

國立中山大學 106 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】

題號：445003

※本科目依簡章規定「不可以」使用計算機(問答申論題)

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一、概念判讀 (50%)

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. Instead of using traditional ways, many organizations employ this *goal-setting program*, or a four-stage process of setting mutually agreed-upon goals and using those goals to evaluate employee performance: goal specificity, participative decision making, an explicit time period, and performance feedback. If team leaders use this approach, they first sit down with each member of his team and set goals together. Then they periodically review whether progress is being made toward achieving those goals.
2. It is a form of *corporate self-regulation* integrated into a business model. Many organizations now make policies as a self-regulatory mechanism whereby a business monitors and ensures its active compliance with the spirit of the law, ethical standards, and national/international norms. With some models, a firm's implementation of it even goes beyond compliance and engages in proactive actions that appear to further some social good beyond the interests of the firm, such as environmental sustainability and employee volunteering.
3. This *psychological state* of employees is the degree to which an employee identifies with a particular organization and its goals, and wishes to maintain membership in that organization. Whereas job involvement is about identifying with one's job, it is about identifying with one's organization. Research suggests that it also leads to lower levels of both absenteeism and turnover and, in fact, is a better indicator of turnover than job satisfaction.
4. It may be the most effective *type of control* in preventing problems because it takes place before the actual activity. The key to such control is taking managerial action before a problem occurs. That way, problems can be prevented rather than corrected after any damage (e.g., poor-quality products, lost customers, and lost revenue) has already been done. However, these controls require timely and accurate information that isn't always easy to get. Thus, managers frequently end up using other types of control, such as feedback control.
5. It is *the process of managing* the sequence of activities and information along the entire series of organizational work activities. In contrast to supply chain management, which is internally oriented and focuses on efficient flow of incoming resources to the organization, it is externally oriented and focuses on both incoming materials and outgoing products and services. Supply chain management is efficiency oriented because its goal is to reduce costs and make the organization more productive. In contrast, it is effectiveness oriented and aims to create the highest value for customers.
6. This *form of organizations* refers to those that have developed the capacity to continuously learn, adapt, and change. In such organizations, members continually acquire and share new knowledge and apply that knowledge in making decisions or doing their work. Some organizational theorists even go so far as to say that an organization's ability to do this may be the only sustainable source of competitive advantage because today's managerial challenge is to inspire and enable knowledge workers to solve daily problems that cannot be anticipated.
7. This *assessment of current human resources* defines a job and the behaviors necessary to perform it. Information for such assessment is gathered by directly observing individuals on a specific job position, interviewing these employees individually or in a group, having them complete a survey, recording daily activities in a diary, or having job "experts" (usually managers) identify a job's specific characteristics. Based on its results, managers can develop descriptions or specifications of a particular job.

背面有題

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8. To increase employee job satisfaction and reduce turnover, managers should consider this *recruiting approach*, which is the disclosure of both positive and negative information about the job and the company. For instance, in addition to the positive comments typically expressed during an interview, the job applicant might be told that there are limited opportunities to talk to coworkers during work hours, or that working hours are erratic and they may have to work on weekends. Research indicates that applicants who receive such information have more realistic expectations about the jobs they'll be performing and are better able to cope with frustration.
9. Paul Hersey and Ken Blanchard developed this *contingency leadership theory* that focuses on followers' readiness, the extent to which people have the ability and willingness to accomplish a specific task. If followers are unable to do a task, leaders should display telling or selling styles to achieve leadership effectiveness. In contrast, if followers are able and willing to do a task, participating or delegating styles of leadership may be more effective.
10. This *decision making approach* refers to the systematic use of the best available evidence to improve management practices. The four essential elements of it include (1) the decision maker's expertise and judgment, (2) external evidence that has been evaluated by the decision maker, (3) opinions, preferences, and values of those who have a stake in the decision, and (4) relevant organizational (internal) factors, such as context, circumstances, and organizational members. The key for managers is to recognize and understand the mindful, conscious choice as to which element(s) are most important and should be emphasized in making a decision.

二、問答題（50%，每題 10 分）

1. 請詳細說明「團隊」與「團體」的差異？並舉例之。
2. 請詳細說明增強理論的增強作用的排程（schedules of reinforcement）？並舉例之。
3. 請詳細說明 Chayton Alderfer 修訂 Maslow 的需求層級理論後之 ERG 理論？並舉例之。
4. 請詳細說明權力的關鍵因素依賴性的基本假設？如何創造依賴性？並舉例之。
5. 在發生衝突時可採協商（negotiation），請詳細說明協商的定義？協商方法之協議策略為何？並舉例之。