

國立中山大學 106 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)

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一、概念判讀 (50%)

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. Instead of using traditional ways, many organizations employ this *goal-setting program*, or a four-stage process of setting mutually agreed-upon goals and using those goals to evaluate employee performance: goal specificity, participative decision making, an explicit time period, and performance feedback. If team leaders use this approach, they first sit down with each member of his team and set goals together. Then they periodically review whether progress is being made toward achieving those goals.
2. It is a form of *corporate self-regulation* integrated into a business model. Many organizations now make policies as a self-regulatory mechanism whereby a business monitors and ensures its active compliance with the spirit of the law, ethical standards, and national/international norms. With some models, a firm's implementation of it even goes beyond compliance and engages in proactive actions that appear to further some social good beyond the interests of the firm, such as environmental sustainability and employee volunteering.
3. This *psychological state* of employees is the degree to which an employee identifies with a particular organization and its goals, and wishes to maintain membership in that organization. Whereas job involvement is about identifying with one's job, it is about identifying with one's organization. Research suggests that it also leads to lower levels of both absenteeism and turnover and, in fact, is a better indicator of turnover than job satisfaction.
4. It may be the most effective *type of control* in preventing problems because it takes place before the actual activity. The key to such control is taking managerial action before a problem occurs. That way, problems can be prevented rather than corrected after any damage (e.g., poor-quality products, lost customers, and lost revenue) has already been done. However, these controls require timely and accurate information that isn't always easy to get. Thus, managers frequently end up using other types of control, such as feedback control.
5. It is *the process of managing* the sequence of activities and information along the entire series of organizational work activities. In contrast to supply chain management, which is internally oriented and focuses on efficient flow of incoming resources to the organization, it is externally oriented and focuses on both incoming materials and outgoing products and services. Supply chain management is efficiency oriented because its goal is to reduce costs and make the organization more productive. In contrast, it is effectiveness oriented and aims to create the highest value for customers.
6. This *form of organizations* refers to those that have developed the capacity to continuously learn, adapt, and change. In such organizations, members continually acquire and share new knowledge and apply that knowledge in making decisions or doing their work. Some organizational theorists even go so far as to say that an organization's ability to do this may be the only sustainable source of competitive advantage because today's managerial challenge is to inspire and enable knowledge workers to solve daily problems that cannot be anticipated.
7. This *assessment of current human resources* defines a job and the behaviors necessary to perform it. Information for such assessment is gathered by directly observing individuals on a specific job position, interviewing these employees individually or in a group, having them complete a survey, recording daily activities in a diary, or having job "experts" (usually managers) identify a job's specific characteristics. Based on its results, managers can develop descriptions or specifications of a particular job.

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8. To increase employee job satisfaction and reduce turnover, managers should consider this *recruiting approach*, which is the disclosure of both positive and negative information about the job and the company. For instance, in addition to the positive comments typically expressed during an interview, the job applicant might be told that there are limited opportunities to talk to coworkers during work hours, or that working hours are erratic and they may have to work on weekends. Research indicates that applicants who receive such information have more realistic expectations about the jobs they'll be performing and are better able to cope with frustration.
9. Paul Hersey and Ken Blanchard developed this *contingency leadership theory* that focuses on followers' readiness, the extent to which people have the ability and willingness to accomplish a specific task. If followers are unable to do a task, leaders should display telling or selling styles to achieve leadership effectiveness. In contrast, if followers are able and willing to do a task, participating or delegating styles of leadership may be more effective.
10. This *decision making approach* refers to the systematic use of the best available evidence to improve management practices. The four essential elements of it include (1) the decision maker's expertise and judgment, (2) external evidence that has been evaluated by the decision maker, (3) opinions, preferences, and values of those who have a stake in the decision, and (4) relevant organizational (internal) factors, such as context, circumstances, and organizational members. The key for managers is to recognize and understand the mindful, conscious choice as to which element(s) are most important and should be emphasized in making a decision.

二、問答題（50%，每題 10 分）

1. 請詳細說明「團隊」與「團體」的差異？並舉例之。
2. 請詳細說明增強理論的增強作用的排程（schedules of reinforcement）？並舉例之。
3. 請詳細說明 Chayton Alderfer 修訂 Maslow 的需求層級理論後之 ERG 理論？並舉例之。
4. 請詳細說明權力的關鍵因素依賴性的基本假設？如何創造依賴性？並舉例之。
5. 在發生衝突時可採協商（negotiation），請詳細說明協商的定義？協商方法之協議策略為何？並舉例之。

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I. (25 points) Please (a) select 3 management concepts from the Section A and give each a definition in the context of Human Resource Management and (b) select 2 methodological concepts from the Section B and give each a brief description. Note: Use 2 or 3 sentences to define/describe each term you pick.

