

國立中央大學八十六學年度碩士班研究生入學試題卷

所別：人力資源管理研究所甲、丙組 科目：

管理學

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管理學

一、選擇題：50% (請選擇一個最恰當的答案，答題時請橫寫五行對齊順序為

第一行 #1 #6 #11 #16 #21

第二行 #2 #7 #12 #17 #22

以此類推，每題2分)

1. Which management function involves influencing subordinates to perform the tasks that managers want them to perform?

- A. planning
- B. controlling
- C. administering
- D. organizing
- E. leading

2. A corporation that uses investments from owners in several countries to secure resources to produce and sell products in several countries is called a(n)

- A. universal corporation.
- B. global corporation.
- C. merchantile corporation.
- D. nationalist corporation.
- E. multinational corporation.

3. In an organization, which group of people does *not* make decisions?

- A. middle-level managers
- B. lower-level managers
- C. top-level managers
- D. nonmanagerial employees
- E. all of the group above do make decisions in organizations

4. A division or other unit within a business firm that has its own mission, objectives, strategies, customers, and product lines is referred to as a

- A. strategic business unit.
- B. concentration.
- C. joint venture.
- D. SWOT division.
- E. specialty division.

5. The span of management tends to become _____ from the bottom to the top of an organization.

- A. narrower
- B. wider
- C. flatter
- D. taller
- E. A given firm usually maintains the same size span of management on all levels of the organization.

參考用

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6. An employee or manager in an organization who becomes influential because he is personally friendly, charming, and impressive has
- A. referent power.
 - B. expert power.
 - C. coercive power.
 - D. reward power.
 - E. legitimate power.
7. Which of the following reports lists the qualifications required of a person to perform a job successfully?
- A. job description
 - B. job specification
 - C. job analysis
 - D. job evaluation
 - E. job determination
8. Recruitment refers to
- A. moving employees from less desirable jobs to more rewarding ones.
 - B. choosing a specific individual from among a pool of job candidates.
 - C. reaching out and attracting a pool of potential employees from which to select the ones needed.
 - D. improving and developing an employee's skills.
 - E. all of the activities needed to provide the right types and numbers of employees to reach an organization's objectives.
9. According to Herzberg, which of the following is a motivating factor?
- A. company policy and administration
 - B. quality of technical supervision
 - C. salary
 - D. responsibility
 - E. benefits
10. Likert's general supervision style of leadership by supervisors is based largely on
- A. Theory X.
 - B. Theory Y.
 - C. Theory Z.
 - D. System I.
 - E. a task orientation.
11. Delegating decision-making authority downward to successively lower levels of the organization is referred to as
- A. formalization.
 - B. departmentalization.
 - C. functionalization.
 - D. decentralization.
 - E. centralization.

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12. What leadership characteristics form the axes of the Leadership Grid?
- A. concern for production and concern for performance
 - B. concern for production and concern for people
 - C. concern for people and concern for organization
 - D. concern for the leader and concern for subordinate
 - E. concern for management and concern for leadership
13. Failure to meet the expectation of workers with respect to their jobs can lead to all of the following *except*.
- A. low motivation.
 - B. higher performance.
 - C. higher absenteeism.
 - D. higher turnover.
 - E. lower satisfaction.
14. Which of the following is a true statement concerning strategic human resource management?
- A. A strategic human resource approach is concerned with the hourly or operational personnel the most.
 - B. A strategic human resource approach is concerned with executive compensation and benefits the most.
 - C. A strategic human resource approach is concerned with all of the firm's employees, executive through hourly.
 - D. A strategic human resource approach is concerned with staff personnel the most.
 - E. A strategic human resource approach is concerned with line personnel the most.
15. Which of the following most closely represents the proper order for human resource planning?
- A. Determine growth objectives, determine human resource objectives, examine job design and structure, and estimate human resource shortages or surpluses.
 - B. Determine human resource objectives, examine job design and structures, determine growth objectives, and estimate human resource needs.
 - C. Determine growth objectives, estimate human resource shortages and surpluses, determine human resource objectives, and examine job design and structures.
 - D. Determine human resource objectives, determine growth objectives, examine job design and structure, and estimate human resource needs.
 - E. Determine human resource objectives, determine human resource shortages and surpluses, examine job design and structure, and determine growth objectives.
16. The main drawback of job enlargement is that
- A. employees do not want autonomy and responsibility.
 - B. employees view it as being given more to do with no more money.
 - C. employees may argue about task assignment.
 - D. it adds too much meaning and significance to the jobs.

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17. The primary responsibility for training and development lies with
 - A. top management.
 - B. HR department.
 - C. employee.
 - D. immediate supervisor.

18. If it is critical that a firm attract and maintain a competent (but not superior) work force and keep its labor costs in line with competitors' costs, the firm would most likely choose a
 - A. lag policy.
 - B. lead policy.
 - C. match policy.
 - D. minimum-wage policy.

19. Which of the following pays employees for savings in costs, whether or not the organization is profitable at the end of the year?
 - A. incentive plans
 - B. gain-sharing plans
 - C. ESOP
 - D. merit-pay plans
 - E. profit-sharing plans

20. Which of the following perceptual errors has occurred when a rater rates an older employee lower than a younger employee who is at the same performance level?
 - A. recency effect
 - B. attributional errors
 - C. halo effect
 - D. stereotypes
 - E. strictness errors

21. When a restaurant asks patrons to fill out a card concerning the quality of the food and service at the restaurant, management is trying to get performance-evaluation information from the
 - A. job itself.
 - B. coworkers.
 - C. supervisors.
 - D. customers.
 - E. computer system.

22. What is the relationship between job stress and productivity?
 - A. As stress goes up, productivity goes down.
 - B. As stress goes up, productivity first rises, then falls.
 - C. As stress goes up, productivity goes up.
 - D. As stress goes up, productivity remains unchanged.
 - E. There is no relationship between stress and productivity.

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23. Which of the following is *true* about collective bargaining?
- A. Employees have the right to form unions.
 - B. Employers must bargain collectively with an employee union.
 - C. Employees in unions have more power collectively than they do individually.
 - D. two of the above
 - E. all of the above
24. If management clearly accepts the union as an integral part of the decision process, it is following which type of philosophy toward labor?
- A. open hostility and direct action
 - B. armed-truce philosophy
 - C. power-bargaining approach
 - D. accommodation philosophy
 - E. cooperative approach
25. Due process refers to which of the following?
- A. employment free from discrimination
 - B. the right to a fair hearing if charged with rule violation
 - C. the right to complain of safety violations without fear of retribution from the employer
 - D. the right to be notified of any plant closings or layoffs
 - E. the right to terminate the employment relationship at-will

二、申論題：50%（三題選兩題，每題25分）

1. 請以管理的觀點論台灣之競爭力（含競爭策略、策略擬定、策略執行……等）。
2. 請針對全球競爭、台灣基層勞動力缺乏、員工價值觀更改、勞工意識抬頭等等現象論台灣企業應採行之人力資源管理。
3. 試論資訊科技對於人力資源管理之影響。