

# 國立臺灣師範大學 112 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。

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1. Among four functions of management, please define what is “organizing”? (5 points) Managers usually encounter some difficulties or challenges at the stage of organizing. To your knowledge, please provide two kinds of difficulty (or challenge) managers usually have at this stage (10 points) and how should managers do to overcome these two kinds of difficulty (or challenge), respectively? (10 points) You are welcome to apply your previous experience or any practical examples you can think of to answer the above three questions.
  
2. As countries around the world strive to go back to normal while still combating the risks and uncertainties of further COVID outbreaks, the remote work model (e.g., working from home) and its hybrid forms will become the new normal. The increasing demand from employees to have the choice of working remotely presents challenges to organizations as research shows both positive and negative consequences on company performance from remote work.
  - (1) Describe what are the possible consequences of remote work on company performance. (10 points)
  - (2) From the “control” function of management, discuss the control mechanisms companies should put in place to prevent negative consequences of remote work on company performance. (15 points)

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## 3. 針對管理的領導功能：

(1) 領導有那些主要類型？（5分）

(2) 各類型的特色為何？（5分）

(3) 請論述：民用航空運輸業經營者適合運用那些領導功能的任務（tasks）來管理，以有效防範類似空服員罷工的事件發生？（15分）

4. 過去這 20 年來，全球半導體產能往亞洲移動，在歷經美中貿易戰及疫情後，歐、美國家意識到半導體「在地生產」比重下滑，危機意識提高，並積極推動產能回移。跟過去商業及產業運作模式不太一樣，預期短期半導體「在地製造」是不可逆的態勢，亦是符合客戶對供應鏈要求生產基地分散風險考量。請發表你個人對此現象的看法？（5分）

(1) 假設你是半導體產業的人資主管，公司要求你一年內規劃出一套人才選用系統，可以清楚知道那些目前員工必須留台，那些必須外派到他國以符合在地生產之要求。請說明規劃時，應該考慮那些「因素」？（10分）

(2) 依據「時程」及「流程」如何進行？（10分）