

# 國立中央大學八十五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 丙組 科目: 組織發展

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一. 下列五題任選四題, 每題二十分, 共八十分。

1. 請敘述組織發展與組織行為之異同。
2. 請敘述您所知道的組織發展干預或介入(intervention)技巧。
3. 請敘述組織發展之演變。
4. 請闡述步入二十一世紀, 組織發展於組織中可扮演什麼角色。
5. 請問全面品質管理、組織再造是組織發展嗎?

二. 必答, 二十分。

請閱讀以下之短文並回答(可用中文回答)

"If you want to understand what it's like to manage change in today's organizations, think of it as equivalent to permanent white-water rafting. The organization is not a large ship, but more akin to a forty-foot raft. Rather than sailing a calm sea, this raft must traverse a raging river made up of an uninterrupted flow of permanent white-water rapids. To make things worse, the raft is manned by ten people who have never worked together, none of them has traveled the river before, much of the trip is in the dark, the river is dotted by unexpected turns and obstacles, the exact destination of the raft is not clear, and at irregular intervals the raft needs to pull to shore, where some new crew members are added and others leave. Change is a natural state and managing change is a continual process. That is, managers never get the luxury of escaping the white-water rapids."

Question:

Do you agree with the above statement? As a human resource manager, what will you do in such a situation?

參考用