

國立中央大學 106 學年度碩士班考試入學試題

所別： 人力資源管理研究所 碩士班 不分組(一般生)

共 3 頁 第 1 頁

科目： 管理學

本科考試禁用計算器

\*請在答案卷(卡)內作答

I. Multiple choice (30%, 2% each) 請於答案卡上作答

1、 A functional structure:

- A. Can change immediately to customer needs.
- B. Has caused high level of bureaucracy.
- C. Produce economies of scale.
- D. Can result in clear product responsibility.

2、 Which one is a vertical linkage mechanism of an organization?

- A. Integrating unit
- B. Liaison role
- C. Teams
- D. Rules and plans

3、 The goal of sociotechnical system approach is to design the organization for

- A. Profit maximization
- B. Joint optimization
- C. Reengineering
- D. Contingency purpose

4、 In expectancy theory, \_\_\_\_\_ is the belief that high amounts of effort will lead to good performance.

- A. Instrumentality
- B. Expectancy
- C. Valence
- D. Probability

5、 In the attribution process, correspondent inferences are:

- A. Judgments about people's disposition
- B. Explanation for events
- C. Judgments about the context
- D. Situational learning

6、 According to Herzberg, people are motivated by

- A. Pay
- B. Working condition
- C. Job security
- D. Opportunity for promotion

參考用

注意：背面有試題

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- 7、 High formalization is usually associated with
- A. High specialization
  - B. Employee representation
  - C. Flat hierarchy
  - D. Task variety
- 8、 Organizational culture
- A. Is usually written
  - B. Is a type of social control mechanism
  - C. Generate commitment to market share
  - D. All of the above
- 9、 Legitimate power comes from
- A. Skill and knowledge
  - B. Resources controlled by managers
  - C. Organizational position
  - D. Social network
- 10、 The incremental decision making model focuses on
- A. A choice opportunity
  - B. Coalition among organizational members
  - C. Programmed decision making
  - D. Action research approach
- 11、 Which theory describes the environment is composed of norms and values of stakeholders?
- A. Organizational ecology
  - B. Institutional theory
  - C. Stakeholder theory
  - D. Social capital theory
- 12、 An example of mimetic force is:
- A. Accounting rules
  - B. Pollution controls
  - C. Benchmarking
  - D. All of the above

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13、 Which of the following is not consistent with maximizing stockholder wealth?

- A. Increasing product quality
- B. Increasing productivity
- C. Maximizing the growth rate
- D. Reducing capital costs.

14、 An industry's buyers are most powerful when

- A. They buy small quantities frequently.
- B. The industry is consolidated and the buyers are many.
- C. Switching costs are high.
- D. They can threaten vertical integration.

15、 Capabilities are

- A. A company's technological know-how.
- B. A company's skills at coordinating resources and putting them to productive use.
- C. A Company's reputation.
- D. A company's physical plant and equipment.

II. Essay Questions (70%)

- 1、 Please comment on the following statement: "Technology will eventually deskill workers in the organization." (10%)
- 2、 Define personality and its role in any two human resource management functions. (10%)
- 3、 Please discuss why hierarchy exists. (10%)
- 4、 Please comment on the following statement: "Managing diversity on teams is balancing act." (10%)
- 5、 When organizations are aware of resource dependency and begin to develop strategies to reduce their dependence on other organizations, what alternatives would be considered? Explain the alternatives from two different approaches. (15%)
- 6、 Please discuss the advantages and disadvantages of setting a performance target for employees in a complex task setting. (15%)