

國立中山大學100學年度碩士班招生考試試題

科目：管理學【人管所碩士班】

- 一、根據折衷理論，台灣服務業進軍中國有哪些比較優勢（10分）？台灣製造業面對全球市場應具備哪些組織能力，其主要內容為何（10分）？台灣企業廠商若要從代工轉品牌，應加強哪些價值鏈活動的能力，請敘述其作法？(10分)
- 二、請述明 Fieldler 的權變模式、Hersey & Blanchard 的情境領導理論以及 Robert House 的路徑－目標理論等三領導理論？並比較其相似與差異？（10分）
- 三、不同的激勵理論會對不同的結果變數具有不同預測效能，請述明 McClelland 的需求理論、目標設定理論以及期望理論等三激勵理論以及如何解釋其相依變數？並評估其預測能力？(10分)
- 四、人們會將其權力基礎轉換為特定的行動，亦即權力戰術(power tactics)，請任列三種權力戰術，並舉例說明之？(10分)
- 五、解釋名詞（共八題，每題5分，共40分）
 1. 組織慣性(organizational inertia)
 2. 水平式結構(horizontal structure)
 3. 多國籍企業(multi-national company, MNC)
 4. 工作豐富化(job enrichment)
 5. 組織能耐(organizational capability)
 6. 社會技術系統(socio-technological system)
 7. 價值網絡(value network)
 8. 人才管理(talent management)

國立中山大學100學年度碩士班招生考試試題

科目：統計學【人管所碩士班甲組】

【請勿在試題卷上作答】

壹、 選擇題 (40%；單選題，請選擇一個最適當的答案，每題四分)

- () 1. 在實證研究的過程中，研究者必須控制多種可能的誤差，才能確保該研究的嚴謹性，而其中因測量工具信度過低所造成的誤差為：(1) 操作誤差；(2) 抽樣誤差；(3) 工具誤差；(4) 統計誤差；(5) 測量誤差。
- () 2. 下列哪一種抽樣不是嚴謹研究所應該採取的抽樣方法？(1) 隨機抽樣；(2) 系統抽樣；(3) 分層隨機抽樣；(4) 普查；(5) 便利抽樣。
- () 3. 在實證研究的過程中，研究者必須控制多種可能的誤差，才能確保該研究的嚴謹性，而其中因有效樣本數過低所造成的誤差為：(1) 操作誤差；(2) 抽樣誤差；(3) 工具誤差；(4) 統計誤差；(5) 測量誤差。
- () 4. 研究者若想檢視多個自變數 (連續變數) 對一個依變數 (連續變數) 的解釋力大小，應採用下列何種分析為佳：(1) 卡方檢定；(2) 變異數分析；(3) 獨立樣本 T 檢定；(4) 複迴歸分析；(5) 集群分析。
- () 5. 研究者若想檢視在不同國家設廠的跨國公司，其經營績效有無顯著差異，應採用下列何種分析為佳：(1) 卡方檢定；(2) 變異數分析；(3) 獨立樣本 T 檢定；(4) 複迴歸分析；(5) 集群分析。
- () 6. 研究者若想檢視公司發放給員工的分紅比率可否預測員工離職，應採用下列何種分析為佳：(1) 因素分析；(2) 變異數分析；(3) 複迴歸分析；(4) 羅吉斯迴歸；(5) 典型相關分析。
- () 7. 研究者若想將許多問卷題項區分為幾個有意義的構面，應採用下列何種分析為佳：(1) 集群分析；(2) 變異數分析；(3) 複迴歸分析；(4) 羅吉斯迴歸；(5) 因素分析。
- () 8. 有關於決定係數 (coefficient of determination, R^2) 的敘述？，何者為真：(1) 其數值皆為負值；(2) 可應用到任何 X 預測 Y 的關係中；(3) 等同於 X 未能解釋 Y 變異的比率；(4) 皆與迴歸線的斜率相同方向；(5) 其值介於 0-1 之間。
- () 9. 當 H_0 為真卻被拒絕時，此一誤差稱為：(1) 型 I 誤差；(2) 型 II 誤差；(3) 推論誤差；(4) 統計誤差；(5) 測量誤差。
- () 10. 所謂的統計推論意指：(1) 根據母體數據去推斷樣本特徵的方法；(2) 自變數與依變數間具有因果關係；(3) 樣本的敘述性統計與母體特性一致；(4) 研究假設皆得到實證數據的支持；(5) 根據自母體抽出的樣本數據，推斷母體特徵的方法。

