

國立高雄應用科技大學
九十五學年度研究所碩士班招生考試
人力資源發展系（甲組、乙組、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、以及問答題三種題型，共 100 分。
第一大題為選擇題，共計十五題，每題 2 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。

第一大題、單選題，每題 2 分，共 30 分

1. _____ include temporaries employed by temporary help companies, leased, contract, and part-time workers.
 - a. External employees
 - b. Core employees
 - c. Independent contractors
 - d. Contingent workers
2. _____ reduces the number of job levels or salary grades into a few wide bands.
 - a. Dejobbing
 - b. Broadbanding
 - c. Outsourcing
 - d. Empowerment
3. Which of the following will not enable a manager to be a coach?
 - a. define overall objectives
 - b. tell members how to do their jobs
 - c. ensure members have the resources they need
 - d. evaluate results
4. _____ is an unconscious process created out of distilled experience.
 - a. Bounded rationality

【背面尚有試題】

- b. Intuitive decision making
 - c. Rational decision making
 - d. Image theory
5. Styles of decision making include all of the following, except _____
- a. behavioral.
 - b. analytical.
 - c. rational.
 - d. directive.
6. Which of the following is not an environmental-scanning technique?
- a. benchmarking
 - b. scenario development
 - c. total quality management
 - d. forecasting
7. An example of an external strategy to lessen environmental uncertainty is:
- a. recruiting executives from competitors.
 - b. selectively cutting prices.
 - c. merging with a competitor.
 - d. redesigning the production line.
8. What type of quantitative analysis would enable a manager to determine how many units of product must be sold to have neither a profit nor a loss?
- a. return on investment
 - b. break-even analysis
 - c. marginal analysis
 - d. linear programming
9. _____ concluded that managers perform ten different highly interrelated roles.
- a. Mintzberg
 - b. Smith
 - c. Herzberg
 - d. Fayol
10. Which of the following elements of organization structure describes the basis for grouping jobs together?
- a. departmentalization
 - b. span of control
 - c. work specialization
 - d. formalization
11. Which researcher does not assume that motivation is caused by deficiencies in one or more needs

- a. McClelland
 - b. Herzberg
 - c. Maslow
 - d. Alderfer
12. Which of the following theories states that follower characteristics influence the leader's behavior?
- a. trait
 - b. managerial grid
 - c. attribution theory
 - d. leader-member exchange model
13. In the "five forces model," the _____ that companies compete against one another for customers, the _____ the level of profits is likely to be for that industry.
- a. more; lower
 - b. more; more
 - c. less; lower
 - d. less; less
14. When two divisions of a company decide to use the same distribution channels for their products in order to reduce the overlap of their marketing efforts, this is an example of:
- a. a low-cost strategy.
 - b. a focused-differentiation strategy.
 - c. synergy.
 - d. a differentiation strategy.
 - e. diversification.
15. An "organization chart" which shows "who reports to whom for what" is an example of which one of Fayol's principles?
- a. Centralization
 - b. Unity of direction
 - c. Discipline
 - d. Line of authority
 - e. Initiative

第二大題、解釋名詞，每題 5 分，共計 30 分

- 1. Hawthorne effect
- 2. procedural justice

3. learning organization
4. self-efficacy
5. entrepreneurship
6. strategic business unit(SBU)

第三大題、問答題，每題 10 分，共計 40 分

- 一、試說明轉換型領導(transformational leadership)與交易型領導之意涵與兩者之間的差異。
- 二、試說明 Hackman & Oldham 所發展的工作特性模式，以及工作特性模式對個人及工作所產生的結果為何？
- 三、試說明三種控制型態，並舉例說明之。
- 四、試說明面談的類型有那些？