

國立中央大學 108 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)

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科目： 管理學

本科考試禁用計算器

《請在答案卷上作答》

一、選擇題 (40%，每題 4%，請選擇最正確的答案)：

1. If Salesforce introduces a new software package this month, Oracle can probably come out with a similar package by next month. However, if Salesforce technical support people are selected, trained and motivated to provide “above and beyond traditional customer service”, Oracle will have a difficult time imitating this service within a month. This is an example of how employees can provide a competitive advantage. Which of the following theories is being applied?
 - A. Strategic management
 - B. Behavioral perspective
 - C. Psychological contract
 - D. Resource-based view
 - E. Equity
2. Inna works at the Taiwan Animal Protection Society (台灣動物保護協會). In order to decrease employee turnover, the Society has decided to increase the meaningfulness of the jobs. In the past, Inna only knew that her job requires her to give the animals foods. Now, she sees that her job prevents animals from suffering and brings joy to many people. From the job characteristics theory (工作特質理論), this is an example of _____.
 - A. Task identity
 - B. Feedback
 - C. Task variety
 - D. Task significance
 - E. Autonomy
3. Why do we want to conduct a job analysis as the basis for a selection system?
 - A. So we know exactly what the job does and have a better chance of hiring someone with skills that match the job
 - B. So that more people will apply for the job
 - C. So that the selection system is more legally defensible
 - D. A, B, & C
 - E. A and C only
4. Which of the following is/are TRUE of realistic job previews (實際工作預覽)?
 - A. They are intended to provide job applicants with job-related information
 - B. They are associated with higher job satisfaction and higher trust in the employer
 - C. They have been found to cause some qualified job applicants to not apply for a job
 - D. Two of the above
 - E. A, B, and C

參考用

注意:背面有試題

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5. Research on employment interviews supports which of the following conclusions?
 - A. Structured and unstructured interviews are equally effective at predicting job performance
 - B. Unstructured interviews are more reliable but less valid than structured interviews
 - C. Structured interviews are more reliable and valid than unstructured interviews
 - D. Unstructured interviews provide more flexibility and are more effective at predicting job performance than structured interviews
 - E. Candidate responses to unstructured interview questions are highly related with subsequent job performance

6. You are invited for an employment interview for a project leadership position. One of the interview questions is as follows: "Tell me about a time when you were responsible for directing the work activities of two or more other people and one of them refused to carry out a task that you had asked them to do." Based on this, what type of interview is being used here?
 - A. Stress interview
 - B. Situational interview
 - C. Behavioral interview
 - D. Evaluative interview
 - E. Simulation interview

7. Which of the following are the 4 criteria commonly used in the training evaluation (訓練成效評估)?
 - A. Reaction, Learning, Behavior, Results
 - B. Reaction, Behavior, Transfer, Results
 - C. Reaction, Learning, Engagement, Behavior
 - D. Attitudes, Knowledge, Skill, Others
 - E. None of the above

8. Which of the following is NOT a true statement about the strategic importance of training and development in organizations:
 - A. Ensure employees make fewer errors
 - B. Create opportunities for career growth
 - C. Help attract valuable employees
 - D. Response to organizational changes
 - E. Reduce the need for performance management

9. Which of the following is true of the "halo effect (月暈效應)" in performance evaluation?
 - A. It is type of bias that involves a rater giving higher ratings to people who are similar to the rater
 - B. It occurs when an employee's good performance on one task results in a good overall job performance rating
 - C. It occurs only when the very best performers are evaluated
 - D. It is a bias that occurs when a good performer receives a poor performance evaluation
 - E. None of the above

參考用

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10. Which of the following is NOT true about “incentive pay (激勵性薪資)”?
- A. It helps to ensure that people with the same job receive similar levels of pay
 - B. It may result in competition between individuals or groups within the organization
 - C. If used, it is important that it be accompanied by an effective performance appraisal system
 - D. It should improve the organization’s ability to retain high performers
 - E. None of the above

二、申論題 (60%，每題 20%，請詳細說明答案)：

1. 許多企業設有影子顧問 (shadow advisor)，例如亞馬遜執行長貝佐斯每一段時間都會安排一位高潛力員工在他身邊貼身學習，和他一起參加大小會議。台積電創辦人張忠謀也曾經對想要成為未來領導人的年輕世代提出以下建議—「學習比你職位高一階主管的工作，學習它，但不要對你的主管造成威脅。」請問身為未來傑出領導者的妳/你，張忠謀的這句話對於員工個人，以及企業分別有什麼益處？以及，企業可以透過那些措施讓員工更有機會向高一階主管學習，並且跳出自身職位做思考？
2. 你/妳是一間跨國醫療設備公司的專案召集人，正帶領一支產品開發團隊，密集研發新的醫療應用程式，這個應用程式目的在於為慢性病患者帶來實質幫助。你/妳發現負責和高階主管報告團隊進度的成員阿星，已經好幾天很沮喪了，原來他前幾天做完報告，主管卻不買單，聽完報告就開始批評。身為一位優秀的專案召集人，妥善安撫成員負面情緒是很重要的，請就轉換型領導的四個構面分別做簡單介紹和實際會用來鼓舞阿星的四個方式。
3. 通用汽車的執行長瑪麗芭拉 (Mary Barra)，在先前擔任人資副總一職時，即開始引進許多新觀念，例如，將原本十頁的員工服裝標準守則改為簡單的兩個字—“Dress appropriately 著裝得體”，協助擁有百年歷史的通用汽車建立賦權和創新的組織文化，並成功帶領通用汽車走出破產陰霾且進入自駕市場。然而，學者與實務者卻也常形容一個強烈的組織文化為一把雙刃劍，有利也有弊，需要持續的打造、維持與修正，找到一個對企業創造最大利益的平衡點；請陳述妳/你個人對此的看法，並指出企業在需要增強與弱化組織文化強度的兩不同階段時，可以分別使用那些措施？

參考用