貳、 簡答題 (60%)

- 一、 研究者若要宣稱「X 變數與 Y 變數間具有因果關係」時，應滿足何種要件？試舉例說明之 (10%)。
- 二、 良好的問卷設計應注意哪些事項？何謂問卷的信、效度？試說明之 (20%)。

(下頁還有試題)

- 三、 若您想要探討台灣高科技產業/傳統製造業公司的人力資源管理實務(嚴格的遴選、廣泛的教育訓練、具競爭性的薪資等,皆為連續變數)對組織績效(總營業額)的影響,應如何設計這個研究?試加以說明之(如:如何選擇母體、如何進行抽樣、如何衡量變數、如何收集資料等)。此外,若您想探討下列的研究問題,應以何種統計分析方法加以檢定?(a) 人力資源管理制度的執行程度在高科技產業與傳統製造業是否有顯著差異;(b) 不同的人力資源管理實務對組織績效的解釋力,何者較大(請詳細說明,30%)。

一、請將以下社會學概念(1)翻譯成中文、(2)提出定義並(3)舉例說明。請從六題中挑選四題作答。(40%)

1. self-fulfilling prophecy
2. role conflict
3. social mobility
4. commodity fetishism
5. modernity
6. emotional labor

二、申論題(60%)

1. 社會學與其他社會科學(如政治學、經濟學)的研究對象經常有重疊之處，但社會學的研究取徑、理論觀點、側重面向也往往與其他學科不同。請針對「全球化下的台灣外籍勞工」、「國營事業民營化」與「家庭性別分工」這三項課題(可任選兩項)，指出社會學的研究與其他的社會科學(可任選一個學科)可能有何異同。(30%)
2. 「社會不平等」(social inequality)始終是社會學家關注的問題，而其中「階級」(class)是重要的面向。請回答：(1)社會學家從哪些角度來研究階級的劃分與再生產(reproduction)?(2)除了階級以外，還有哪些因素影響了「社會不平等」?請以台灣的「社會不平等」現象為例加以說明。(30%)

國立中山大學100學年度碩士班招生考試試題

科目：英文【人管所碩士班丙組】

NATIONAL SUN YAT-SEN UNIVERSITY

MA Entrance Examination

Subject: English

Human Resource Management Department

Spring 2011

This exam consists of a Grammar and Vocabulary part, and a Reading Comprehension part. The total number of questions is 50 (2 points per correct answer). You have 100 minutes for this exam.

- For the Grammar and Vocabulary part, choose the word or phrase that fits best in the blank of the given sentence.
- For the Reading Comprehension part, choose the answer that comes closest to the meaning of the text.

Grammar and Vocabulary

- I admire how singer Lady Gaga manages to ____ her audience.
a. captivate b. capture c. calculate d. calibrate
- Screen doors offer a lot of benefits. ____ they help keep out insects.
a. As long as b. For instance, c. If d. When
- Janet tried all sorts of drugs to get rid of her cold, without success. ____ she tried acupuncture.
a. Hopeless, b. For example, c. Regardless, d. Finally
- When hungry, ____.
a. this restaurant is the place you want to be!
b. food smells so deliciously.
c. your energy just goes downhill.
d. one can think of nothing but food.
- Australia and Brazil both ____ affected by severe floods recently.
a. have been b. are being c. were to be d. could be
- My cat's name is Sweetie and she really lives ____ that name.
a. like b. according to c. up to d. following
- Even life's ____ worries are too much for her to handle.
a. money b. petty c. relationship d. painful
- So many people these days want to ____ a career in Human Resource Management!
a. get b. undertake c. pursue d. start
- People ____ Ronald Reagan, because they talk with such admiration about him.
a. like b. liked c. must have liked d. might have liked
- I took a taxi in order not to be late, but I ____ missed my plane.
a. still just b. still almost c. nearly still d. hardly ever
- Some people take Pierre for a Frenchman, but ____, he is Canadian.
a. obviously b. meanwhile c. actually d. factually

