

國立中山大學 111 學年度博士班招生考試試題

科目名稱：組織與人力資源管理【人管所】

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- 一、請說明人力資源(Human Resources)與人力資本(Human Capital) 的各自意義與二者間異同。(10%)
- 二、請說明人力資源管理(Human Resources Management)與人才管理(Talent Management) 的各自意義與二者間異同。(10%)
- 三、請說明組織結構(Organizational Structure)與組織文化(Organizational Culture) 的各自意義與二者間異同。(10%)
- 四、請說明工作滿足(Job Satisfaction)、組織承諾(Organizational Commitment)、組織公民行為(Organizational Citizenship Behavior) 的各自意義與三者間異同。(20%)
- 五、請列出兩個你/妳最熟悉的 OB/HR 理論，說明兩個理論的內涵、主要假定 (assumption)、以及理論的適用情境 (boundary conditions)，並用兩個企業內、或是真實生活中的案例為例，說明這兩個理論 (30%)。
- 六、請仔細閱讀下列英文短文後，回答以下幾個問題：(1) 什麼是 small talk? 請簡單說明 (5%)；(2) 為什麼 small talk 是值得研究的議題? (5%)；(3) small talk 可能對員工帶來的好處跟壞處為何? (5%)；(4) 若你/妳是企業管理者，要如何讓職場中的 small talk 帶來更多效益、並降低它的負面影響? (5%)

“Small talk—short, superficial, or trivial communication that does not convey information core to task completion(Malinowski, 1972/1923)—is ubiquitous in daily organizational life. It manifests as greetings and farewells (Bullis& Bach, 1991), chitchat in common areas (Fayard & Weeks, 2007), socializing before a meeting (Mirivel & Tracy, 2005), or a transition to serious topics of discussion (Knutson & Ayers, 1986) such as business negotiations (Shaughnessy, Mislin, & Hentschel, 2015) or performance evaluations (Schrader, 1969). In a recent survey about conversations at work, 72% of employees reported discussing weekend plans or weather, 44% discussed sports, and 36% discussed prime time television (Vitukevich, 2016).

Thus, small talk, at its core, lacks substance. Yet, in considering daily work experiences, small talk is a normative ritual—a scripted interaction—that pervades the workplace. It is a means to build rapport and create a sense of connection by acknowledging the presence of others, and acts as a social lubricant by helping individuals transition between daily activities (Molinsky, 2013). Indeed, it is considered a breach of normative behavior to stand beside someone at the copier without greeting them, or to dive right into a meeting without “greasing the wheels” with small talk.

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Indeed, small talk softens controversial conversations, enhances mood, creates positive group climates, and facilitates a sense of belonging (Bullis & Bach, 1991; Holmes, 2003; Huang, Yeomans, Brooks, Minson, & Gino, 2017; Moutoux & Porte, 1980; Sandstrom & Dunn, 2014). At the same time, however, many people consider small talk to be pointless, draining, or distracting (Brotheridge & Grandey, 2002; Coupland, Coupland, & Robinson, 1992), and therefore may self-impose isolation by purposefully arriving to meetings at the last minute to avoid chitchat about the prior night's football game, or wear headphones in the office to discourage pleasantries with coworkers."