國立高雄應用科技大學
九十八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

注意：a.本試題共分成是非題與單選題兩種類型，是非題與單選題各有 25 題，
　　　　共計 50 題，每題 2 分，共計 100 分。每答錯任何一題是非題或單選題，
　　　　需再額外倒扣總分 1 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（50%）：若該題目內容所敘述者是正確的話，請在答案卷上以「O」
　　　　　　　　　　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「X」作答。題號為 1 至 25，每題 2 分，共 50 分。
　　　　　　　　　　每答錯任何一題，需再額外倒扣總分 1 分。

1. A measure of the appropriateness of goals selected by managers for the organization and the degree to which the organization achieves these goals is known as the effectiveness of the organization.

2. The suppliers, customers, and competitors that affect the organization's ability to obtain inputs and to sell outputs are known as the task environment.

3. Diversity among decision-makers can be used to help reverse the effects of groupthink in group decision making.

4. Managers who believe that forces that exist outside of their own control are primarily responsible for their own success or failure are said to have a high external locus of control.

5. Decentralizing authority and empowering lower-level employees tends to make organizations more flexible and quicker in making decisions.

6. Managers of AAA Company attempt to give the organization a competitive advantage by driving production costs to as low a level as possible. We say that the organization is pursuing a differentiation strategy.

7. Increasing the number of different tasks in a job by changing the division of labor of the job is known as job enrichment.

8. The degree to which a manager feels that his or her job is meaningful because of the way that it affects other people is known as the autonomy of the job.

9. When managers organize divisions according to the types of customer to whom they market their products, this is known as a product structure.

10. Strategic compensation is the term used for all of the processes used to determine the market rates to pay employees.

11. The first step in the control process is to evaluate results in terms of performance standards.

12. Human capital is owned by the organization and is part of the company's core competencies.

13. Behavior that is performed in order to acquire either a material or a social reward or to avoid punishment is called intrinsically motivated behavior.

14. In equity theory, when a manager perceives that his own outcome/input ratio is greater than that of a referent, underpayment inequity has occurred.

15. Negative reinforcement is primarily used to present a negative consequence for behavior when functional behaviors are performed.

16. Behavior appraisals assess what workers are like, while trait appraisals assess what workers do on their jobs.

17. The power that comes from a manager's admiration and loyalty from subordinates and coworkers is known as legitimate power.

18. When attempting to assess HOW managers do their jobs, results appraisals are more appropriate measurement tools to use than behavior appraisals.

19. When leaders show their subordinates that they trust and respect them, this is known as initiating structure.

20. The purpose of training activities within organizations is to teach current employees new skills so they can be better prepared to take on new responsibilities within the organization.

21. Aside from obviously incurring the expense of relocating employees and managers if necessary and dealing with foreign nationals, international HRM does not significantly differ from the policies and practices of domestic HRM.

22. The degree to which members of a group are attracted to the group is called group cohesiveness.

23. Feedback from a performance appraisal system can serve a developmental purpose for managers.

24. Teams that are empowered to complete an identifiable piece of work and are accountable for their output are known as self-managed teams.

25. The concept of motivation is concerned with the direction of the worker's behavior, the amount of effort of the worker, and the level of persistence of the worker.

二、單選題（50%）：請就各題目的備選答案中，選出正確的單一答案並在答案卷上作答。題號為 26 至 50，每題 2 分，共 50 分。每答錯任何一題，需再額外倒扣總分 1 分。

26. What type of fit describes high-performance work systems that support the organization's goals and strategies?
    (A) external fit
    (B) horizontal fit
    (C) internal fit
    (D) lateral fit
    (E) none of the above

27. A manager who chooses inappropriate goals for the organization but who makes good use of the organization's resources in pursuing these goals is said to have:
    (A) low effectiveness/low efficiency
    (B) low effectiveness/high efficiency
    (C) high effectiveness/low efficiency
    (D) high effectiveness/ high efficiency
    (E) none of the above

28. According to McClelland, the extent to which a person has a strong desire to perform challenging tasks and to meet personal standards of excellence is known as:
    (A) the need for affiliation
    (B) the need for achievement
    (C) the need for power
    (D) the need for self-esteem
    (E) the need for conscientiousness

29. Formal standards and rules that spell out how managers should make ethical decisions within the organization are called:
(A) societal ethics
(B) codes of ethics
(C) a social audit
(D) whistle-blowing
(E) stereotyping

30. If a society believes that self-expression is important to the people in that society, then the society is said to value:
(A) collectivism
(B) individualism
(C) a free-market economy
(D) a free-trade doctrine
(E) uncertainty avoidance

31. In general, the _____ the barriers to entry into an industry, the _____ the number of competitors in that industry and the _____ the threat of competition within that industry.
(A) higher; greater; lower
(B) lower; smaller; lower
(C) higher; smaller; lower
(D) lower; greater; lower
(E) higher; greater; greater

