

國立高雄應用科技大學
九十四學年度研究所碩士班招生考試
人力資源發展系碩士班(甲組、乙組、丙組)

准考證號碼□□□□□□□□□□ (考生必須填寫)

管理學

試題 共 2 頁第 1 頁

注意：a. 本試題共分選擇題及問答題兩種類型。第一大題為選擇題共 15 題，每題 2 分，計 30 分，第二大題為問答題共 4 題，計 70 分，總共 100 分。

b. 作答時不必抄題。

一、Multiple Choice (Each question accounts for 2%)

1. High-tech firms in the growth stage tend to use compensation systems that (A) are highly geared toward benefits (B) devote a lower percentage of total pay to incentives (C) are highly geared toward incentive pay (D) devote equal percentages to pay and benefits.
2. A procedure whereby workers are able to remain at home or otherwise away from the office and perform their work (as if they were at the office) over telephone lines tied to a computer is referred to as (A) flexible sharing (B) flextime (C) internet commuting (D) telecommuting
3. Which of the following statements regarding negotiation issues in collective bargaining is true? (A) the specific issues that fall into the mandatory and permissive categories are quite clear (B) decisions about new jobs are mandatory issues (C) unions can require management to discuss the possibility of the company using only union-produced goods in the production process (D) any issue that changes the nature of existing jobs is a mandatory issue
4. Which of the following executive compensation plans is more likely to influence long-term behavior? (A) bonuses (B) stock options (C) straight commission (D) profit sharing
5. The job evaluation which is considered most stable in terms of consistency and uniformity is (A) ranking method (B) factor comparison method (C) job classification method (D) point rating method
6. Which of the organizational control systems is heavily dependent on the individual, group, and the use of teams? (A) Strategic (B) Clan (C) Bureaucratic (D) Market
7. The most appropriate appraisal method for professionals who claim they can't write standards for their jobs because every day is different is known as (A) critical incident (B) management by objectives (C) accomplishment records (D) strategic behaviorally based rating scales
8. Which of the following recruitment methods serve as an effective public relations tool that provides visibility for the company name? (A) internships (B) job fairs (C) executive search firms (D) advertising
9. Which statement best describes the general relationship between human resource planning and

- business planning? (A) once the business plans are determined, HR planning helps to determine the numbers and types of employees that will be required for implementation (B)HR planning usually provides the primary input to the company's business plan (C)there is no relationship between the two (D)business planning is much more important than human resource planning
10. According to Fiedler, if a group situation was rated as highly unfavorable and was led by a relationship leader, the group's performance could be improved by (A) changing the leader's style (B) retraining followers (C) restructuring tasks (D) empowering employees
 11. Performance-based compensation is probably most compatible with which motivational theory? (A) Reinforcement theory (B) Equity theory (C) Goal-setting theory (D) Expectancy theory
 12. A manager who threatens to ruin an employee's name in the company if he/she does not cooperate with an impending organizational change is using what kind of tactic for reducing change resistance? (A) Negotiation (B) Coercion (C) Education and communication (D) Facilitation and support
 13. The type of decision making in which the solution is considered "good enough" is known as which of the following? (A) Intuition (B) Rational (C) Maximizing (D) Satisfying
 14. Which of the following is the first step in developing a PERT network? (A) Using the network diagram that contains time estimates for each activity, determine a schedule for the start and finish dates of each activity and for the entire project (B) Compute a time estimate for each activity (C) Identify every significant activity that must be achieved for a project to be completed (D) Diagram the flow of activities from start to finish, identifying each activity and its relationship to all other activities
 15. If a company is concerned with high member satisfaction, which of the following communication networks is best? (A) All-channel network (B) Chain network (C) Horizontal network (D) Wheel network

二、問答題

1. 何謂策略性人力資源管理？並說明策略性人力資源管理與傳統人力資源管理的差異？就您所知人力資源管理部門未來會扮演那些多元的角色？（15%）
2. 何謂職業生涯發展（career development）？請您依 Super 所提的職業生涯發展階段的分類，並以自己的一生為例來規劃您的生涯，需說明每一階段的特質及您所扮演的角色？（15%）
3. 何謂組織的政治權力（organizational political power）？如果您是一家化妝品公司的研發部主管，您要如何與行銷及製造部門對抗，以提昇您個人與研發的權力？（15%）
4. 陳芙蓉自某國立大學企業管理研究所畢業後，進入一家木製傢俱公司服務，該公司正積極準備進行海外投資，陳芙蓉被公司指派負責主導海外投資評估作業。如果您是陳芙蓉的話，請自設投資地點並為公司擬定一份詳細的投資企劃案？同時提出在投資過程中應如何進行人力資源羅致計畫？（25%）