國立中山大學100學年度碩士班招生考試試題

科目：英文【人管所碩士班丙組】

12. Steffen, _____, lives in South Korea these days.
 a. is one of my best friends but he
 b. is one of my best friends who
 c. one of my best friends who
 d. one of my best friends
13. It is a complete _____ to me why Korean soap operas have become so popular in Taiwan.
 a. mystery b. surprise c. miracle d. wonder
14. We know now that in this country, presidents cannot _____ money laundering any longer.
 a. catch up with b. put up with c. run out of d. get away with
15. I would buy a 3D television if _____ wear those silly glasses.
 a. you should not have to b. you would not have to c. I could d. you would
16. Carla would not _____ a word about what Charles did to her last night.
 a. be telling b. understand c. show d. utter
17. I'm sorry to say that I haven't spoken to Jeff since we had that _____.
 a. falling out b. quarreling c. misdemeanor d. going on
18. I forgot to buy eggs, so there aren't _____ in the refrigerator.
 a. no eggs b. there c. any d. inside
19. I would say he looks _____ old nor young, except when he is tired: then he looks old.
 a. either b. both c. seldom d. neither
20. The youngest contestant seemed to be the _____ of the two award winners.
 a. most happy b. happier c. happiest d. more happy
21. We are _____ out of milk. Here, you take the last cup.
 a. completely b. almost c. soon d. hardly
22. You really would have liked my grandmother, if you _____.
 a. could have met her b. should have met her c. do meet her d. will meet her
23. _____ running a marathon is hard to do, it also can be very rewarding.
 a. Although b. Notwithstanding c. However d. Due to
24. The old professor spoke in _____ voice.
 a. a extremely faint b. a very faint c. a very faintly d. a fainting
25. Not only did Mariska want to learn how to go mountain climbing, but also _____.
 a. to go swim b. to swim c. swimming d. how to swim
26. I haven't seen Michael for years _____ may even have moved away from Kaohsiung.
 a. because he b. ; he c. ; he therefore d. while he
27. Yes, she has a nice voice, but her looks are absolutely _____ to her success as a singer.
 a. conducive b. pivotal c. constructive d. alluring

國立中山大學100學年度碩士班招生考試試題

科目：英文【人管所碩士班丙組】

28. Her husband insisted she _____ home with him, even though she would have liked to stay longer.
a. come b. came c. went d. returned
29. Do yourself a favor: get your car to a garage and _____! It's just too dangerous to keep driving it like this!
a. repair it b. have it repair c. make it repair d. have it repaired
30. _____ their best efforts, newspapers are losing the battle with internet news sources.
a. Thanks to b. Doing c. In spite of d. Due to
31. Did they phone to say _____ arrive?
a. when they would b. they would when c. would they when d. we will then
32. If that is what you think I meant, you obviously didn't see what I was _____.
a. expecting b. getting at c. addressing d. expostulating
33. If I knew then what I know now I _____ handled this situation differently.
a. would have to have b. would have c. maybe have d. should have
34. Even though he keeps his mouth shut, he _____ his daughter's lifestyle.
a. frowns on b. disapproves c. suffers from d. dissuades
35. I cannot believe he _____ a whole bag of potato chips in less than ten minutes!
a. eats b. has been eating c. was eating d. ate
36. A trip to the North Pole is _____ danger.
a. extremely b. filled with c. fraught with d. fearfully
37. I am so _____ I could cry!
a. boring b. exciting c. bored d. painful
38. Once parents get really old, children do best to _____ their every whim.
a. appease b. obey c. forgive d. humor
39. When she first was pregnant she could not _____ the smell of coffee in the morning.
a. pick up b. distinguish c. appreciate d. abide
40. How did the police _____ that Carlos was the murderer?
a. determine b. investigate c. inveigle d. defray

