

# 國立中山大學 103 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【人管所碩士在職專班】

題號：345001

※本科目依簡章規定「不可以」使用計算機

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## 一、問答題（第一部分）：共 35 分

1. 請從組織績效的角度列舉三種領導理論詳述之，並比較其相異？(10 分)
2. 請列舉三種影響個體行為的來源，並詳述之？(10 分)
3. 請列舉三種影響團體行為的屬性，並詳述之？(10 分)
4. 請列舉三種影響政治行為的個人因素，並詳述之？(5 分)

## 二、問答題（第二部分）：共 35 分

1. 台灣的國家競爭力評比為何一直停滯不前，優劣勢有那些（15 分）？
2. 為何台商的工業品牌競爭力較消費性品牌強，有那些組織核心能力的不同差異原因（10 分）？
3. 企業應如何進行人力資本管理提升人才對組織的價值與獨特性（10 分）？

## 三、名詞解釋：共 30 分，每題 5 分

1. 價值鏈分析 (value chain analysis)
2. 精簡生產 (lean production)
3. 組織發展 (organizational development)
4. 團隊式結構 (team structure)
5. 接班計畫 (succession plan)
6. 企業流程再造 (business process reengineering, BPR)

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科目名稱：組織與人力資源管理個案分析【人管亞太班碩士在職專班甲組】

題號：348001

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Sheryl Sandberg has called it one of the most important documents ever to come out of Silicon Valley. It's been viewed more than 5 million times on the web. But when Reed Hastings and I (along with some colleagues) wrote a PowerPoint deck explaining how we shaped the culture and motivated performance at Netflix, where Hastings is CEO and I was chief talent officer from 1998 to 2012, we had no idea it would go viral. We realized that some of the talent management ideas we'd pioneered, such as the concept that workers should be allowed to take whatever vacation time they feel is appropriate, had been seen as a little crazy (at least until other companies started adopting them).

Many of the ideas in it seem like common sense, but they go against traditional HR practices. Why aren't companies more innovative when it comes to talent management? As a society, we've had hundreds of years to work on managing industrial firms, so a lot of accepted HR practices are centered in that experience. We're just beginning to learn how to run creative firms, which is quite different. Industrial firms thrive on reducing variation (manufacturing errors); creative firms thrive on increasing variation (innovation).

People find the Netflix approach to talent and culture compelling for a few reasons. The most obvious one is that Netflix has been really successful: During 2013 alone its stock more than tripled, it won three Emmy awards, and its U.S. subscriber base grew to nearly 29 million. All that aside, the approach is compelling because it derives from common sense. (HBR January-February 2014)

## Questions:

1. From a theoretical standpoint, the importance of corporate culture has been widely discussed by academia and industry. Based on the text reading above, in practice, please elaborate and make comments on how to build and use organizational culture for organizational excellence in talent management? (40%)
2. As far as the strategic human resource management is concerned, the construction of organizational architecture (including but not limited to the internal processes, flows, practices, and policies of the firm) is viewed to have great importance in nurturing firm's organizational capability and competitiveness in the market place. Put yourself in Hastings' position and do a reality check on the institutional environment surrounded by your firm, identify at least three critical factors or major components that are vital to the organizational architecture in its building to map out your firm's strategic intention and organizational goals for the firm's success. Illustrate your thoughts by reasoning and elaborate insights that you have on each factors/components one by one. Feel free to use examples to support the comments you render. (60%)

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科目名稱：組織與人力資源管理【人管亞太班碩士在職專班乙組】

題號：348002

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## 一、問答題（第一部分），共 35 分

1. 請從組織績效觀點列舉三種工作激勵理論，並比較其差異？（10 分）
2. 請列舉三種個體之決策模式，並詳述之？（10 分）
3. 請列舉三種影響個體知覺的因素，並詳述之？（10 分）
4. 請列舉三種常見的組織設計？（5 分）

## 二、問答題（第二部分），共 35 分

1. 中國大陸領導人習近平上台後，明令禁止浪費公帑宴會送禮，造成名牌煙酒價格大幅下跌，三成高檔餐廳歇業，這對中國經濟發展與國家競爭力何意義（15 分）？
2. 中國現階段要積極成為人才大國，企業、教育機構、政府應有那些人力資本發展作為（10 分）？
3. 台灣企業在中國大陸的競爭，應如何善用雙元性策略（10 分）？

## 三、名詞解釋：共 30 分，每題 5 分

1. 智慧資本 (intellectual capital)
2. 價值觀 (values)
3. 策略性變革 (strategic change)
4. 文化強度 (culture strength)
5. 工作設計 (job design)
6. 組織生命週期 (organizational life cycle)