

國立高雄應用科技大學  
96 學年度研究所碩士在職專班招生考試  
人力資源發展系研究所

准考證號碼□□□□□□□□□□ (考生必須填寫)

管理實務分析 試題 共 2 頁第 1 頁

注意：1.本試題共 5 題，共 100 分。

2.作答時不必抄題。

3.各試題答案必須依題號順序寫在試卷指定的答案欄；寫錯位置不予計分。

(題目由此開始)

1. 依據中華民國 96 年 01 月 08 日行政院勞工委員會勞中一字第 0960100007 號令，修正發布之『技術士技能檢定及發證辦法第七條及第八條規定之相關科系表』中的規定，以下各系所應歸於(1)教育類、(2)經社類(經濟社會)、(3)商業及管理類等三類中的哪一類群？【寫錯類別的答案，每個將倒扣 2 分；共 20%】  
→技職教育與人力資源發展研究所、人力資源發展系、勞動暨人力資源學系、勞工關係學系、人力資源暨公共關係學系、國際人力教育與發展研究所、人力資源管理學系、社會暨公共事務學系、人力與知識管理研究所、工業關係學系。
2. 請從以下 15 個不同的業務中，選出 10 個應屬於人力規劃、人力任用或人力開發的業務，並各自列在其所屬的類別中【EX.(1)人力規劃：人力分析...(2)人力任用：招募...(3)人力開發：...；正確答案共 10 個，寫錯類別的答案，每個將倒扣 2 分；共 20%】  
→教育訓練、人力分析、勞資關係、招募、工作評價、人際關係、配置、組織分析、紀律管理、工作設計、人力異動、甄選、前程規劃、離職管理、工作分析
3. 某一單位的「人力資源發展」部門邀請專家們來評鑑其成效，結果有位專家提問說：「你們單位叫『人力資源發展』，因此不應該包含『勞資關係』的業務，若要包含『勞資關係』的業務則該叫作「人力資源管理」部門，因為人力資源管理具有確保、開發、報償與維持四大功能！」請闡述此專家的意思為何(提示：人力資源管理此四大功能的各自內容為何，以及『勞資關係』屬於四大功能中的哪一功能?) (20%)
4. 有家人力資源顧問公司，派了一位非人力資源科班出身的講師到某機構上課。當其講授評量中心法的內容時，這位新手講師說：「選擇“role-player”要注意到所扮演者會受到長相、外表等等“face validity”的影響，不然評量的效果會大打折扣」，此時聽課的學員中，有人便舉手說：「你有地方說錯了！」，請問這位講師哪裡說錯了(5%)？正確的答案又是什麼？(5%)

## 管理實務分析 試題 共 2 頁第 2 頁

5. 請詳讀下則故事後，列舉出這則故事中的敘述來回答下列兩個問題：

Q5-1: Please briefly describe the history of Anthonis Geert in Horizons (請用中文回答即可，15%) .

Q5-2: Please based on a leadership theory to briefly describe what kind of leader that Anthonis Geert is (請用中文回答即可，15%)

Horizons is a multiskilled company that provides custom-designed media products for its clients. The company's clients are spread all across the country. The bulk of the company's work is in video and film. In addition to doing work for corporate clients, the company is often called upon to do special assignments for television networks. For example, Horizons produced stories about children recovering in hospitals following the Oklahoma City bombing in 1995. Anthonis has evolved as a CEO during his 17 years at the helm of Horizons. He started the company himself. The first person he hired was a cameraman, recognizing that he could only stand behind one camera at a time. He talks openly about his own spiritual awakening, and says that during the early years he decided to turn Horizons "over to God." Anthonis built the company brick by brick, step by step, with no real dramatic flare or spectacular event that catapulted Horizons or Anthonis himself into the limelight. Although his personal appearance (he has shoulder-length hair, a beard, and dresses casually) may strike one as a deterrent to business success, Anthonis seems to have developed a knack for getting people to look beyond that. One Horizons employee, reflecting on Anthonis and his accomplishments, said, "He has been able to take his free spirit and package it and market it in a way that is appealing even to very conservative clients and industries."

Like many successful CEOs, Anthonis clearly has position power, and he is respected in his office as the company's CEO. He has been able to take his creative flare for media and use it in other area such as finance and operations. His greatest strength as a manager seems to be finding the right mix of people and resources to do creative things. In terms of his day-to-day management style, he is informal and likes to "manage by walking around." As a result, it is not uncommon for Anthonis to sit down by an employee at his or her workstation and talk over the aspects of a particular task or job. So far, Anthonis's focus on people and his propensity to eschew structure have worked. He has Horizons moving in the right direction. The company is making money, is growing, is winning awards, and has a cadre of talented and committed employees.

Anthonis also has charisma and other forms of personal power in his leadership role. Cherie Hatton has stated that her decision to come to work for Anthonis didn't have anything to do with "video, film, multimedia, or sound." She said that she came to work for Anthonis because he is a "godly man, who has integrity, who loves his wife and kids, and he was a man that I could be friends with-even if I wasn't working for him." Anthonis also seems to genuinely enjoy spending time with employees. For example, when Anthonis takes several employees on a business trip, he prefers to rent a suite, rather than a series of separate rooms, so that his employees and he can "laugh, have fun, and watch movies together." Anthonis's caring attitude and fun-loving nature have clearly made an impression on his employees.