

國立臺灣師範大學 114 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。

【考試說明：下列共四大申論題，可用中文或英文回答。Instructions: The four key applications questions listed below can be answered in either Chinese or English】

1. Planning is one of the four key management functions. Please describe:
 - a. How generative artificial intelligence (Gen AI) can be applied in the planning process. Include some examples of its use.
(10 points)
 - b. When using Gen AI in planning, what potential issues might arise (e.g., ethical, technical, or strategic concerns)? How would you address these issues to ensure the planning process remains effective and responsible?
(15 points)

2. 近年來國內各行各業都面臨大缺工問題，(1) 試評論缺工的問題原因為何？(10 分) (2) 針對缺工，政府官員常提出的解方有(a)中高齡人力投入就業市場、(b) AI/機器人取代人力、(c)引進外籍勞工等，請就這些做法的有效性及其對組織的變革挑戰提出論述。(15 分)
In recent years, various industries in Taiwan have been facing a severe labor shortage. (1) Please discuss the reasons behind this labor shortage. (10 points) (2) Common solutions brought up by government officials include: (a) Encouraging middle-aged and older workers to enter the job market, (b) Replacing human labor with AI/robots, and (c) Introducing foreign workers. Please analyze the effectiveness of these solutions and discuss their potential change management challenges on organizations. (15 points)

3. Remote work (or work from home) has become a popular work mode in recent years. Under such work mode, leaders may need to adopt leadership styles different from that used in a traditional work mode. Among many leadership styles you know, please select two leadership styles you think suitable for remote work mode. Please briefly explain these two types of leadership styles (10 points) and justify why you think they are suitable for remote work mode (15 points).

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4. G 電子材料公司受惠人工智慧漸漸被大量應用的商機，年度外銷業績倍增。日前公司董事會基於關鍵原料與研發人才取得、擷節生產成本等因素，決定成立海外分公司。依據此一決定，G 公司決策層希望能在一年內看到明顯的進展；管理層則準備透過管理的控制（Controlling in Management / Management Control）功能，來協助相關工作的推進，以達成目標。請問：
- (1)管理控制有那些主要類型？（5 分）
 - (2)管理控制的主要過程為何？（5 分）
 - (3)依你的觀點，G 公司的管理控制和其他那一管理功能最相關連？為什麼？（15 分）