國立中山大學105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)　　共3頁第1頁

一、概念判讀

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. This *leadership theory* argues that, because of time pressures and resource constraints, leaders establish a special relationship with a small group of their followers. These individuals make up the in-group; they are trusted, get a disproportionate amount of the leader's attention, and are more likely to receive special privileges. Others fall into the out-group. In general, subordinates with in-group status will have higher performance ratings and greater job satisfaction.

2. Many advertising agencies, aerospace firms, research and development units, construction companies, hospitals, and entertainment companies employ this form of *organizational design*. It creates dual lines of authority and combines functional and product departmentalization. Its strength is putting specialists together, which minimizes the number necessary while allowing the pooling and sharing of specialized resources across products. Its major disadvantage is the difficulty of coordinating the tasks of diverse functional specialists on time and within budget.

3. It refers to the *process* that adapts employees to the organization's culture. According to Feldman's model, it is a process with three-stages: pre-arrival, encounter, and metamorphosis. The pre-arrival stage recognizes that each individual arrives with a set of values, attitudes, and expectations about both the work and the organization. On entry into the organization, newcomers enter the encounter stage and confront the possibility that expectations may differ from the reality. Finally, newcomers go through the metamorphosis stage to work out problems discovered during the former stage.

4. Kurt Lewin used this term to describe *the first stage of successful organizational change* in his model. It is mainly bout moving from an equilibrium state to overcome the pressures of both individual resistance to change and group conformity. The driving forces, which direct behavior away from the status quo, should be increased. The restraining forces, which hinder movement away from the status quo, should be decreased. Change happens when change agents manage the two forces well.

5. It refers to the degree to which an employee identifies with a particular organization and its goals and wishes to maintain membership in the organization. Most research has focused on emotional attachment to an organization and belief in its values as the "gold standard" for development of such *employee attitude*. Alternatively, it can also be activated by role obligations, norms, or simply the willingness to stay in exchange for necessary resources.

6. It refers to an employee's *expression* of organizationally desired emotions during interpersonal transactions at work. This concept emerged from studies of service jobs. For example, airlines expect their flight attendants to be cheerful, but funeral directors are expected to be sad. The true challenge arises when employees have to project one emotion while feeling another. Such emotional dissonance can take a heavy toll.

7. It is one of the *personality dimensions* of the Big Five Model. This model suggests that five basic dimensions underlie all others and encompass most of the significant variation in human personality. Among them, this dimension is a measure of reliability. A person high in this dimension is responsible, organized, dependable, and persistent. Those who score low on this dimension are easily distracted, disorganized, and unreliable.

8. They are *individuals* who perceive new business opportunities and often exhibit biases in their perceptions and subsequent decisions to exploit the opportunities. The exploitation of such opportunities may include design actions, such as to develop a business plan, acquire the human, financial and other required resources, and to be responsible for its success or failure. Seizing

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these opportunities becomes personally relevant to them because it offers a pathway to wealth creation.

9. This *managerial action* is designed to help companies best meet the needs of their employees while promoting company goals. It is the proactive management of people. It requires thinking ahead and planning ways for both a company to better meet the needs of its employees and its employees to better meet the needs of the company. This can affect the way things are done at a business site, improving everything from hiring practices, employee training programs, to assessment techniques and discipline.

10. This *theory of motivation* is concerned with supporting our natural or intrinsic tendencies to behave in effective and healthy ways. It articulates a meta-theory that defines intrinsic and varied extrinsic sources of motivation, and a description of the respective roles of intrinsic and types of extrinsic motivation in cognitive and social development and in individual differences. Conditions supporting the individual's experience of autonomy, competence, and relatedness are argued to foster the most volitional and high quality forms of motivation and engagement for activities, including enhanced performance, persistence, and creativity.

