

國立高雄應用科技大學
105 學年度研究所碩士班招生考試
人力資源發展系碩士班
管理學

- 注意：1. 本試題共四大類型，分別為單選題、是非題、問答題與填充題，共 100 分。
2. 除第四大題外，其他題型作答時不必抄題。
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。
4. 作答前請務必詳讀每類型之答題注意事項。
5. 試題紙須併同答案卷繳回。

試題 共 7 頁，第 1 頁

一、選擇題 (28%)：14 題，每題 2 分，共計 28 分。請選出最適當的單一答案。

1. Nordstrom's upside-down organization chart is an example of ____ being used to convey organizational culture to all employees.
 - a. a story
 - b. a myth
 - c. an organization structure
 - d. language
2. Culture exists at two levels called:
 - a. sub- and super-structure.
 - b. people and structure.
 - c. underlying values and visible artifacts.
 - d. social and psychological.
3. All of the following are visible artifacts of culture *except*:
 - a. feelings.
 - b. slogans.
 - c. behaviors.
 - d. ceremonies.

4. Organizational culture:

- a. is usually written.
- b. provides members with a sense of identity.
- c. generates commitment to improving market share.
- d. all of these.

5. Collective bargaining:

- a. cannot be used to describe today's union-management relations, but does apply to general vertical conflict.
- b. is one type of negotiation used to resolve disagreements between workers and management, through a union, establishing fixed responsibilities for the next two to three years.
- c. is considered to be an integration device that results in contracts establishing flexible responsibilities for the next ten to fifteen years.
- d. has been eliminated because of the introduction of more innovative cooperative approaches.

6. The win-win strategy of negotiation:

- a. avoids confrontation.
- b. finds creative agreements that satisfy both groups.
- c. encourages each group to pursue their own outcomes.
- d. communicates a high commitment regarding one's position.

7. John is a manager at XYZ Inc. His subordinates respect him, and several have made comments such as, "I want to be as good a manager as he is one day." He is highly respected and admired. John holds _____ power.

- a. reward
- b. coercive
- c. expert
- d. referent

8. Employees at Brazil-based company Seneco are permitted to control their work hours, location, and even pay plans. Employees also participate in all organization decisions, including what businesses Seneco should pursue. Employees at Seneco are _____.
- dependent
 - rational
 - decentralized
 - empowered
9. Which type of power does a manager enjoy because of his right to promote subordinates?
- Legitimate
 - Reward
 - Coercive
 - Referent
10. Legitimate power comes from:
- the positions in the organizations.
 - skill and knowledge.
 - personal characteristics.
 - resources controlled by managers.
11. People have authority in an organization because of:
- the positions they hold.
 - skill and knowledge they possess.
 - personal characteristics.
 - resources they control.
12. In distinguishing between power and authority, we learned that power is:
- vested in people.
 - possibly exercised upward, downward, and horizontally.
 - flowing down the vertical hierarchy.
 - more narrow in scope than authority.

13. Gary is a manager at YMZ Company. One day, when Gary was swamped with work, his colleague, Charles, offered to help Gary with some of his work. Charles finished writing some reports for Gary and made phone calls for him. A month later, when Charles was overwhelmed with work, Gary felt obligated to help him. This example best illustrates which of the following?
- The principle of reciprocity
 - Empowerment
 - Network centrality
 - Negotiation
14. Dependency power is derived from:
- being dependent on others for something.
 - having something someone else wants.
 - becoming paternalistic in one's management style.
 - immature subordinates.

二、是非題 (28%)：14題，每題2分，共計28分。若該題目內容所敘述為正確，請在答案卷上以「T」作答；反之，若該題目內容所敘述為錯誤，請在答案卷上以「F」作答。

- Several subcultures may exist within large organizations, each differing from each other and from the culture as a whole.
- In successful organizations, culture becomes set and therefore does not require adaptation to the environment.
- All ethical standards are legal requirements.
- Top leaders are responsible for creating and sustaining a culture that emphasizes the importance of ethical behavior for every employee.

5. Companies that put ethics on the back burner in favor of fast growth and short-term profits succeed in the long-run.
6. Whistle-blowing is a disclosure mechanism.
7. Culture represents the formal organization, whereas organizational structure, size, and strategy represent the informal organization.
8. A code of ethics is a formal statement of the company's values concerning ethics and social responsibility; it clarifies to employees what the company stands for and its expectations for employee conduct.
9. The single best way to make sure an organization stays on solid ethical ground is to have a strong code of ethics and make sure all employees are familiar with its guidelines.
10. Legitimate power is the authority to punish or recommend punishment, whereas expert power derives from a person's greater skill or knowledge about the tasks being performed.
11. The allocation of power to middle managers and staff is dangerous because it hinders those employees from being productive.
12. People at the bottom levels of an organization can never obtain more power than those in higher levels of the organization.
13. Middle managers and lower-level employees do not have access to information that would increase their power.

14. Empowerment is power sharing, the delegation of power or authority to subordinates in an organization.

三、問答題，共計 20 分。一名生產部經理正擔心員工產能降低的情形，他讀到一些有關工作績效的文章指出，有四項影響員工工作績效的重要因素：工作所需技能、獎酬、激勵及工作滿意度；但是也有些文章提到，只有在獎酬對員工有價值(有吸引力)時，員工才能真正被激勵，並提升其工作滿意度與工作績效；反之則不然。請將以上敘述中所提到的概念，依照因果的先後順序排列。【請將因素寫在方框內，因果關係請用箭頭表示!】例如:



四、填空題，共計24分。下圖為人力資源管理具有的幾項功能，請將下圖(圖1)照抄到答案紙上，並需注意箭頭指向的關係,然後將『工作條件、工作分析、工作評價、勞資關係、招募、人力分析、配置、甄選、前程規劃、績效管理、工作設計、福利』等項目，填到所屬功能的空格中 !!!
(未按照指示作答者,以未作答計算)!!!

圖 1

