

國立高雄應用科技大學
101 學年度碩士班招生考試
人力資源發展系

准考證號碼 (考生必須填寫)

管理學

試題 共 6 頁，第 1 頁

- 注意：a. 本試題共分為是非題、單選題、名詞解釋、以及問答題等四種題型，總計 100 分。第一大題為是非題，共十題；第二大題為單選題，共廿題；第三大題為名詞解釋，共四題；第四大題為問答題，共二題。
- 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：10 題，每題 2 分，共 20 分。若該題目內容所敘述者是正確的話，請在答案卷上以「○」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「×」作答。

1. Michael Porter's five competitive forces are new entrants, substitutes, competitors, customers, and suppliers.
2. A first-mover enters a segment of a market that offers a new opportunity before any other firm does.
3. Task conflict stems from disagreement over the methods the group should use to complete its basic tasks.
4. According to Mintzberg's managerial roles, negotiator is one of the interpersonal roles.
5. Companies that avoid uncertainty and ambiguity tend to encourage innovative cultures.
6. Feedback controls focus on what happens during the work process.
7. Selection validity is the correlation between a predictor and job performance.

8. In general, performance management can serve two important purposes:
administrative purpose and developmental purpose.
9. Pay level refers to the average pay, including wages, salaries, and bonuses, of jobs in
an organization.
10. Reaction is the highest level of training evaluation.

二、單選題：20 題，每題 2 分，共 40 分。

1. Some outside stimulus, such as pressure from a special-interest group or threatened government action, is usually required to trigger a(n) _____ stance to social responsibility.
 - a. obstructionist
 - b. defensive
 - c. accommodative
 - d. proactive
2. According to the _____ theory of intergroup conflict, when a group of people experiences frustration, tensions build up that must eventually be released. The group releases these tensions by attacking an innocent group.
 - a. scapegoat
 - b. social identity
 - c. evolutionary
 - d. realistic group conflict
3. Which of the following is **NOT** an advantage of using self-managing teams in organizations?
 - a. improved flexibility of staff
 - b. lower absenteeism and turnover rates
 - c. the high training investment
 - d. more efficient operations through the reduced number of job classifications
4. _____ is the process of diagnosing training needs by identifying future jobs and skills for the organization.
 - a. Job/Task analysis

- b. Individual analysis
 - c. Comparative analysis
 - d. Organizational analysis
5. The quality concept of continuous improvement is most consistent with the notion of _____.
- a. reactive change
 - b. incremental change
 - c. transformational change
 - d. top-down change
6. Which of the following is **NOT** a factor in the situational view of organization design?
- a. organizational size
 - b. organizational life cycle
 - c. core technology
 - d. organizational control
7. Which of the following is a factor that may neutralize leadership?
- a. Employees with high ability, experience, or knowledge
 - b. Employees indifference toward rewards
 - c. Employees with strong need for independence
 - d. All of these
8. All of the following are practices for managers to improve upward communications **EXCEPT**:
- a. active listening and questioning
 - b. organizational silence
 - c. employee meetings
 - d. open-door policy
9. Which of the following is a commonly used type of team and group reward system?
- a. gainsharing programs
 - b. piece-rate pay systems
 - c. merit-pay systems
 - d. job-rate pay

10. The last step in the control process is to _____.
- measure actual performance
 - establish performance objectives and standards
 - determine the need for corrective action
 - compare actual performance with objectives and standards
11. A major difference between operations management in services and in manufacturing is that _____.
- services organizations often use different technologies than do manufacturing organizations
 - supply chain management doesn't work in services
 - manufacturing organizations don't provide services
 - service organization don't measure productivity
12. Mass customization requires continual dialogue with customers and _____.
- low sales volume
 - a recognizable brand name
 - managerial flexibility
 - flexible manufacturing techniques
13. The Boston Consulting Group matrix provides a better understanding of how different strategic business units contribute to the overall organization by assessing each SBU on the basis of _____ and _____.
- relative market share ; market growth rate
 - market share ; competitive position
 - market growth rate ; sales volume
 - financial strength ; product life cycle
14. Which of the following statements about programmed decisions is **FALSE**?
- In many instances, programmed decisions can be computerized.
 - The use of programmed decisions should be limited to noncritical situations.
 - Programmed decisions use solutions already available from past experience to solve structured problems.
 - Decisions regarding basic operating systems and procedures or standard organizational transactions are programmed decisions.

15. Among the financial performance indicators used for control purposes, Current Assets / Current Liabilities is known as the _____.
- net margin
 - debt ratio
 - inventory turnover ratio
 - current ratio
16. _____ occurs when a reinforcer accompanies each correct behavior by an employee.
- Positive reinforcement
 - Negative reinforcement
 - Continuous reinforcement
 - Punishment
17. One of the benefits of participatory planning is _____.
- less need for forecasting
 - greater attention to contingencies
 - reduced time for discussion
 - more commitment to implementation
18. When a manager is required to rate 20 percent of employees as “superior”, 70 percent as “good”, and 10 percent as “unacceptable” for their performance on a project, this is an example of the _____ approach to performance appraisal.
- behaviorally anchored rating scale (BARS)
 - forced distribution
 - graphic
 - simple rank order
19. _____ is a form of on-the-job training wherein an individual learns by observing others who demonstrate desirable job behaviors.
- Modeling
 - Assessment center
 - Work sampling
 - Simulation

20. Unfreezing occurs during the _____ step of organizational development.
- termination
 - diagnosis
 - intervention
 - evaluation

三、名詞解釋：4 題，每題 5 分，共 20 分。

- Employee Assistance Programs (EAPs)
- whistle-blower
- contextual performance
- reference group

四、問答題：2 題，每題 10 分，共 20 分。

1. 良好的工作設計能激勵員工的工作表現並且可以增進員工對於工作的滿意度。

(1) 請分析比較 Job Simplification、Job Enlargement 與 Job Enrichment。(5%)

(2) 請說明 Alternative Work Schedules 的相關措施為何。(5%)

2. 隨著團隊(Team)在組織中的運用愈益普遍，許多公司開始使用 Team Building 的方式，以促使團隊成員能夠更有效地一起工作。

(1) 請舉出在何種團隊情境下，組織有需要進行 Team Building。(5%)

(2) 請說明 Team Building 的主要流程為何。(5%)