

題號： 71

國立臺灣大學 106 學年度碩士班招生考試試題

科目： 工業與商業心理學

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壹、選擇題 (共 20 題，每題 2 分，合計 40 分)

請注意：

1. 針對每個題目，請從五個選項中，選擇一個最適合的答案。

2. 請按照下圖所示，在答案紙 (試卷) 上由左到右清楚標明題號再作答。請勿在答案紙 (試卷) 首頁的「選擇題作答區」作答。

壹 . 1	2	3	4	5
6	7	8	9	10
11	12	13	14	15
16	17	18	19	20

1. If you are interested in the opposite concept of “work engagement”, you can search for literature on the topic of \_\_\_\_\_
- (A) psychological detachment                      (B) work withdrawal                      (C) deviance workplace behaviors  
(D) job burnout                                      (E) presenteeism
2. Base on situation strength theory (Meyer, Dalal, & Hermida, 2010), which of the following is not a facet in determining the strength of the situation?
- (A) Clarity of the work situation                      (B) Consistency among cues in the work situation  
(C) Constraints set by the work situation                      (D) Consequences of one’s decision at work  
(E) Cooperation among employees at work
3. After the restructuring, a company cannot fill the open positions with appropriate candidates. This is because the staffing processes used by HRM division have not yet redesigned for the restructured job positions. Which kind of resistance to change does this company face?
- (A) Limited focus of change                      (B) Structural inertia                      (C) Fear of unknown  
(D) Threat to expertise                      (E) Threat to established power relationships
4. According to Janiszewski and Uy’s (2008) research findings, when you negotiate the salary with your boss and suggest a salary of \$45,000, your boss will consider the range between \$40,000 and \$50,000; however, when you suggest \$44,500, your boss may consider \$44,000 to \$45,000. The above research findings and the implications involve \_\_\_\_\_.
- (A) availability bias      (B) anchoring bias      (C) confirmation bias      (D) representative bias      (E) hindsight
5. According to Gross’s emotion regulation model, there are five ways that one can regulate the emotions: situational selection (SS), situational modification (SM), attentional deployment (AD), cognitive change (CC), and response modulation (RM). Grandey(2000) further used Gross’s model to re-frame the concept of emotional labor. Based on the perspectives of Gross and Grandey, which of the following statements is true?
- (A) Of five ways of emotion regulation, only SS and SM refer to antecedent-focused emotion regulation.  
(B) Of five ways of emotion regulation, only CC and RM refer to response-focused emotion regulation.  
(C) All of the five ways of emotion regulation involve emotional labor.  
(D) Of five ways of emotion regulation, only AD and CC involve deep acting.  
(E) Of five ways of emotion regulation, only SS, SM, and RM involve surface acting.
6. According to Herzberg’s two-factor theory, which of the following is a motivational factor?
- (A) Recognition                      (B) Quality of supervision                      (C) Salary  
(D) Relationships with coworkers                      (E) Company policies
7. Self-determination theory identifies three regulation processes which involve the internalization of extrinsic motivation. Of these three regulation processes, which has the highest degree of autonomous motivation?
- (A) External regulation                      (B) Introjected regulation                      (C) Identified regulation  
(D) Integrated regulation                      (E) Internal regulation

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8. Which of the following correctly describes the assumption behind Fiedler's contingency leadership model?
- (A) An individual's leadership style is fixed and cannot be easily changed.  
(B) An individual's leadership effectiveness is primarily determined by the characteristics of the followers.  
(C) An individual is constantly striving to develop a more appropriate leadership style for the situation.  
(D) To be effective, an individual's leadership style must be both task-oriented and relationship-oriented.  
(E) An individual is born with two fundamental leadership styles, task-oriented and relationship-oriented.
9. The full range of leadership model uses two dimensions, \_\_\_\_\_ and \_\_\_\_\_, to describe transactional and transformational leadership
- (A) effective / ineffective, active / passive (B) task / interpersonal, effective / ineffective  
(C) active / passive, positive / negative (D) promotive / preventive, task / interpersonal  
(E) promotive / preventive, active / passive
10. According to Thomas and Kilmann (1974), the conflict-handling intention of collaborating can be described as \_\_\_\_\_ assertiveness and \_\_\_\_\_ cooperativeness.
- (A) low, low (B) high, high (C) low, high (D) high, low (E) middle, middle
11. If a company tends to maintain the same standard of living of expatriate so that his or her purchase power in the host country is the same as that in the home country, the company should adopt \_\_\_\_\_ to formulate expatriate pay.
- (A) hardship method (B) split pay policy  
(C) localization policy (D) balance sheet approach  
(E) higher-of-home-or-host compensation approach
12. A company decides on how to fill top executive positions and strategically identifies, assesses, and develops candidates for these positions. This whole process is called \_\_\_\_\_.
- (A) employment planning (B) succession planning (C) talent management  
(D) T & E (D) management development
13. Which of the following activities requires the candidate to deal with a lot of documents, such as reports, memos, E-mails, notes of incoming phone call, letters, and schedule, so as to ensure that all of these documents are well handled?
- (A) Business game (B) Situational judgment test (C) Action learning  
(D) T & E (E) In-basket exercise
14. When analyzing the training needs, the training specialist tries to identify the performance deficiency and determine whether such deficiency should be corrected through training. This practice is called \_\_\_\_\_.
- (A) operational analysis (B) task analysis (C) performance analysis  
(D) job analysis (E) criteria analysis
15. Which of the following may not be included is 360-degree feedback?
- (A) Supervisor's evaluation (B) Self-assessment  
(C) Customer's survey (D) Coworker's (peer's) rating  
(E) Objective amount of productivity / Sales volume
16. One website sells used clothes that celebrities have worn, which becomes popular among fans of these celebrities. This is a typical example of \_\_\_\_\_ consumption, which occurs when objects (e.g., clothes) are set apart from normal use and get respect.
- (A) profane (B) obscene (C) anthropomorphic (D) sacred (E) cult
17. When a consumer becomes immersed in a product, an advertisement storyline, or a purchase situation, feeling that it is relevant to his or her needs, values, and interests, we can use a specific terminology of consumer research, \_\_\_\_\_, to describe this experience.
- (A) flow (B) loyalty (C) commitment (D) engagement (E) involvement