Reading Comprehension

Indians with money love to shop. Annoyingly for retailers, so do Indians without money. A recent survey found the highest level of "shrinkage" (losses from shoplifting, theft by workers, and accounting errors) in India. Goods worth 2.72% of sales went walkabout. In Taiwan, the best performer, only 0.87% did. This is because Indian shops have not yet learned how to protect their stock. Fifteen years ago Taiwanese shops had one of the worst rates of shrinkage in the world, but they took measures to improve it.

In America, light-fingered employees are a bigger problem than thieving shoppers. In Europe, it is the other way around. Worldwide, crooked staff have better opportunities to steal than ordinary shoppers. Per incident, they pinch ten times more.

國立中山大學100學年度碩士班招生考試試題

科目：英文【人管所碩士班丙組】

41. That Indians without money love to shop is annoying for shopkeepers because
- (a) those Indians only look and never buy
 - (b) those Indians cause “shrinkage” since they cause the number of spending Indians to decrease
 - (c) those Indians are more likely to resort to shoplifting
 - (d) those Indians cause accounting errors in the shopkeepers books
42. Taiwanese shops have the lowest percentage of shrinkage because
- (a) they have implemented measures to protect their stock
 - (b) the number of Taiwanese without money has decreased sharply in the last fifteen years
 - (c) Taiwanese employees are not as light-fingered as American employees
 - (d) In Taiwan, fewer sales go walkabout
43. In America, the problem of shrinkage is
- (a) more a problem of shoplifting than of theft of sales attendants
 - (b) more of a problem than in Europe
 - (c) similar to the problem in Europe
 - (d) more a problem of theft by sales attendants than of shoplifting
44. Worldwide, crooked staff pinch ten times more per incident than ordinary shoppers. This means:
- (a) Europe is an exception to this rule because thieving shoppers are a bigger problem there
 - (b) a typical theft by crooked staff is ten times bigger than a typical theft by an ordinary shopper
 - (c) America must have many more shops because there it is employees who mostly steal
 - (d) using crooked staffs in shoplifting is ten times more profitable than shoplifting with ordinary staffs
45. This article has the least to say about
- (a) reducing shrinkage by improving accounting methods
 - (b) reducing shrinkage by improving measures to protect stock
 - (c) differences in shrinkage trends in various parts of the world
 - (d) differences between shrinkage in India and in Taiwan

Thin air, thick smog, and bad drivers make Mexico City hard going for cyclists. But a new fleet of 1200 smart red “Ecobici” pay-as-you-go rental bikes, at 85 docking stations, mark the most ambitious recent addition to a global trend of municipally endorsed cycling. Since February 7000 people have signed up, and between them they have taken more than 200,000 trips.

The paradox of urban cycling is that bad traffic is both deterrent and incentive. When demonstrations or traffic-signal failures bring Mexico’s streets to gridlock, businessmen can be seen strapping their briefcases onto Ecobicis.

(Adapted from *The Economist*, July 17 2010, p. 54)

46. The 1200 “Ecobici” are called “smart” because they
- (a) are part of an intelligent system of docking stations
 - (b) are attractive looking
 - (c) are pay-as-you-go
 - (d) are less hard going than other bicycles
47. The “Ecobici” fleet is part of a global trend of city governments
- (a) stimulating cycling as a way of relieving traffic problems
 - (b) attempting to raise revenue by initiating bicycle renting schemes
 - (c) attempting to address bad driving habits of citizens
 - (d) stimulating healthy exercise in their citizens

