

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. Relational job design differs from traditional job design (based on job characteristics model) in that relational job design focused more on _____.
 - A) how to increase the interdependence among tasks
 - B) how to facilitate social support among employees when engaging in the job
 - C) how to make employees prosocially motivated to care the well-being of organization's beneficiaries
 - D) how to make employees cooperative in group work
 - E) how to bolster employees' customer-orientation.
2. Which of the following is the common feature of cognitive evaluation theory and self-determination theory?
 - A) Both theories emphasize autonomous/controlled motivation, instead of intrinsic/extrinsic motivation
 - B) Both theories involve the internalization of extrinsic motivation
 - C) Both theories agree on the important role that autonomy play in motivation
 - D) Both theories focused on needs of autonomy, competence, and relatedness
 - E) Both theories contends that extrinsic motivation and autonomous motivation are mutually exclusive
3. Which of the following is not true for affective events theory (AET)
 - A) Characteristics of work environment are the distal antecedents of employee's emotional reactions, whereas works events are the proximal antecedents of employee's emotional reactions.
 - B) Job satisfaction is conceptualized as the same construct as work emotion.
 - C) Employee' emotional reactions on work may lead to judgment-driven behaviors via work attitudes.
 - D) Employee's emotional reactions on work may directly result in affect-driven behaviors.
 - E) Employee's affect-related disposition may moderate the work events - employee emotions relationship.
4. On the following table, the left column lists 5 leadership theories/perspectives, and the right column lists 5 constructs. Each construct belongs to a specific leadership theories/ perspectives. Which one does not have the correct match between the leadership theory/perspective and the construct?

	Leadership Theories/Perspectives	Constructs
A)	Situational leadership theory (SLT)	Follower's maturity
B)	Servant Leadership	Relational transparency
C)	Chinese paternalistic leadership	Benevolent leadership
D)	Authentic leadership	Balanced processing
E)	Leader-member exchange (LMX) theory	In-group/out-group

見背面

5. "Job embeddedness" is new research trend in organizational behavior, which is derived from the research tradition of _____.
- A) organizational citizenship behaviors
B) person-job fit
C) organizational commitment
D) job satisfaction
E) turnover
6. Which of the following Big Five personality traits has been found to be most strongly related to leadership, especially leadership emergence?
- A) Conscientiousness
B) Openness
C) Extraversion
D) Agreeableness
E) Emotional stability
7. Which of the following organizational development (OD) approach seeks for the strengths of an organization instead of weakness, as well as use four steps (discovery, dreaming, design, and destiny) to turns the strengths into vision, goal, and action?
- A) Action research
B) Appreciative inquiry
C) Double-loop learning
D) Process consultation
E) Intergroup development
8. One company uses mentoring system to orient newcomer. The mentor serves as a role model to train and encourage the newcomer. Which of the socialization tactics for newcomer is adopted by this company?
- A) Serial
B) Sequential
C) Divestiture
D) Investiture
E) Fixed
9. The following five statements are related to decision making. Which one is not true?
- A) Based on framing effect, loss framing may lead to risk seeking in decision making.
B) The degree of escalation of commitment will be stronger when an individual has to take more responsibility for the consequence of his/her decision.
C) According to the perspective of bounded rationality, people tend to maximize the payoff of their decision.
D) Groupthink often occurs when a group has clear group identity and high conformity pressure.
E) Overconfidence bias often happens among people with low ability and performance, and these people may overestimate their ability and performance.
10. Which of the following is true for goal-setting theory?
- A) Goal-setting theory argues that specific and easy goal will lead to higher performance.
B) Both goal-setting theory and its application, management by objective (MBO), agree on the importance of participation in setting the goal.
C) Goal-setting theory differs from MBO in that goal-setting theory ignores the importance of feedback.
D) Based on goal-setting theory, setting performance goal will facilitate adaption and creativity, because people directly pay attention to outcome instead of wasting time on caring the changing conditions.
E) Research on goal-setting theory reveals that when people commit themselves to the goal, the relationship between goal and performance will be strengthened.
11. Traditional job analysis is _____, while competency-based job analysis (i.e., competency modeling) is _____.
- A) worker-focused, job-focused
B) job-focused, worker-focused
C) future-focused, present-focused
D) strategy-focused, job duty-focused
E) worker-focused, future-focused

