

國立高雄應用科技大學
九十七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 4 頁，第 1 頁

- 注意：a. 本試題共分為選擇題、解釋名詞、以及問答題等三種題型，總計 100 分。
第一大題為選擇題，共十五題，每題 2 分，共計 30 分；第二大題為解釋名詞，共六題，每題 5 分，共計 30 分；第三大題為問答題，共四題，每題 10 分，共計 40 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。

第一大題、單選題，每題 2 分，共 30 分

1. Which of the following financial control measures is calculated by taking after-tax operating profit minus the total annual cost of capital?
 - a. market value added
 - b. real value added
 - c. economic value added
 - d. extrinsic value added
2. _____ and _____ are outcomes from a study of the external environment.
 - a. Strengths; weaknesses
 - b. Threats; strengths
 - c. Weaknesses; opportunities
 - d. Opportunities; threats
3. Applying social criteria to an investment decision refers to _____.
 - a. social obligation
 - b. social responsiveness
 - c. social responsibility
 - d. social screening

4. Which organization consists of a small core of full-time employees and temporarily hires outside specialists to work on projects?
 - a. network organization
 - b. virtual organization
 - c. modular organization
 - d. learning organization
5. Which of the following is **NOT** one of Fayol's principles of management?
 - a. esprit de corps
 - b. equality
 - c. discipline
 - d. unity of command
6. Which of the following statements concerning planning is **INCORRECT**?
 - a. In an uncertain environment, plans should be more general and inflexible.
 - b. Directional plans usually set out general guidelines.
 - c. A characteristic of well-designed goals is written in terms of actions.
 - d. Effective planning in dynamic environments means flattening the organizational hierarchy.
7. The findings of Solomon Asch's experiment utilizing cards with lines of different lengths relate to _____.
 - a. social loafing
 - b. workplace conformity
 - c. group cohesiveness
 - d. role conflict
8. Which of the following is a major requirement for successful value chain management?
 - a. coordination
 - b. power over suppliers
 - c. competition
 - d. organizational structure
9. Which theory suggests that people often overestimate the ability of leaders to affect situations, so organizations should have mechanisms in place to ensure desirable outcomes.
 - a. attribution theory
 - b. path-goal theory
 - c. transformational leadership
 - d. leader substitutes view

10. Which of the following is **NOT** a correct statement?
- Grapevine is an organization's informal communication system.
 - Proxemics is the study of ways that people use psychological space to convey message.
 - Information richness is the information-carrying capacity of the channel.
 - Nonverbal message involve the use of facial expressions, eye contact, body movement, gestures and physical contact to convey meaning.
11. Which of the following belongs to the political mechanisms of protectionism?
- tariff
 - quota
 - subsidy
 - all of the above
12. Decision makers using what decision-making style focus on the long run and are good at finding creative solutions to problems?
- directive
 - behavioral
 - analytic
 - conceptual
13. What OD technique involves changing the attitudes, stereotypes, and perceptions that work groups have about each other?
- team building
 - intergroup development
 - survey feedback
 - sensitivity training
14. A(n) _____ that includes both positive and negative aspects about the job and the company increases job satisfaction and reduces turnover.
- unstructured interview
 - structured interview
 - realistic job preview
 - assessment center
15. _____ are the characteristics of jobs that an organization values and chooses to pay for.
- key jobs
 - rate ranges
 - pay grades
 - compensable factors

第二大題、解釋名詞，每題 5 分，共 30 分

1. benchmarking
2. escalation of commitment
3. family-friendly benefit
4. corporate governance
5. performance management system
6. fundamental attribution error

第三大題、問答題，每題 10 分，共 40 分

1. 何謂「組織文化」？管理者該如何進行文化的改造 (culture change)?
2. 普哈拉(Prahalad)與哈默爾(Hamel)於 1990 年提出了「核心能力」(core competence)的概念，並指出可透過三項標準來辨識企業的核心能力何在。請解釋何謂「核心能力」？並請舉例說明核心能力需符合之三項標準為何？
3. 試說明衝突的處理模式有哪些？
4. 企業訓練的完整訓練流程為何？試說明之。