二、名詞解釋

1. 循證管理 (Evidence-Based Management) (5 分)
2. 人才管理 (Talent Management) (5 分)
3. 兩因論 (Two-Factor Theory) (5 分)
4. 目標管理 (Management by Objective) (5 分)
5. 轉型領導 (Transformational Leadership) (5 分)

三、

1. 請說明管理的 4 種功能：規劃(planning)、組織(organizing)、領導(leading)、控制(controlling) (10 分)。
2. 請根據管理的 4 種功能，分析評述下文中三位總統候選人之前對公開行程的管理(15 分)。

總統候選人的公開行程有幾個目的：首先是接觸群眾，掃街拜票就是這一類。其次是發表選戰議題，記者會或一些作秀行程即有此用意。再來是定點的造勢活動，這個就是要凝聚人氣了。最後一種，就是拜訪、整合樁腳等社會賢達，或是替自己人站台的行程。從四種公開行程的比重與順序安排，還可看出總統候選人的選舉策略。以下就來分別探討三位總統候選人在這兩個月的行程特色，我將特別著重在「地區」這個焦點上。因為朱立倫十月中才正式「到位」，因此就從十一月分開始討論。

朱立倫十一月第一週，除了雙北地區，還去了苗栗、宜蘭、台東、花蓮、台南、南投、彰化、桃園。第二週及第三週主要去美國，第四週到月底，去了基隆、桃園、澎湖、台中、新竹、嘉義、高雄、金門、與彰化。到十二月後，除了一開始有基隆、花蓮、新竹、高雄之後，就進入停留在雙北為主的階段。看來是非常正常的總統大選行程，全台各地差不多都有跑到了，像基隆、新竹、高雄這些重點區還去了兩次。 但這細看這些地區行程，多數若非國民黨立委候選人的活動，就是地方政客組織的後援會活動，並不是由總部進行的系統性規劃，通常是人家辦一個活動，他就去一場，東奔西跑，有點忙亂。

再來看到的是蔡英文。除了雙北外，蔡英文十月去了台南、台中、彰化、桃園、基隆、高雄、嘉義、台東、花蓮、苗栗、新竹，十一月去了台中、基隆、台南、南投、花蓮、台東、桃園，十二月去了苗栗、金門、新竹、台中、彰化、屏東、台南、高雄、桃園。 她把替立委站台（總部成立）的行程都盡量擠在同一天，而且後援會成立或拜會行程，也都是一天拼完一地為主，顯然是由總部出手統合，地方人士再跟上。雖然沒有特定的活動主題，但這種行程安排顯然準備已久，並且充份將一天排滿。候選人雖然會很累，但已經把一個人類的可能活動力發揮到最

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大。

最後是宋楚瑜。除了雙北，他十月去了台南、桃園、彰化、嘉義、雲林、苗栗、高雄，十一月去台東、台中、南投，十二月去了新竹。這些行程大多數是他自身總部規劃的系統行程，依一定邏輯在一兩天內於同一地塊跑，但十一月中之後，宋的公開行程就大減，有時一整週都沒有公開活動，和前面兩位相比明顯偏少。他的民調自十一月以後，也以相應的趨勢明顯下滑。

因此，如果要說這三個人在這兩三個月內的選舉風格，應該會是「朱立倫躺著選，蔡英文選到躺，宋楚瑜躺著。」(擷取自 SOS 與蘋果日報)

管理英文 **Managerial English**

The exam includes two parts. BOTH PARTS (A and B) NEED TO BE COMPLETED. The first part is a test of your understanding of BUSINESS CONCEPTS (40%). Please match the correct description with the concept being described. The second part is a READING TEST (60%). Please read the 2 cases carefully and answer all questions in English.

A. Business Concepts Understanding (40%)

INSTRUCTION: Please match the correct description (using Table 2) with the concepts listed in Table 1.

Example: The correct description for 'coaching' is description B.

Table 1.

Concept	Description of Concept (Each correct answer is worth 4% of the total mark)
Example: coaching	Example: B
1. HR architecture	
2. Decoupling	
3. Organizational change	
4. Institutions	
5. Structural closure in a network	
6. Outsourcing	
7. Hierarchy	
8. A Performance appraisal	
9. Offshoring	
10. The Balanced Scorecard	

Table 2.

A	...... is able to aligns different employment modes, employment relationships. Furthermore, it can be viewed as a framework because it is based on a set of fundamental parameters that, once established, allow us to draw inferences about both the form and function of the entire system (Lepak & Snell, 1999: 32).
B	...... is where a peer or manager works with an employee to motivate the employee, help him or her develop skills, and provide reinforcement and feedback (Noe, 2002: 452).
C	......has been defined as a ceremonial use of formal structures (Meyer & Rowan, 1977). Two types have been discussed. Policy-practice ...... referring to the non-implementation or violation of formal rules and means-end ...... referring to their implementation, where the link between formal policies and the intended outcome is opaque.
D	...... refers as premeditated interventions intended to modify the functioning of an organization (Lippitt, 1958).
E	...... are defined as patterns that are so taken-for-granted that actors perceive