12. The HR manager of ABC Company plans to integrate process of recruiting, developing, supervising, and compensating employees in order to get the right people in the right jobs as well as increase their competence and motivation needed for their jobs. Such a HR practice is called _____.
- A) recognition program B) individual development plan C) HR score card
D) talent management E) proactive performance management
13. (1) Encouraging follow-up questioning and elaboration on questions, (2) Using longer interview or larger number of questions, (3) Encouraging the use of ancillary information (e.g., application forms, recommendations) to supplement interview, (4) Rating each interview question with detailed anchored. Among the four points listed above, which is(are) not the appropriate way(s) to structure a selection interview?
- A) (1) and (2) B) (3) only C) (1) and (4)
D) (3) and (4) E) (1) and (3)
14. DEF Software Company plans to develop their managers' competence to solve the problems in departments other than their own. Managers are divided into different teams, and each team has to deal with challenging project that extends beyond their usual areas of expertise. During the training process, each team will receive coaching, accomplish the assigned project, and report to top managements regarding the lesson learned from the project. Which training program is adopted by DEF Software Company?
- A) Outward bound program B) Action learning program
C) Active training program D) Action research program
E) Understudy program
15. "This performance appraisal method is popular in organizations." One senior manager in an IT company comments, "Apparently, this method may lead to increased productivity. However, this method may also result in negative responses from both subordinates (the ratees) and supervisors (the raters). For subordinates, they feel that this method elicits anxiety, because they are worried of being ranked as bottom 10%. For supervisors, they find it difficult to rank subordinates, especially when the performances of different subordinates are less variable." Which performance appraisal method does the senior manager comment on?
- A) Behaviorally anchored rating scales B) Management by objectives
C) Forced choice rating scales D) Forced distribution method
E) Alternative ranking method
16. When a marketing researcher tends to investigate consumers' VALS and AIO for the purpose of market segmentation, he or she is exploring _____.
- A) demographics B) idiographics C) sociographics
D) personology E) psychographics
17. A popular practice of marketing management is to develop new relationships between objects (products) and interpretants (meanings) by creating new associations between products and benefits. For example, Marlboro cigarettes (objects) are equated with the American frontier spirit (interpretant). Which of the following terms best describes this practice?
- A) subliminal connections B) perceptual vigilance
C) Kinsei engineering D) semiotic relationships
E) sensory signature

18. "Means-end chain model" and laddering technique are used to explore the link among product attributes, consequences, and _____.
- A) demographics B) user experiences C) unconscious motivation
D) personalities E) values
19. An adolescent boy tries to buy wines and cigarettes to bolster his developing masculinity; an adolescent girl tries to buy perfumes to increase her developing femininity. In both examples, consumers buy specific products, which represent their self-definition, to fulfill the unfinished self-identity. Which of the following theories can best explain the buying behaviors of the consumers (adolescent boy and girl)?
- A) Symbolic self-completion theory B) Self-image congruence model
C) Self-discrepancy theory D) Regulatory fit theory
E) Symbolic convergence theory
20. "Assimilation effect" and "contrast effect" are two important perspectives of _____ theory regarding consumer attitude formation.
- A) balance B) self-perception C) trying to consume
D) social judgment E) multiple pathway anchoring and adjustment (MPAA)

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. 在工作性格研究中，邇來研究焦點已由正向的性格特質，擴及負向性格特質，特別是「黑暗三角」(dark triad)(e.g., Paulhus, & Williams, 2002; Rauthmann, 2012)。無獨有偶的，在領導研究中，近來的研究主題亦由正向領導延伸至負向領導，特別是不當督導(abusive supervision)(Tepper, 2000, 2007)，意指主管對部屬言語或非言語上敵意的對待（如：嘲笑部屬、對部屬粗魯無禮），但不包含肢體上的接觸（如暴力攻擊或性騷擾）。

