

國立高雄應用科技大學  
九十六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 3 頁，第 1 頁

- 注意：a.本試題共分為選擇題、解釋名詞、以及問答題三種題型。第一大題為選擇題，共計十題，每題3分，共30分；第二大題為解釋名詞，共計6題，每題5分，共計30分；第三大題為問答題，共計4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。

一、選擇題，每題3分，共30分

- Who proposed an ERG(existence, relatedness, and growth) theory?
  - Maslow
  - McClelland
  - Herzberg
  - Alderfer
- A \_\_\_\_\_ leader concentrates on people concerns but not on task efficiency in the Managerial Grid.
  - 9,1 style
  - 5,5 style
  - 9,9 style
  - 1,9 style
- \_\_\_\_\_ is contracting with outside firms to provide resources or services.
  - Licensing
  - Outsourcing
  - Franchising
  - Telecommuting
- A desire for being productive and reaching desirable goals is an example of McClelland's:
  - need for achievement.
  - need for affiliation.
  - need for power.
  - need for esteem.
- When an organization purchases one of its suppliers in order to obtain access to the raw materials which it needs for its production and 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
6. If you used the rational decision-making model to make a career choice, which of the following would you be sure to do?
- a. define the problem
  - b. set a deadline for making the decision
  - c. identify only familiar employers
  - d. make a gut level assessment of each employer
7. If you wanted to analyze your pricing strategy given likely pricing actions by your competitor, which quantitative method would be most effective?
- a. break-even analysis
  - b. queuing theory
  - c. linear programming
  - d. game theory
8. Which of the following is not a situational variable included in the leader-participation model?
- a. whether subordinates have sufficient information
  - b. whether the leader has sufficient information
  - c. the importance of subordinate commitment to the decision
  - d. the degree of structure in the subordinate's job
9. The process of ensuring that a qualified person is available to assume a managerial position once the position is vacant is referred to as:
- a. succession planning
  - b. departure planning
  - c. strategic planning
  - d. skill planning
10. What technological advance relies on coordinating production and supply deliveries precisely?
- a. flexible manufacturing system
  - b. just-in-time inventory system
  - c. continuous improvement process
  - d. reengineering process.

**二、解釋名詞，每題 5 分，共 30 分**

1. Zero-base budgeting
2. mentor

3. clan control
4. Human Resource Planning(HRP)
5. Scanlon plan
6. Orientation

**三、問答題，每題 10 分，共 40 分**

1. 張曉楓是大周企業新上任的 CEO，試依據職權來源的兩種理論說明張曉楓身為 CEO 的職權來源為何？
2. 隨著外在環境的變化，組織變革已是常態，試說明管理者可以從事的組織變革的型態有那些？
3. 畢道凡是大明企業剛從高級工程師中提拔的經理人，現在面臨年終打考績之際，畢道凡在過去並沒有太多管理者的經驗，因此不知道如何進行績效評估，在此情況之下，畢道凡在打部屬考績時較容易犯那些錯誤？
4. 試說明 Michael E. Porter 所提出的五力分析模式。