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18. A car manufacturing company decides to operate in several segments of customers and designs different vehicles for each segments. This type of targeting strategy is called \_\_\_\_\_ marketing.  
(A) individual (B) undifferentiated (C) differentiated (D) concentrated (E) niche
19. A sociometric network analysis can mainly be used for identifying \_\_\_\_\_.  
(A) the opinion leader (B) the influence of social status  
(C) the innovators in new product adoption process (D) the role of sub-cultural influence in consumer behavior  
(E) the real decision maker during collective decision making process
20. Of the following products, which one is more likely to lead to high psychological risk for average consumers?  
(A) A new mobile phone (B) A family vacation to an island (C) A luxurious and expensive mink coat  
(D) Low-cost carrier (airline) (E) Risky stocks

貳、問答題（共 3 題，每題 20 分，合計 60 分）

請注意：

1. 問答題之評分標準乃是以「您是否能將所學之工商心理學理論與知識應用在實例上」為主。
2. 若您覺得問答題中的案例有條件不足之處，可以自行設定所需條件，並依此條件作答。

1. 「員工建言」(employee voice)是邇來組織行為領域相當受到重視的議題，意指員工針對工作相關之議題，主動反映缺失或提出改善建議，以利改進或改變(Morrison, 2011, 2014; Van Dyne & LePine, 1998)。由於建言可以促進創造力與創新、改善決策品質、降低離職率、促發組織學習、提升績效(Bashshur & Oc, 2015)，按理說應是值得鼓勵的行為。然而，組織中許多員工卻選擇沉默(silence)，即使對工作相關議題有意見，仍保持緘默(Morrison, & Milliken, 2000; Morrison, 2014)。因此，「什麼樣的因素，會導致員工建言或沉默」，成了學術上值得關注的議題；「如何引導並鼓勵員工表達建言，讓上級主管可以支持與接納建言，而不致導致反效果」，亦成了實務上值得思考的議題。

請回答以下兩個問題（本題佔 20 分，每小題 10 分）

- (1)在學術上，請針對「什麼樣的因素，會導致員工建言或沉默」之議題，提出一個研究構想。在回答此題時，請注意以下要點：第一，為了讓閱卷老師清楚了解你的研究構想，請以一個研究架構圖來呈現你的研究構想，指明其中所涉及到的概念或變項；第二，請清楚引用你在組織心理學中所學習到的相關理論、觀點、或研究，來說明為何概念或變項的關係如架構圖所示。
- (2)在實務上，請針對「如何引導並鼓勵員工表達建言，讓上級主管可以支持與接納建言，而不致導致反效果」之議題，闡述如何運用適當的人力資源管理實務，來鼓勵員工建言，並產生正向結果。

2. 在績效評估的理論與實務上，究竟是要採取相對比較的「強迫分配系統」(forced distribution rating system)（例如：所有員工的績效經過評比後，20%的員工會落在前段(A)、70%會落在中段(B)、10%會落在後段(C)），還是要採用傳統、絕對性的「評分量表系統」(rating scale system)（例如：每位員工會在「5 點量表」的評量上拿到一個分數，5 為「優異」、4 為「良好」、3 為「達到基本要求」、2 為「待加強」、1 為「亟待加強」，不與其他員工做比較），一直是一個引發爭議的問題(e.g., Schleicher, Bull, & Green, 2009)。

請回答以下兩個問題（本題佔 20 分，每小題 10 分）：

- (1)在實務上，如果你是一家公司的 HR 主管，公司中的一位副總主張採用「強迫分配系統」，但另一位副總堅持採用「評分量表系統」，雙方來找你仲裁，並且想聽聽你的專業意見，請問你的立場為何？你如何根據自己的立場來回應並處理兩位副總的意見衝突，並提出人力資源管理實務上的建議，讓雙方都可以接受？
- (2)在學術上，如果你想針對「強迫分配系統」進行一個研究，請提出你所關切的研究問題、簡單說明為何這個問題值得關切、陳述你對研究問題的假設並做簡要解釋、並設計一個研究來驗證這個假設。

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3.文化因素在工商心理學理論與實務上，向來扮演重要的角色。舉例來說，就組織心理學而言，文化差異會影響領導行為與部屬反應(e.g., Farh & Cheng, 2000)、衝突解決策略(e.g., Ren & Gray, 2009)、團隊運作等(e.g., Earley & Mosakowski, 2000)。就消費者心理學而言，文化會影響消費者對行銷訊息的處理與判斷，進而影響消費決策(e.g., Briley, Wyer Jr., & Li, 2014)。

請回答以下兩個問題（本題佔 20 分，每小題 10 分）：

- (1)在學術上，請就你在組織心理學所學，舉出兩個學術上的例子（理論或研究皆可），具體說明文化因素在其中所扮演的角色。
- (2)在實務上，請就你在消費者心理學所學，舉出兩個實務上的例子，具體說明在進行消費者行為研究或發展行銷策略時，如何將文化因素納入考量。

試題隨卷繳回