國立中山大學100學年度碩士班招生考試試題

科目：英文【人管所碩士班丙組】

48. Bad traffic is a deterrent to urban cycling because
- (a) it prevents one from cycling quickly to one's destination
 - (b) it makes for an unpleasant and potentially dangerous bicycle ride
 - (c) it may lead to damage and fines to one's pay-as-you-go rental bike
 - (d) on a bicycle one cannot look smart in the midst of bad traffic
49. Bad traffic is an incentive to urban cycling because
- (a) one is less vulnerable to accidents on a bicycle than in a car
 - (b) bicyclists, unlike motorists, can get away with ignoring traffic lights
 - (c) Thin air and thick smog affects the performance of cars but not of bicycles
 - (d) on a bicycle, unlike in a car, one can weave through gridlock and reach one's destination quicker
50. Businessmen of Mexico City can be seen strapping their briefcases to Ecobicis when they
- (a) want to get ready for gridlock caused by demonstrations and traffic-light failures
 - (b) want to participate in demonstrations against traffic-signal failures
 - (c) want to escape traffic jams caused by demonstrations and traffic-signal failures
 - (d) cannot secure their briefcases with a gridlock due to demonstrations and traffic-signal failures

End of the English Entrance Examination

國立中山大學100學年度碩士班招生考試試題

科目：人力資源管理個案分析【人管所碩士班丁組】

個案一：(50分)

去年考試院銓敘部提報公務員考績法修正草案，主要的修正內容如下：

新增優等上限為5%，甲等以上比例以65%為上限，丙等比例不少於3%。現行的考績實施每年甲等比例以上不超過75%，每年甲等及乙等比例達99%以上，而新修正草案優等加甲等比例合計70%。

公務員第1次丙等留原俸級並輔導改善，第2次考績丙等降1級改敘，第3次考績丙等則辦理資遣或強制退休。考績丙等的條件包括，工作考績在機關內排序最後3%；挑撥離間、不聽指揮破壞紀律；延宕公務造成人民權益損害；洩漏公務機密或違反行政中立情節重大；業務失當造成人員傷亡、財物損失，或負擔國家賠償責任等。

現行考績評比以50%工作表現、20%操行、15%學識、15%才能，草案以工作績效為核心，將採70%工作績效、30%工作態度來考核公務員績效，並授權各機關視業務特性擬訂考核細目，報請主管機關核定。

草案引進「同官等比較」概念，不同官等、主管與非主管則要分開打考績，同官等考列甲等以上人數比例，不超過75%，至於主管考列甲等以上人數，則訂為85%為上限。

草案結合團體績效評比；且更重視面談機制，除主管們必須進行每年1年2次面談以與員工溝通，並引進同儕之間的評比。

考列丙等的公務員，可以透過保訓會復審機制救濟，如果部屬對考績不服且申訴救濟成功，主管相對也可能面臨被究責。

- 1) 請以人力資源管理的觀點，說明這些修正的作法引用了績效評估(performance appraisal)中的那些論點？(30分)
- 2) 你對這些修正作法的看法為何？(20分)

個案二：(50分)

明朝有個官員「海瑞」，海瑞的半生宦宦生涯大概有一半日子不是被罷官，就是告老還鄉，然而每次被罷黜後起復又都升官，由縣令一直擔任到南京都察院的右都御史。他曾上疏痛斥嘉靖皇帝，被嘉靖關進大牢；當時官場，縣令出門是三班衙役鳴鑼開道，但他擔任一位封疆大吏，卻自己騎了一匹瘦馬就上任；因為行事風格與官場迥異，當海瑞被發佈調升為應天巡撫時，應天府不少官員紛紛請調他處或辭職；海瑞是一個有原則的人，他奉守的原則包含四書五經以及開國皇帝制訂的規章；歷史記載，海瑞到死時，沒有足夠積蓄可以為自己下葬。這就是海瑞的仕宦生涯，請問：

- 1) 如果您是公司的老闆，您會錄取海瑞這樣的員工擔任您的部屬嗎？為什麼？(25分)
- 2) 如果您是海瑞的主管，您會如何領導海瑞？請由相關領導理論論述。(25分)