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	them as the only possible ways of acting and organizing (Douglas, 1986).
F	……defined as the extent to which an actor's network contacts are connected to one another, has important implications for generating novel ideas and exercising social influence (Battilana & Casciaro, 2012: 382).
G	……refers as the pattern of basic assumption that a given group has invented, discovered, or developed in learning to cope with its problem of external adaptation and internal integration … (Schein, 1984: 3).
H	…… as the deliberate and orderly alignment or adjustment of partners' actions to achieve jointly determined goals (Gulat, Wohlgezogen, Zhelyazkov, 2012: 537)
I	…involves contracting with external organizations or individuals who possess specialist expertise and can fulfil specific projects for an organization, instead of employing an in-house function or individual specialist (Truss, Mankin, & Kelliher, 2012, p. 312).
J	…is a process of sharing an evaluation of an employee's performance in (ideally) a face-to-face meeting that usually takes place between an employee and his or her manager (McKee, Kemp, Spence, 2012, p. 595).
K	…is a network of organizations that are involved in the processes that create value for customers in the form of products and/or services (Truss, Mankin, & Kelliher, 2012, p. 313).
L	…refers to a review process that takes a holistic view of success and measures several factors related to performance (McKee, Kemp, Spence, 2012, p. 588).
M	…refers to a way of organizing people and groups according to formal authority (McKee, Kemp, Spence, 2012, p. 592).
N	…is a systematic and methodical approach to the management of change that is aimed at improving organizational performance and competitiveness (Truss, Mankin, & Kelliher, 2012, p. 312).
O	…is a form of outsourcing in which companies transfer jobs to countries other than their own to reduce labor and other expenses (McKee, Kemp, Spence, 2012, p. 595).

B. Reading Test (60%)

Case Study 1: Singapore Airline

Singapore has a reputation for being a world class airline company that has been in existence since 1972 and employs approximately 21,000 people. Since the start of the global financial crisis and a consequent fall in the number of passengers the airline has had to reduce the size of its fleet. The airline is renowned for the quality of its in-flight service which can be linked to its corporate values of pursuit of excellence, and customer first. Other values are safety, concern for staff, integrity and teamwork. The airline has consistently outperformed its competitors. The company has a HR division that includes a People Networks department that is responsible for communicating Singapore Airline's mission, core values and strategic goals to all employees. Communication channels used include: printed media, online systems (e.g. bulletin boards and email), and face-to-face meetings and road-shows; as well as corporate events. There is also an organizational climate survey. Different publications and road-shows are used to target specific occupational groups within the company.

Every employee and manager, no matter how senior, has a training and development plan. Training and development interventions are used to communicate the company's mission, values and strategic goals (e.g. at induction, on training programmes). Cabin crew undergo a four month immersion programme so that their behaviour is consistent with the brand image projected to customers (even down to details such as how they should greet customers and maintain eye contact at boarding). Subsequent, ongoing training interventions continue to reinforce the alignment of personal and corporate values. In order to ensure employees behave in line with corporate values there is an evaluation system in place. During their initial training and subsequent career, crew employees also spend time at welfare homes, to get a close-up engagement with the less fortunate, who have to depend on others for their survival. This is aimed to help them develop empathy for others and put themselves in the shoes of the passengers. Cabin crew can select refresher courses, and on average attend 3–4 days of such courses a year. Popular courses include ''transactional analysis'' (a counselling-type course), leadership courses, and European languages. The company is moving from a system of directing which courses cabin crew should attend, to one of self-directed learning, whereby staff take responsibility for their own development.

Question 1. To what extent is the airline's approach to training strategically aligned? (15%)

Question 2. What are the potential implications of the firm's training methods? (15%)

Sources:

1. Chong, M. (2007) 'The Role of Internal Communication and Training in Infusing Corporate Values and Delivering Brand Promise: Singapore Airlines' Experience', *Corporate Reputation Review*, 10 (3), pp. 201-212.
2. Heracleous, L and Wirtz, J. (2009) 'Strategy and organization at Singapore Airlines: Achieving sustainable advantage through dual strategy', *Journal of Air Transport Management* , 15, pp. 274–279.
3. http://www.singaporeair.com/pdf/Investor-Relations/Annual-Report/annualreport1011.pdf [accessed 27th November 2011]
4. Truss, C., Mankin, D., & Kelliher, C. (2012). Strategic Human Resource Management. Oxford University Press (1st Edition).