Section A	Section B
Halo Effect	Reliability
Job Enrichment	Criterion Validity
Succession Planning	Qualitative Research
Burnout	Focus Group Interview
Psychological Contract	Moderation/Interaction
Human Capital	Sampling Error

II. (25 points) Please read the following research abstract and answer the three questions:

What happens when you trust your supervisor? Mediators of individual performance in trust relationships¹

Research has documented the crucial role trust in supervisor plays in the work relationship in reducing transaction costs, increasing job satisfaction, and raising organizational commitment (e.g., Dirks & Ferrin, 2002; Kramer, 1999). Other than these desirable outcomes, trust in supervisor is especially valued in the workplace because of its implications for employee job performance, which sustains organizational effectiveness and competitiveness (Argyris, 1964; Davis, Schoorman, Mayer, & Tan, 2000; McAllister, 1995).

Prior research suggests two theoretical approaches to understanding how trust in supervisor translates into individual job performance: the relational outcome of trust and behavioral outcome of trust. Our approach is distinct from that of prior research in that we focus on the psychological outcomes of trust in supervisor by integrating the relational, behavioral, and motivational perspectives in understanding how trust translates into individual job performance. To build our framework, we rely on the three psychological conditions that Kahn (1990) proposed in his seminal work on psychological conditions—psychological meaningfulness, psychological safety, and psychological availability in clarifying the psychological processes of how trust in supervisor is translated to performance.

Psychological meaningfulness is defined as “a feeling that one is receiving a return on investments of one’s self in a currency of physical, cognitive, or emotional energy” (Kahn, 1990, p. 703). In light of this definition, work is perceived as meaningful when it is considered worthwhile, valuable, or conducive to professional or personal growth (Brown & Leigh, 1996; Kahn, 1990). Psychological availability is defined as the perception of having physical, emotional, or intellectual resources to perform one’s tasks at work. In essence, it captures the extent to which employees perceive themselves to be confident of coping with demands of both technical and social aspects of their work and job roles (Kahn, 1990). Psychological safety is defined as “feeling able to show and employ one’s self without fear of negative consequences to self-image, status, or career” (Kahn, 1990, p. 708).

Building on Kahn’s (1990) theory, we assert that trust in supervisor facilitates three positive psychological conditions that in turn promote job performance. Specifically, we propose and test three different trajectories that center on different aspects of the psychological dynamics underlying employees’ job performance. We argue that each mechanism plays a different role in transmitting the effects of trust in supervisor (see Figure below). The first mediating path (meaningfulness) explicates the effects of trust in supervisor on employees’ perception of returns for work, hence motivating employees

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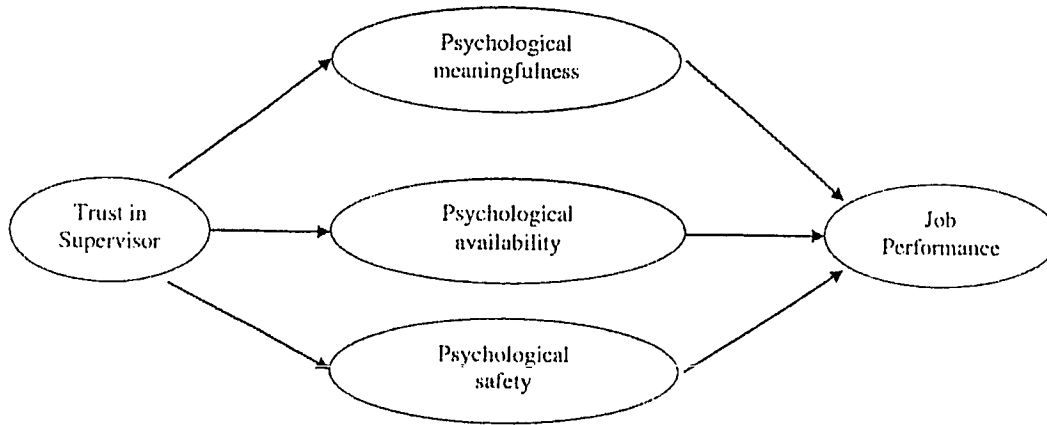
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to engage in job activities. The second path (availability) links trust to performance by understanding how trust in supervisors shapes employees' perception of the amount of resources one has available to wield in one's job and work roles. The last path (psychological safety) highlights another psychological implication of trust, willingness for self-expression, and critical foundations for learning and creative behaviors.



We found significant correlations for the relationship between trust in supervisor and psychological meaningfulness ($r = .36, p < .01$), psychological safety ($r = .22, p < .01$), psychological availability ($r = .37, p < .01$), and job performance ($r = .14, p < .05$). Among the mediators, we found three significant relationships: psychological meaningfulness with psychological safety ($r = .24, p < .01$), psychological safety with psychological availability ($r = .22, p < .01$), and psychological meaningfulness with psychological availability ($r = .47, p < .01$). We further examined the indirect effect of each mediating mechanism. Two of the three indirect effects are supported by the Sobel test; that is, the two indirect effects via psychological safety (trust \rightarrow performance = 0.05 through psychological safety; $t = 2.08, p < .05$) and psychological availability (trust \rightarrow performance = 0.08 through psychological availability; $t = 2.18, p < .05$) are significant, whereas the path through psychological meaningfulness is not significant (trust \rightarrow performance = .007 through psychological meaningfulness; $t = 0.19, ns$).

