國立高雄應用科技大學
107 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：a. 本試題共　題，共 100 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

一、選擇題 (50%)：20 題，每題 2.5 分，共計 50 分。請選出最適當的單一答案。

1. Human resources management (HRM), has historically been known as:
   A. people hiring
   B. personnel planning
   C. personnel management
   D. people directing
   E. personnel organization

2. What is the definition of *human resource planning*?
   A. The systematic process of matching the internal and external supply of people with job openings anticipated in the organization over a specified period of time.
   B. The process of attracting individuals on a timely basis, in sufficient numbers, and with appropriate qualifications, to apply for jobs with an organization
   C. The process of choosing from a group of applicants the individual best suited for a particular position and the organization
   D. The systematic process of determining the skills, duties, and knowledge required for performing jobs in an organization

3. Recruitment, selection, and outplacement are three related activities generally associated with the:
   A. controlling function
   B. staffing function
   C. operations function
   D. directing function
   E. evaluating function

4. The _____ dimension of leadership behavior can range from autocratic to democratic.

    A. group maintenance

    B. task performance

    C. behavioral

    D. participation-in-decision-making

    E. leader-member exchange

5. According to proponents of the _____to leadership, universally important traits and behaviors don't exist.

    A. situational approach

    B. performance approach

    C. behavioral approach

    D. maintenance approach

    E. task approach

6. "_____" rewards are essential to the motivation underlying creativity.

    A. extrinsic

    B. self-actualization

    C. intrinsic

    D. ego

    E. social

7. The Hackman and Oldham model of job design supports the belief that well-designed jobs lead to:

    A. Low motivation, high-quality performance, high satisfaction, and low absenteeism and turnover.

    B. High motivation, high-quality performance, high satisfaction, and low absenteeism and turnover.

    C. High motivation, high-quality performance, low satisfaction, and low absenteeism and turnover.

    D. High motivation, high-quality performance, high satisfaction, and low absenteeism and turnover.

    E. High motivation, high-quality performance, high satisfaction, and high absenteeism and turnover.

8. Empowering people means allowing them to:

    A. design their own reward system

    B. choose their own work assignments

    C. make strategic decisions

    D. allocate resources throughout the organization

    E. participate in decision making.

9. Transformational leadership has been identified in:

    A. service, the military, and politics

    B. industry, the military, and politics

    C. small business, the military, and politics.

    D. Retail, the military, and politics

    E. Consulting, the leadership, the military, and politics

10. To be effective motivators, managers must know what _____ they want to motivate people to exhibit.

    A. success

    B. actions

    C. discipline

    D. ideas

    E. behaviors

11. Expectancy theory helps the manager zero in on key leverage points for influencing motivation. Three implications are crucial:

    A. Increase expectancies, identify positively valent outcomes, make performance instrumental toward positive outcomes

    B. Decrease expectancies, identify positively valent outcomes, make performance instrumental toward positive outcomes.

    C. Increase expectancies, identify negatively valent outcomes, make performance instrumental toward positive outcomes.

    D. Increase expectancies, identify negatively valent outcomes, make performance instrumental toward negative outcomes.

    E. Decrease expectancies, identify negatively valent outcomes, make performance instrumental toward negative outcomes.

12. Goals are most effective in motivating people when they are:

    A. acceptable.

    B. challenging but attainable

    C. specific

    D. quantifiable and measurable

    E. all of the above

13. Abraham Maslow organized five major types of human needs into a hierarchy that include each of the following except:

A. psychological

B. safety or security

C. social

D. ego

E. self-actualization

14. There are two basic types of structured interview:

A. entrance interview/exit interview

B. location interview/situational interview

C. emergency interview/selection interview

D. situational interview/behavioral description interview

E. selection interview/exit interview

15. "_____" involves teaching managers and professional employees broader skills needed for their present and future jobs.