請回答以下三個問題（本題佔 20 分）

- (1) 請從「黑暗三角」(dark triad)中選擇一種性格，簡介其概念，並討論主管本身在這種性格上的強弱，如何影響其對部屬不當督導的多寡。(6 分)
- (2) 如果你認為這種性格對主管不當督導的影響，端視情境而定，請選擇一個情境變項，分別以「情境強度理論」(situation strength theory)與「特質活化理論」(trait activation theory)為理論基礎，來推論此一情境變項如何調節該種性格與不當督導之關係；另外，也請以此情境變項為例，進一步討論「情境強度理論」與「特質活化理論」有無整合的可能。(7 分)
- (3) 你開始針對(2)的答案，進行調查研究。你找了 15 家企業實施問卷調查，6 家在美國，9 家在台灣。針對台灣的 9 家企業，你都是利用主管參加領導管理訓練課程的時機，在課堂上施測問卷，並由你直接回收；針對美國的 6 家企業，你則是透過網路問卷施測，請主管協助連結到問卷網頁，直接填答。所有變項（性格、不當督導、情境變項）都由主管自評，一次填答完畢。最後你總共蒐集了 300 份有效問卷，每間公司蒐集到的問卷份數，由 7 到 30 份問卷不等，平均一間公司蒐集到 20 份問卷。請討論這樣的研究設計，有何問題，如何改善或補救。(7 分)

2. 你們公司以生產球鞋與運動器材為主，原本是為跨國企業品牌做代工，目前漸漸開始自創品牌，業績蒸蒸日上。為了擴充產能、樽節勞動成本，你們最近在越南地區投資設廠，硬體設施已經完成，也開始初步運作，但尚不成熟。雖然目前生產線上的基層勞工與領班，已由越南當地聘僱；但你們目前還需要多位的中階主管進駐工廠，以利領班管理、生產線整合、品質管控、運籌管理、及客戶關係管理。

請回答以下三個問題（本題佔 20 分）

- (1) 你們可以任用越南當地人來擔任中階主管，亦可由台灣母公司外派員工到越南擔任中階主管。請評估這兩種任用策略的優劣，並說明就現階段而言，你們會比較偏重採用哪一種任用策略，為什麼？（6 分）
 - (2) 針對外派人員甄選，公司的 HR 人員主張可以面談方式作為甄選的依據，他並擬了五道面談問題，包含：「你為什麼要申請外派？」、「假如今天公司外派你到越南，你覺得自己的優勢在哪裡？」、「假如今天公司外派你到越南，你覺得自己的劣勢在哪裡？如何克服？」、「你對越南當地了解多少？」、「你目前有家庭嗎？這是否會影響你外派的工作？」請問：這些面談問題有何缺點？如何改善（包含具體擬出有效面談問題）？（6 分）
 - (3) 如果你認為外派人員甄選，不能只有面談，還需做出通盤的規劃，並採取不同的甄選方式，請提出具體的甄選計畫。（8 分）
3. 一家生產乳製品的本地公司，目前以「雙英」的品牌在市場上推出多款中高價位的優質牛奶、優酪乳產品，銷售不錯，品牌知名度與品牌形象俱佳。此外，該公司勇於開發特殊口味的乳品，如紅酒口味的優酪乳、蔬菜口味的牛奶，也讓消費者對「雙英」品牌產生了創新、創意等品牌聯想。邇來該公司擬針對即將進入青春期的兒童推出強化蛋白質、鈣質、鐵質之中低價位的牛奶風味小餅乾，以提供其快速成長與大量活動所需要的營養與熱量，並作為其進軍零食市場的起點。

請回答下列兩個問題（本題佔 20 分）：

- (1) 針對此一新款的小餅乾，請從品牌管理的角度，給這家公司一些行銷策略上的建議。（10 分）
- (2) 請根據你在「消費者心理學」上的知識，討論「家庭」與「同儕」在本例中新款小餅乾之消費與購買上，所可能扮演的角色，並據此提出行銷建議。（10 分）

試題隨卷繳回