國立高雄應用科技大學
103 學年度研究所碩士班招生考試
人力資源發展系碩士班
管理學

注意：　a. 本試題分為是非題、單選題、問答題，共 100 分。
　　　　b. 作答時不必抄題。
　　　　c. 考生作答前請詳閱答案卷之考生注意事項。

一、是非題：10 題，每題 2 分，共 20 分，每答錯一題，除不給分，須再倒
　　　　　　扣 1 分。答案為是者，請以「O」作答，答案為非者，請以「X」
　　　　　　作答。

1. The higher the managers' position in the organization's hierarchy, the more time these managers will spend on leading and controlling their employees.

2. In cross-functional teams, the team members are composed of different nations or cultures.

3. When a manager has a strong motive to perform challenging tasks in order to meet his own standards of excellence, it means that this manager has a high level need for exist.

4. In a corporation, corporate-level strategic planning is the primary responsibility and task of every first-line supervisors in this organization.

5. The frequently use of videoconferencing among managers to work is the effect of a socio-cultural force in the environment.

6. If inequalities are allowed to persist over time in a society or nation, it said that the society or nation's culture prefers to be low power distance.

7. The objectives and action plans of a global strategy are the same as those of a multi-domestic strategy in a multi-national company.

8. For changing the division of labor of the job, increasing the number of different but same skill-level tasks in a job is known as job enrichment.

9. According to Herzberg's theory, needs that are related to the nature of work itself and how challenging it is are defined as hygiene needs.

10. The process by which new-hiring employees of a company learn the values, norms, standards, and appropriate work behaviors within the company is called as organizational socialization.

二、單選題：10 題，每題 2 分，共 20 分。每答錯一題，除不給分，須再倒扣 1 分。請選出最適當的單一答案。

1. The process that managers use to design working relationships of task and authority among employees that allows people working together to achieve organizational goals is called:
   A) planning
   B) organizing
   C) ordering
   D) leading
   E) controlling

2. Which of the following is the correct stages and ongoing process of a group development?
   A) forming, norming, storming, performing, adjourning
   B) forming, storming, performing, norming, adjourning
   C) forming, storming, norming, performing, adjourning
   D) forming, performing, storming, norming, adjourning
   E) forming, performing, norming, storming, adjourning

3. Factors that make it difficult and costly for an organization to enter an industry as a new competitor are known as:

A) economies of scale

B) social structure

C) brand loyalty

D) boundary spanning

E) barriers to entry

4. An accounting agency firm sends a small team of auditors to evaluate the accounting procedures of a large corporation. What type of technology is the team applying to this task?

A) Small-batch technology

B) Continuous-process technology

C) Mass-production technology

D) Matrix technology

E) Hybrid technology

5. In a nation, nationals value the group more than the individual and believe that people should be judged by the quality of their contribution to the group instead of their individual achievement, nationals of the nation value:

A) low power distance

B) uncertainty avoidance

C) collectivism

D) individualism

E) long-term orientation

6. The process through which managers attempt to improve the desire and ability of subordinates to understand and manage the organization so that employees can continuously improve organizational effectiveness is known as:

A) brainstorming

B) bounded rationality

C) groupthink

D) organizational learning

E) intuition

7. The ability of a manager to understand and manage his own moods/emotions and the moods/emotions of others is called as the manager's:

A) role obligation

B) ethics

C) intuition

D) conceptual skills

E) emotional intelligence

8. Which of the following theories describes how employees learn to perform behaviors that lead to desired consequences, and to avoid behaviors that lead to undesired consequences?

A) Needs hierarchy theory

B) ERG theory

C) Expectancy theory

D) Equity theory

E) Operant conditioning theory

9. The contingency model proposing that managers can motivate subordinates to achieve performance by identifying subordinates' desired outcomes, rewarding subordinates for high performance, and clarifying the obstacles at work is:

A) Visionary leadership

B) Transformational leadership

C) Fiedler's model

D) House's path-goal theory

E) Charismatic model

10. The fundamental rethinking and radical redesign of business operating way in order to achieve dramatic improvements in critical measures of performance, such as quality and cost, is known as:

A) continuous improvement

B) process reengineering

C) kaizen

D) retrenchment

E) facilities layouts

三、　　　問答題：共 6 題，每題 10 分，共 60 分。

1.試論公平理論(Equity theory)的內涵與主張。

2.試說明組織設計時，集權化(centralization)/分權化(decentralization)的優點和缺點為何。

3.請說明組織進行人才之內部招募與外部招募時所會面臨的優點與缺點。

4.何謂組織文化?它是如何形成的?

5.社會賦閒為何意義?管理者或領導者可以採取哪三個步驟來處理這種現象?

6.試論團體決策的優點與缺點。