A. staffing

B. training

C. learning

D. development

E. development learning

16. The leader with _____ power has control over punishments; people comply to avoid those punishments.

A. legitimate

B. coercive

C. referent

D. reward

E. expert

17. What is the definition of *human resource management*?

A. The utilization of individuals to achieve organizational objectives

B. The process through which an organization ensures that it always has the proper number of employees with the appropriate skills in the right jobs, at the right time, to achieve organizational objectives

C. The systematic process of determining the skills, duties, and knowledge required for performing jobs in an organization

D. The process of choosing from a group of applicants the individual best suited for a particular position and the organization

18. What is the definition of *selection*?

A. The systematic process of determining the skills, duties, and knowledge required for performing jobs in an organization

B. The process through which the organization chooses, from a group of applicants, those individuals best suited both for the open position and for the company

C. The process of choosing from a group of applicants the individual best suited for a particular position and the organization

D. An ongoing process whereby an individual sets career goals and identifies the means to achieve them

19. What is the definition of *staffing*?

A. The process called through which an organization ensures that it always has the proper number of employees with the appropriate skills in the right jobs, at the right time, to achieve organizational objectives

B. The systematic process of determining the skills, duties, and knowledge required for performing jobs in an organization

C. The process through which the organization chooses, from a group of applicants, those individuals best suited both for the open position and for the company

D. An ongoing process whereby an individual sets career goals and identifies the means to achieve them

20. What is the definition of *corporate social responsibility*?

A. Individuals or groups whose interests are affected by organizational activities

B. The implied, enforced, or felt obligation of managers, acting in their official capacity, to serve or protect the interests of groups other than themselves

C. The set of written and unwritten rules and assumptions about acceptable interrelationships among the various elements of society

D. A systematic assessment of a company's activities in terms of its social impact

三、簡答題(20%)：2題，每題10分，共計20分。用中文回答即可

1. .請比較在處理勞資議題上，人力資源管理觀點"與"勞工關係觀點"的差異處

2. 請簡述人力資源管理(Human resources management , HRM)與人力資源發展(Human resources development, HRD)的關係

四、問答題(30%)：2題，每題15分，共計30分。用中文回答即可

1.簡述下則敘述/故事的內容

2. 列舉適合解釋這則敘述/故事的管理學概念,並引用敘述/故事中的內容來說明原因！

　　　Males and females are viewed differently in CEO positions. Because female CEOs are rare, they may be perceived to be in a meaningful and unified group of their own (Dixon-Fowler et al., 2013) and have their own "women's way of managing" (Ashcraft, 1999). In a succession with gender change, the gender difference between the successor and the predecessor may give the successor an "outgroup" status—"out-group" being relative to the group formed by and surrounding the predecessor. As reviewed by Subasic et al. (2011), an "out-group" leader needs to draw subordinates' attention and closely monitor behaviors to motivate compliance with the leader's views and goals, whereas an "ingroup" leader's views and goals tend to be taken as "our" views and goals. Thus, in a succession with gender change, the successor's "out-group" status may impede his/her effectiveness as the leader of the top management team. The effectiveness of the whole team's interactions may suffer accordingly, and thus create a detrimental impact on post-succession firm performance.

　　　If a firm has other female leaders in its upper echelon, it demonstrates that women are valued and can perform as well as men in the firm's leadership positions. The presence of other female leaders can thus reduce the perceived incongruity between the female gender role and leader roles (Eagly & Karau, 2002) and narrow the status differential between females and males in leadership positions (Blalock, 1967). The presence of other female leaders also signals that status hierarchy is permeable between genders (Chattopadhyay et al., 2004). As Hogg and Terry (2000: 127) have noted, "Demographic diversity may weaken the impact of demographic group membership, making the organizational group itself more salient." In the same vein, Chattopadhyay et al. (2004) argued that as status hierarchy becomes more permeable between genders, men, as members of the high-status category, will identify less with their own demographic category and be more open to working with dissimilar others. Therefore, with other female leaders in a firm's upper echelon, a female successor is less likely to be seen as an "outgroup" member, and, accordingly, the disruption associated with male-to-female succession may be reduced. In contrast, without other female leaders in the upper echelon, the salience of the female successor's gender-based "out-group" status is highlighted because she is different from other leaders in this visible and fixed demographic dimension. Moreover, the CEO position is distinctively higher and more important than other executive positions (Fitza, 2014; Hambrick & Quigley, 2014). The structural difference between the CEO position and other leadership positions may further amplify a female successor's "out-group" status.