

國立中山大學 104 學年度碩士暨碩士專班招生考試試題

科目名稱：管理學【人管所碩士班甲組、乙組】

題號：445002

※本科目依簡章規定「不可以」使用計算機(問答申論題)

共 2 頁第 1 頁

《第一部分：概念判讀題》60%

以下各題皆有一段英文敘述，請在仔細閱讀之後，寫出最能適切說明此一敘述內涵的英文概念名稱。本部分每題 5 分，以中文書寫答案或未能寫出正確英文者皆不計分。

1. Bonding and bridging are the heart of the concept. It has been applied in sociology, management, and so forth. Normally, the concept refers as the sum of the *actual and potential resources* embedded within, available through, and derived from the network of relationships possessed by an individual or social unit.
2. Contemporary organizations highly emphasize their relations with *any group or individual* who can affect or is affected by the achievement of the organization's objectives. Power, legitimacy, and urgency are the three main defining attributes of such groups or individuals. Appropriate management of their expectations and agreed objectives usually leads to a compelling corporate vision and thereby effective business strategies.
3. In early stage, scholars define the concept as a constraint. Nowadays, it not only constrains the behavior of social actors but also provides a basis for strategies. In sum, the concept refers to *supra-organizational patterns of human activity* by which individuals and organizations produce and reproduce their material substance and organize time and space.
4. It is *a group of firms* entering into voluntary arrangements that involve in exchange, sharing, or co-development of products, technologies, or services. It can occur as a result of a wide range of motives and goals, take a variety of forms, and occur across vertical and horizontal boundaries. It has been discussing in strategic management over two decades.
5. This concept refers to the *purposive inflow and outflow of knowledge* to accelerate internal innovation and expand the markets for external use of innovation, respectively. As noted in Chesbrough's book, it is "a paradigm that assumes that firms can and should use external ideas as well as internal ideas, and internal and external paths to market, as the firms look to advance their technology."
6. It refers to the *process* of continually utilizing knowledge of all kinds to meet existing and emerging needs, identify and exploit existing and intangible assets, and develop new opportunities. It efforts typically focus on organizational objectives, such as improved performance, competitive advantage, innovation, the sharing of lessons learned, and continuous improvement of the organization.
7. The factors leading to job dissatisfaction are separate and distinct from those that lead to job satisfaction. In general, these *dissatisfaction removers* consist of conditions surrounding the job, such as quality of supervision, pay, company policies, physical working environment, and relations with others. Managers who seek to eliminate job dissatisfaction by improving conditions mentioned above may bring about peace but not necessarily motivation.
8. This *personality attribute* refers to the degree to which people believe they are masters of their own fate. Those who believe that they control their destinies are labeled internals, whereas those who see their lives as being controlled by outside forces are called externals. A large amount of research comparing internals with externals has consistently shown that externals are less satisfied with and less involved on their jobs.
9. In Hofstede's widely referenced framework for assessing cultural values, this *value dimension of national culture* refers to the degree to which people in a country accept that power in institutions and organizations is distributed unequally. Asian countries, such as China and Indonesia, are high in this value dimension, whereas Netherlands, Germany, and the United States are low in it.

國立中山大學 104 學年度碩士暨碩士專班招生考試試題

科目名稱：管理學【人管所碩士班甲組、乙組】

題號：445002

※本科目依簡章規定「不可以」使用計算機(問答申論題)

共 2 頁第 2 頁

10. Supervisors with this *leadership style* motivate followers by getting them to internalize and prioritize a collective cause over individual interests. They develop a shared, energizing vision, communicate confidence that followers can achieve goals beyond expectations, and provide individualized consideration and intellectual stimulation. They are able to excite, arouse, and inspire followers to put out extra effort to achieve group goals.
11. French and Raven proposed that there are several sources of power. *One of the sources of influence* is based on identification with a person who has desirable resources or personal traits. If A admires and identifies with B, B can exercise power over A because A wants to please B and considers B a role model. It explains why celebrities are paid millions of dollars to endorse products in commercials.
12. This *discretionary behavior* is not part of an employee's formal job requirements, but nevertheless promotes the effective functioning of the organization. Employees with high levels of such behavior make constructive suggestions about their work groups, help colleagues on their team, volunteer for extra job activities, avoid unnecessary conflicts, and show care for organizational property.

《第二部分：問答題》40%

本部分每題 10 分。

1. 某企業的策略目標為使其所推出的科技標準，成為業界適用的唯一標準。若您為該企業的總經理，應如何幫助該企業達成此一目標？
2. 企業經理人經常面對各種彼此相互矛盾的壓力，例如必須在環保團體、同產業競爭者、股東之間求取平衡。企業經理人應如何解決不同對象之間的矛盾？
3. 請從 McGregor 的 X 理論與 Y 理論角度，評論現任台北市長柯文哲的帶人哲學。
4. 學運領袖陳為廷原先決定早媒體一步坦承大學時期的性騷擾前科，以力保立委補選的參選聲望，卻在媒體進一步披露其高中時就曾有類似醜聞後黯然退選。請由歸因理論的角度對整起事件的轉折進行分析。