

國立中央大學98學年度碩士班考試入學試題卷

所別：人力資源管理研究所碩士班 科目：管理學 共 4 頁 第 1 頁

*請在試卷答案卷(卡)內作答

I. True/False Questions (30%, 2% for each question)

1. Group dynamics refers to the use of groups or teams in which members are mutually committed to goals and there is leadership toward those goals.
2. The Myers-Briggs Type Indicator (MBTI) which can be combined into sixteen types is the most widely used personality frameworks in practice.
3. Every decision requires interpretation and evaluation of information.
4. Emotional intelligence refers to an assortment of personality traits that influence a person's opportunity to succeed in coping with environmental demands.
5. People at the bottom level of an organization can never obtain more power than those in higher levels of the organization.
6. With coercive forces, organizational adaptation is for coping uncertainty.
7. Intuition should not be used in organizational decision making.
8. Horizontal power is not defined by the formal hierarchy.
9. Expectancy theory suggests that goals serve as motivators to drive employees' efforts.
10. Official goals address issues pertaining to corporate legitimacy.
11. Contingency means that organizations should be structured loosely.
12. Boundary spanning roles can prevent the organization from stagnating by keeping managers informed about environment changes.
13. A basic assumption of the organization population ecology model is the market competition.
14. If firms has well-developed goals for profitability, these firms will have all they need for determination of their effectiveness.
15. An organization should usually have rigid and clear boundary separating it from the environments.

II. Multiple Choice Questions (30%, 2% for each question)

1. According to attribution theory, the defensive bias makes workers more likely to attribute their performance problems to:
 - a. situational causes
 - b. personal causes
 - c. both personal and situational causes
 - d. neither personal nor situational causes
2. Which of the following control approach is likely to be highly resistant to change by organizational members, and slow to respond to customers and competitors?
 - a. behavior control

參考用

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- b. bureaucratic control
- c. self-control
- d. outcome control

3、 Teams enhance speed and efficiency when designing and manufacturing new products because they:

- a. allow departments to work independently of one another
- b. make possible overlapping development phases
- c. fit well with traditional sequential development phases
- d. all of the above are ways in which teams enhance new product development

4、 Which of the following undermines team effectiveness by preventing teams from engaging in the kinds of activities that are critical to team effectiveness?

- a. low cohesiveness
- b. cognitive conflict
- c. affective conflict
- d. norms

5、 Employees tend to feel a greater sense of ownership and responsibility in companies with organizational cultures characterized by:

- a. clear mission
- b. adaptability
- c. involvement
- d. consistency

6、 Which of the following is a direct (rather than indirect) measure of job applicants' capability to do the job?

- a. work sample tests
- b. cognitive ability tests
- c. personality tests
- d. biographical data

7、 Which of the following statements regarding downsizing is false?

- a. It refers to the planned elimination of jobs within a company.
- b. It leads to better financial performance and increased organizational flexibility.
- c. Outplacement programs can help the company maintain a positive image in the community.
- d. The best strategy is to downsize only as a last resort.

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- 8、Secondary stakeholders are important to companies because:
- they depend on them for long-term survival
 - they can affect public perceptions and opinions
 - the company is endangered by a termination of their relationship
 - they have the direct power to control management decisions
- 9、The _____ the five industry forces (i.e., character of rivalry, threat of new entrants, threat of substitute products or services, bargaining power of suppliers, and the bargaining power of buyers), the _____ attractive the industry becomes to corporate investors, because it is more difficult for companies to be profitable.
- weaker; more
 - weaker; less
 - stronger; more
 - stronger; less
- 10、Which of the following quality characteristics can be applied to both products and services?
- reliability
 - serviceability
 - durability
 - tangibility
- 11、The study of organization behavior is:
- The same thing as the study of organization theory.
 - An 'umbrella' that encompasses the organization studies.
 - A micro approach focusing on the individual.
 - A subset of organization theory.
- 12、_____ is the degree to which an organization achieves its goals.
- Efficiency.
 - Flexibility.
 - Effectiveness.
 - Profitability.
- 13、Scientific management was:
- Fully inspired by the insights of practitioners.
 - An outgrowth of the Hawthornes studies.
 - Focused on effectiveness rather than efficiency.

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d. Successful at increasing output, in part of through the use of incentive systems.

14. Errors concerning the causes behind others' behavior are known as:

- a. Naïve realism.
- b. Ambiguity over jurisdiction.
- c. Destructive criticism.
- d. Faulty attributions.

15. The tendency to perceive others in stereotypical ways was called as:

- a. Bias toward implicit favorites
- b. Goal framing
- c. A representativeness heuristic.
- d. An availability heuristic

III. Define and describe the following terms (20%, 5% for each)

- 1. Escalation of commitment
- 2. Bounded rationality
- 3. Richness of communication channels
- 4. Organizational citizenship behavior

IV. Essay (20%)

- 1. Please describe and discuss the typical differences between professional workers and non-professionals. Following, based on the characteristics of professional workers and motivation theories, list four types of management activities (practices) which can motivate professional workers.

參考用