. This dress code is an example of
 - A. Socialization
 - B. An institutionalized role orientation
 - C. An individualized role orientation
 - D. Organizational language
- II. 問答題 (56%, 每題 8 分)
 - 1. Why is balancing short-term and long-term goals difficult?
 - 2. Who has the strongest property rights in a company? And Why?
 - 3. Do you think that managers should do everything they can to enhance the job satisfaction of their employees? Provide rationales to support your position.
 - 4. What effects do you expect that workforce diversity has on performance?
 - 5. When might leaders be irrelevant?
 - 6. What is a coalition? When is it likely to develop?
 - 7. "Goal setting is part of both reinforcement and expectancy theories." Do you agree or disagree with this statement? Explain.