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Case Study 2: Organizational Change at Unilever

Unilever is one of the world's oldest multinational corporations, with extensive product offerings in the food, detergent, and personal care businesses. It generates annual revenues in excess of $50 billion and sells a wide range of branded products in virtually every country. Detergents, which account for about 25% of corporate revenues, include well-known names such as Omo, which is sold in more than 50 countries. Personal care products, which account for about 15% of sales, include Calvin Klein Cosmetics, Pepsodent toothpaste brands, Faberge hair care products, and Vaseline skin lotions. Food products account for the remaining 60% of sales and include strong offerings in margarine (where Unilever's market share in most countries exceeds 70%), tea, ice cream, frozen foods, and bakery products.

Historically, Unilever was organized on a decentralized basis. Subsidiary companies in each major national market were responsible for the production, marketing, sales, and distribution of products in that market. In Western Europe, for example, the company had 17 subsidiaries in the early 1990s, each focused on a different national market. Each was a profit center and each was held accountable for its own performance. This decentralization was viewed as a source of strength. The structure allowed local managers to match product offerings and marketing strategy to local tastes and preferences and to alter sales and distribution strategies to fit the prevailing retail systems. To drive the localization, Unilever recruited local managers to run local organizations; the U.S. subsidiary (Lever Brothers) was run by Americans, the Indian subsidiary by Indians, and so on.

By the mid-1990s, this decentralized structure was increasingly out of step with a rapidly changing competitive environment. Unilever's global competitors, which include the Swiss firm Nestlé and Procter & Gamble from the United States, had been more successful than Unilever on several fronts—building global brands, reducing cost structure by consolidating manufacturing operations at a few choice locations, and executing simultaneous product launches in several national markets. Unilever's decentralized structure worked against efforts to build global or regional brands. It also meant lots of duplication, particularly in manufacturing; a lack of scale economies; and a high-cost structure. Unilever also found that it was falling behind rivals in the race to bring new products to market. In Europe, for example, while Nestlé and Procter & Gamble moved toward pan-European product launches, it could take Unilever 4 to 5 years to "persuade" its 17 European operations to adopt a new product.

Unilever began to change all this in the late 1990s. It introduced a new structure based on regional business groups. Within each business group were a number of divisions, each focusing on a specific category of products. Thus, in the European Business Group, a division focused on detergents, another on ice cream and frozen foods, and so on. These groups and divisions coordinated the activities of national subsidiaries within their regions to drive down operating costs and speed up the process of developing and introducing new products.

For example, Lever Europe was established to consolidate the company's detergent operations. The 17 European companies reported directly to Lever Europe. Using its newfound organizational clout, Lever Europe consolidated the production of detergents in Europe in a few key locations to reduce costs and speed up new-product introduction. Implicit in this new approach was a bargain: the 17 companies relinquished autonomy in their traditional markets in exchange for opportunities to help develop and execute a unified pan-European strategy. The number of European plants manufacturing soap was cut from 10 to 2, and some new products were manufactured at only one site. Product sizing and packaging were harmonized to cut purchasing costs and to accommodate unified pan-European advertising. By taking these steps, Unilever estimated it saved as much as $400 million a year in its European detergent operations.

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By the early 2000, however, Unilever found that it was still lagging its competitors, so the company embarked upon another reorganization. This time the goal was to cut the number of brands that Unilever sold from 1,600 to just 400 that could be marketed on a regional or global scale. To support this new focus, the company reduced the number of manufacturing plants from 380 to about 280. The company also established a new organization based on just two global product divisions—a food division and a home and personal care division. Within each division are a number of regional business groups that focus on developing, manufacturing, and marketing either food or personal care products within a given region. For example, Unilever Bestfoods Europe, which is headquartered in Rotterdam, focuses on selling food brands across Western and Eastern Europe, while Unilever Home and Personal Care Europe does the same for home and personal care products. A similar structure can be found in North America, Latin America, and Asia. Thus, Bestfoods North America, headquartered in New Jersey, has a similar charter to Bestfoods Europe, but in keeping with differences in local history, many of the food brands marketed by Unilever in North America are different from those marketed in Europe.