32. Which of the following is NOT a principle of creating a learning organization?
(A) system thinking
(B) simple mental models
(C) personal mastery
(D) team learning
(E) shared vision

33. Human resources planning is :
(A) a technique that identifies the critical aspects of a job
(B) the process of anticipating and making provision for movement of people into, within, and out of an organization

(C) the process of setting major organizational objectives and developing comprehensive plans to achieve these objectives

(D) the process of determining the primary direction of the firm

(E) calculating the estimated cost of human capital for the fiscal year

34. An organization purchases one of its suppliers in order to obtain access to the raw materials, which it needs, for its production.　It also decides to sell its products through its own retail outlets.　The former is known as _____ while the latter is known as _____.
    (A) forward vertical integration; backward vertical integration
    (B) backward vertical integration; forward vertical integration
    (C) forward vertical integration; forward vertical integration
    (D) backward vertical integration; backward vertical integration
    (E) none of the above

35. One way organizations can keep their hierarchy flat is to:
    (A) decrease the span of control
    (B) increase the number of levels of management
    (C) decentralize authority
    (D) enlarge jobs
    (E) decrease autonomy

36. In the feedback phase of the communication process, the _____ becomes the sender and _____ the message through a chosen _____.
    (A) sender; encodes; medium
    (B) sender; decodes; noise
    (C) receiver; encodes; medium
    (D) receiver; decodes; noise
    (E) none of the above

37. In designing an organization, if managers are grouped both by function and by product at the same time, what type of organizational structure is being used?
    (A) Market structure
    (B) Geographic structure
    (C) Functional structure
    (D) Matrix structure

(E) Divisional structure

38. Which characteristic of the organization is the basis for "clan control" of the behavior of the workers within that organization?
    (A) shared values
    (B) standards of behavior
    (C) shared norms
    (D) behavioral expectations
    (E) all of the above

39. Placing a priority on finding individuals that meet broader organizational requirements than job skills, including those who match the values or culture of the organization is called:
    (A) advanced selection
    (B) person-job fit
    (C) person-organization fit
    (D) person-value fit
    (E) job redesign

40. A subordinate changes his behavior from a dysfunctional to a functional behavior, and his/her manager then removes an undesired outcome.　This is known as:
    (A) positive reinforcement
    (B) extinction
    (C) negative reinforcement
    (D) inequity
    (E) instrumentality

41. Which of the following statements is true?
    (A) Transformational leaders are rarely transactional.
    (B) Transactional leaders use operant conditioning.
    (C) Transactional leaders punish subordinates but do not reward them.
    (D) Transformational leaders reward subordinates but do not punish them.
    (E) Transactional leaders see the "big picture."

42. Which type of leaders is primarily concerned with ensuring that subordinates perform their work at a high quality level?

(A) Considerate

(B) Task-oriented

(C) LPC

(D) Relationship-oriented

(E) None of the above

43. When group size increases,

(A) members are likely to think their individual contributions are not very important

(B) identifying individual contributions becomes more difficult

(C) the chances of social loafing increase

(D) all of the above

(E) both A and B, but not C

44. To encourage group cohesiveness, managers should:

(A) Discourage the group from forming an identity

(B) Encourage competition between members of a team

(C) Reward cooperation between groups

(D) Keep measure of group performance confidential

(E) Promote inter-groups competition

45. A performance appraisal by peers, subordinates, supervisors, and sometimes clients is referred to as:

(A) RJP

(B) MBO

(C) Self-management

(D) BARS

(E) 360 degree feedback

46. The supervisor of a newly hired school bus driver rides with the new driver for the first week on the new job to be sure that the driver follows the correct route and the proper safety procedures. In which aspect of the HRM process is this supervisor involved?

(A) Simulation

(B) Needs assessment

(C) Role-playing

(D) On-the-job training

(E) Development

47. Prior to designing a training and development program for managers, a human resource specialist attempts to determine which managers need training and what types of skills and knowledge these managers need to develop.　This process is known as:

(A) job validation

(B) RJP validation

(C) recruitment

(D) needs assessment

(E) none of the above

48. Tests that measure a job applicant's performance on actual tasks of the job are known as:

(A) physical ability tests

(B) paper-and-pencil tests

(C) personality tests

(D) unstructured tests

(E) performance tests

49. Tests that measure the personal characteristics of job applicants that are relevant to successful performance on the job are known as:

(A) ability tests

(B) structured interview tests

(C) paper-and-pencil tests

(D) personality tests

(E) unstructured interview tests

50. One of the reasons to increase product quality is that higher product quality can _____ efficiency, _____ operating costs, and _____ profits.

(A) increase; increase; increase

(B) increase; lower; lower

(C) decrease; lower; increase

(D) increase; lower; increase

(E) none of the above