1. What are research hypotheses/questions embedded in this study? (5 points)
2. From this short presentation, what are major conclusions that you can arrive at? (10 points)
3. What are potential managerial implications of these research findings? (10 points)

¹Note: The presentation of this research abstract was significantly overhauled and restructured, based on the empirical study of Li and Tan in 2013.

Source: Li, A. N., & Tan, H. H. (2013). What happens when you trust your supervisor? Mediators of individual performance in trust relationships. *Journal of Organizational Behavior*, 34, 407-425.

III. (50 points) Please read the following article and answer the questions:

『In May 2015, when the Kuomintang (國民黨) government still had a majority in the Legislature, lawmakers passed an amendment guaranteeing a five-day work week for all workers in Taiwan for the first time, to take effect on Jan. 1, 2016.

The law had previously mandated a maximum of 84 hours work over a two-week period. The Enforcement Rules of the Labor Standards Act were then revised in December 2015 to

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reduce the number of national holidays from 19 to 12 days to partly offset the reduction in work hours.

However, shortly after taking office on May 20, 2016, with labor groups demonstrating for more time off and benefits, the Democratic Progressive Party (民進黨) government vowed to reinstate the seven holidays. Following several twists and turns in policy, the government opted for an amendment that would implement a 40-hour week with more generous overtime rules for the two weekly days off than under the previous provisions.

The amendment also designated one of the two days off a "flexible" day off and the other a "compulsory" day off: If workers work on the "flexible" day off, they are entitled to higher overtime pay; if they work on the "compulsory" day off, they receive a matching day off at a later date.

However, labor rights groups are angry that President Tsai Ing-wen's (蔡英文) administration has gone back on its promise to restore the number of national holidays to 19.

“Although the government wants to address the problem of overwork among workers, it also needs to create a healthy business environment for enterprises”. “The government will do its best to strike a balance between employees’ and enterprises’ needs”, Premier Lin Chuan (林全) said.」

Please answer the following questions:

- 1. Based on the article, describe the pros and cons of the new working hours system - a “flexible” day off and the other a “compulsory” day off. Describe the potential beneficial or harmful impacts of the new working hours system on employees and enterprises (30 points)**
- 2. As a human resource manager in the enterprise, how can you strike a balance between employees’ and enterprises’ needs when implementing the new working hours system? (20 points)**

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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】

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壹、管理理論與個案應用分析(50%)

一、 1. 企業應如何管理人力資本，以提升企業競爭力。請將相關的人力資本內容或指標以系統化方式圖式並說明。(15%)

2. 並請用企業實務案例說明上述相關之內容(10%)

二、 鴻海購併夏普的目的為何(5%)? 自購併以來有哪些重要的改革與管理作為，彌補長期的虧損(10%)? 你認為這項跨國購併會提升鴻海在全球的競爭力嗎?(10%)

貳、請參考以下的報導，並以人力資源管理的學理觀點分析與推理，1)為何華信給付機師的年薪會比華航機師少 100 萬元，給付空服員年薪只有華航空服員的 6 成(25%)? 2)華信工會所要求的「合理待遇、同工同酬」是否恰當(25%)?

「我是華信，不是阿信」，一百多位華信航工工會會員下午在台北市產業總工會的聲援下，到華信大門口陳情抗議，提出六大訴求，要求華信比照華航，調整員工薪資待遇，同工同酬、津貼比照、工時依法，廢除 84-1、全年休假 123 天且國定假日不得挪移、簽定團體約以及禁止搭便車條款。

抗議的華信工會會員、員工在現場高舉同工同酬的海報，並高喊「我是華信，不是阿信」、「本是一家人，不把我當人」。一華信機師說，華信機師的年薪，比華航機師少 100 萬元，另一華信空服員年薪，只有華航空服員的 6 成，長期以來受不平等待遇。華信航空工會理事長吳彥賢說，華信是華航全投資的子公司，是華航集團旗下賺錢的公司，賺的錢都併入華航母公司計算，華信對華航營收獲利有貢獻，但沒有換來華航及華信的重視及回饋，華信員工只能當小媳婦。他說，華信航空長期以來營收表現，被要求要優於華航，要吸收華航成本；但勞工待遇福利平均僅為華航員工的六成。

華信工會要求合理待遇、同工同酬。華信工會提出六大訴求，希望公司正式答覆、限期完成。若公司未能誠信協商，工會將按正常合法程序發動集體休假及罷工行動。他並強調，華信工會這次陳情抗議，並非搭便車，搶搭罷工潮。事實上，華信公司係由華航指派之高層進駐管理，工會多年以來的協商要求，都被高層採『拖字訣』，事事推給母公司華航，導致協商無法進行，團體協約遲未簽訂。(取材自蘋果日報 2016 年 7 月 12 日)