Question 1:
Why did Unilever's decentralized structure make sense in the 1960s and 1970s? Why did this structure start to create problems for the company in the 1980s? (15%)

Question 2:
In the 2000s, Unilever switched to a structure based on global product divisions. What do you think is the underlying logic for this shift? Does the structure make sense given the nature of competition in the detergents and food business? (15%)

Sources:
1. H. Connon, "Unilever's Got the Nineties Licked," The Guardian, May 24, 1998, p. 5; "Unilever: A Networked Organization," Harvard Business Review, November–December 1996, p. 138.
2. C. Christensen and J. Zobel, "Unilever's Butter Beater: Innovation for Global Diversity," Harvard Business School Case No. 9-698-017, March 1998.
3. M. Mayer, A. Smith, and R. Whittington, "Restructuring Roulette," Financial Times, November 8, 2002, p. 8; and www.unilever.com.

國立中山大學105學年度碩士暨碩士專班招生考試試題

科目名稱：組織與人力資源管理個案分析【人管所碩士班丙組】　　題號：445001
※本科目依簡章規定「不可以」使用計算機(問答申論題)　　

個案一（50分）

A公司是一間壽險公司，成立於1980年，近年來公司基層業務人員的離職狀況嚴重，特別是新進人員的離職率高達45%，嚴重影響公司的業績與顧客的經營。總經理發現狀況嚴重，找來業務部門與人力資源部門經理共商對策，希望找出新進人員離職的原因並加以解決。

業務部經理認為公司在招募甄選的流程有瑕疵，人資部門為了達成招募的目標，在招募資訊中常誇大薪資、福利與升遷的相關資訊、在面談時只提供公司正面的資訊，其他相關的負面資訊均略而不提，進而讓新進人員到職後發現工作與其預期不符，產生落差，是新進人員離職率高的主因。

人資部門經理則認為，招募甄選的最終決策權是在業務部經理手中，業務部經理在決定時只憑面談時的印象做為考量，未充份將應徵者的抗壓性、情緒穩定性等特質、或是其他相關的工作經驗列為決策因素，且在面談時隨自己的偏好詢問各式問題，喜好標準不一，亦是新進人員離職率甚高的原因。

（1）請問A公司招募與甄選的流程有何缺失？為什麼？請加以分析之(25%)。
（2）如果你是A公司的總經理，你會如何改善現有的招募甄選流程？請具體提出改善方案與建議(25%)。

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個案二（50分）

如果有一天你的老闆走到你工作的部門來，告訴大家，最近市場景氣不佳，公司財務虧損，為了渡過這個難關，公司決定對所有員工進行「減薪」，來節省人事開支，拜託大家共體時艱，請問你會有什麼何反應？是配合公司減薪政策，繼續努力工作？還是準備找新工作離職？「減薪」是企業因應經濟不景氣，降低人力成本的一種方式，但對企業而言，減薪是否會帶來一些負面的影響？

（1）請由心理學和經濟學的角度分析「減薪」對於員工職場行為的影響。（25%）

1990年，Jerald Greenberg教授發表一個研究，是以實際職場的員工進行自然的實驗，他在文章中提到，自己有機會被邀請在一家公司做研究，這家公司有三個工廠（分別是A、B、C工廠），三個工廠分散在美國不同地區，每個工廠員工人數大約50-60人。很不幸，這家公司損失了一些訂單，公司決定要進行「減薪」的措施，因此邀請Greenberg教授做實驗，想知道減薪對於員工偷竊行為和離職行為的影響。Greenberg教授以隨機方式分配這三個工廠在不同的實驗情境。

（A）A工廠：所有員工都減薪15%，為期10週，10週後恢復原來薪資。在減薪前一週，公司的執行長對所有員工進行「90分鐘」的會議，主要告訴員工，這是公司不得已的舉措，請員工能夠共體時艱，而且對員工表達抱歉。
（B）B工廠：所有員工都減薪15%，為期10週，10週後恢復原來薪資。在減薪前一週，公司的副執行長對所有員工進行「15分鐘」的會議，簡短對員工說明公司必須減薪，但是沒有表達公司任何歉意，僅做減薪措施的傳達。
（C）C工廠：所有員工的薪資都沒有變化，這組是控制組。
以下是Greenberg研究結果：

減薪前後員工的「離職人數」

	員工人數	減薪前	減薪中	減薪後
A工廠（適當解釋）	64	1	1	1
B工廠（缺乏解釋）	53	1	12	2
C工廠（沒有減薪）	66	1	0	2

（2）請評論Jerald Greenberg教授的研究結果。（25%）

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