

國立高雄應用科技大學
99 學年度碩士班招生考試
人力資源發展系（甲、乙、丙組）

准考證號碼 （考生必須填寫）

管理學

試題 共 6 頁，第 1 頁

- 注意：a. 本試題共分為是非題、單選題、名詞解釋、以及問答題等四種題型，總計 100 分。第一大題為是非題，共五題；第二大題為單選題，共廿題；第三大題為名詞解釋，共六題；第四大題為問答題，共二題。
- 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：5 題，每題 2 分，共 10 分。若該題目內容所敘述者是正確的話，請在答案卷上以「○」作答；反之，若該題目內容所敘述者是不正確的話，請在答案卷上以「×」作答。

1. The HR planning process begins with considering the organizational objectives and strategies.
2. A good career planning program does typically not include performance appraisals.
3. Pay surveys are concerned with external rather than internal equity.
4. Graphic rating scales are widely used because they encourage very few errors by the raters.
5. The psychological contract is a written agreement at the time of employment to clarify organizational expectations.

二、單選題：20 題，每題 2 分，共 40 分。

1. The two coordinated activities that begin succession planning are _____ and _____.
 - a. self assessment, feedback
 - b. replacement charts, assessing current employees capabilities
 - c. strategic plans, HR plans
 - d. training, coaching

2. If you are being guided by the two-factor theory in running your work unit you would:
 - a. use the motivators to establish true equity.
 - b. carefully design jobs so that the hygiene factors are built into the responsibilities.
 - c. worry about the motivation factors, not the hygiene factors.
 - d. ensure that the hygiene factors are acceptable.

3. When Honda successfully utilized its expertise in the design and development of engines to manufacture and sell motorcycles, ground tillers, and lawn mowers, the approach used was:
 - a. a resource-based view
 - b. the cost-based approach
 - c. a form of benchmarking
 - d. a TQM approach

4. In Lewin's three step model of change, new management practices become part of the routine during which stage?
 - a. unfreezing
 - b. change
 - c. refreezing
 - d. restraining forces

5. _____ is a form of role conflict that occurs when the behaviors that make up a single role are incongruous, often resulting from inconsistent expectations on the part of the person who occupies that role and other members of the group.
 - a. Role fit
 - b. Intrarole conflict
 - c. Interrole conflict
 - d. Role ambiguity

6. Which of the following is **NOT** a primary purpose of budgeting?
- To help in planning work effectively.
 - To assist in allocating resources.
 - To provide qualitative standards against which to measure and compare resource consumption.
 - To aid in controlling and monitoring resource utilization during the budget period.
7. All of the following represent managers' tendency to make decisions under assumptions of bounded rationality **EXCEPT**:
- To select less than the best goal or alternative solution.
 - To engage in a limited search for alternative solutions.
 - To have inadequate information and control over external and internal environmental forces influencing the outcomes of decisions.
 - To maximize, rather than satisfice.
8. According to path-goal theory, what type of leader is more suitable for subordinates with internal locus of control?
- directive
 - achievement oriented
 - participative
 - supportive
9. Which of the following is **NOT** one of the features of an organizational chart?
- It can show who has the most political influence in the organization.
 - It is a "skeleton" representation of the organization's structure.
 - It indicates how the various specialized functions performed relate to the whole.
 - It may help management detect gaps in authority or duplication of activities.
10. _____ is defined as a business firm's obligation, beyond that required by law and economics, to pursue long-term goals that are good for society.
- Social obligation
 - Code of ethics
 - Social screening
 - Social responsibility

試題 共 6 頁，第 4 頁

11. Project management is the task of getting a project's activities done on time, within budget, and _____.
- of following directions
 - according to specifications
 - of making adjustments in plans
 - within the limits of city engineering
12. An innovative organizational culture is characterized by all of the following characteristics **EXCEPT**:
- debates
 - playfulness
 - conflict escalation
 - risk taking
13. According to the systems approach, effective management must ensure that _____.
- its organization succeeds in ignoring governmental regulations
 - key departments within an organization have the greatest efficiency
 - its organization becomes self-contained
 - all interdependent units within an organization operate together
14. Which of the following is **NOT** a correct statement concerning tactical planning?
- Middle and first-line managers and teams often are heavily involved in tactical planning.
 - Tactical planning covers a relatively long period of time.
 - Tactical planning is more detailed than strategic planning.
 - Tactical planning involves making concrete decisions regarding what to do, who will do it, and how to do it.
15. Marketing to organizations is different than marketing to consumers because:
- the purchasers are trained.
 - post-purchase evaluation can be quite thorough.
 - product specifications are often used.
 - all of the above.

試題 共 6 頁，第 5 頁

16. _____ is a process that uses a neutral third party to make a decision.
- Arbitration
 - Mediation
 - Negotiation
 - Collective bargaining
17. A firm which integrates financial data, standardizes manufacturing processes, and tracks human resource information is using a :
- data mining program
 - enterprise resource planning software program
 - Intranet analysis approach
 - data network
18. The main human resource requirements for value chain management include _____.
- flexible approaches to job design
 - one-time training
 - diversity workforce
 - an investment in information technology
19. The choice between debt and equity financing is often called?
- working capital management
 - capital budgeting decision
 - capital structure decision
 - dividend policy
20. Which of the following is **NOT** a component of a high performance work systems?
- comprehensive training
 - employee participation
 - external career opportunities
 - team work

三、名詞解釋：6 題，每題 5 分，共 30 分。

- agency relationship
- Peter's Principle

試題 共 6 頁，第 6 頁

3. accountability
4. process consultation
5. empowerment
6. management by objective (MBO)

四、問答題：2 題，每題 10 分，共 20 分。

1. 請說明學習型組織(learning organization)所具備之基本特徵為何?
(10%)
2. 請舉出五種可以降低變革阻力的組織發展(organizational development)技術。
(10%)