

# 國立臺灣師範大學 108 學年度碩士班招生考試試題

科目：管理學

適用系所：國際人力資源發展研究所

注意：1.本試題共 2 頁，請依序在答案卷上作答，並標明題號，不必抄題。2.答案必須寫在指定作答區內，否則依規定扣分。

一、Leadership has been a popular topic of research and discussion. Please answer the following questions about leadership.

1. Define leadership. (5 points)
2. One of the contemporary leadership styles is the charismatic leadership. Describe the characteristics of a charismatic leader using a real-life example of a public figure. (10 points)
3. List the leadership styles you know and place them in a scale of effectiveness from the least effective to the most effective. Please provide theory-based explanation to your ranking. (10 points)

二、Planning is one of the four key management functions. Please describe:

1. What is “planning”? (10 points).
2. Assume the department you work for has an issue of employee high turnover rate and your supervisor assign you to decrease this high turnover rate number. What appropriate planning steps will you follow to fix this departmental issue? (15 points).

三、某食品企業在西進拓展海外生產線幾年後，在配合政府推動新南向政策的發展方針下，總公司已決定，將自 2019 年 6 月起，新增馬來西亞廠，以大幅增加多樣產品及擴大產量。總公司為讓海外新廠快速達成總公司訂定的 2019 年度產能目標，擬採取外派政策--以資深專業技術人力，援引其海外經營的經驗，協助該廠能儘速達成。假定妳（你）現在是執行該企業總公司國際經營政策的管理部主管，依據經營管理的「組織（organizing）」功能角度，在有效落實執行外派政策、達成總公司既定年度目標的要求下，請問：

1. 應如何選派外派人選？（10 分）
2. 針對被選中的派外人員，在其外派之前，應主動提供那些必要事項協助？（5 分）
3. 外派後的任務管理與效能，應如何掌握？（10 分）

四、Please define the bureaucratic theory (7 points). All organizations make use of bureaucratic control methods in their dealings with the employees of the organization. This type of control system can, however, create problems for the subordinates. Please discuss these types of problems and explain what

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organization's managers can do to reduce these types of problems within the organization and what subordinates can do to reduce the problems as well (18 points).