

國立中山大學 101 學年度碩士暨碩士專班招生考試試題

科目：管理學【人力資源管理研究所碩士班】

題號：4132
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一、簡答題（每題五分，共 50 分）

1. 請比較態度的認知要素與情感要素有何異同？
2. 哪些情境因素可以改善態度與行為間的統計關係？
3. 性格五大模式的五大構面為何？何種構面預測行為能力最強？
4. 何謂情緒智商？它又有何重要性？
5. 何謂「歸因理論」此理論在組織行為的涵意是什麼？
6. 我們對自己行為的認知與對他人行為的認知有何不同？
7. XY 理論在激勵措施上的意涵為何？
8. 請說明 McClelland 提出的三種需求？又其與員工的工作行為有何關聯？
9. 路徑—目標理論的權變變數為何？
10. Fiedler 的三項權變變數為何？

二、問答題（共 50 分）

1. 關於企業的外包政策 (outsourcing policy)，請回答下列問題：
 - (1) 外包 (outsourcing) 對企業可能產生的正負面影響為何？請分析之。(10 分)
 - (2) 哪些的工作適合外包？為什麼？請說明之。(10 分)
 - (3) 哪些理論觀點常用來說明外包？請說明之。(10 分)
2. 關於企業的競爭策略，請回答下列問題：
 - (1) Michael E. Porter 所提出的主要策略類型有哪些？請說明其內涵。(10 分)
 - (2) 依前述策略類型，企業的人力資源管理制度應如何調整？請說明之。(10 分)

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個案一：

A 公司是一間壽險公司，成立於 1980 年，近年來公司基層業務人員的離職狀況嚴重，特別是新進人員的離職率高達 45%，嚴重影響公司的業績與顧客的經營。總經理發現狀況嚴重，找來業務部門與人力資源部門經理共商對策，希望找出新進人員離職的原因並加以解決。

業務部經理認為公司在招募甄選的流程有瑕疵，人資部門為了達成招募的目標，在招募資訊中常誇大薪資、福利與升遷的相關資訊、在面談時只提供公司正面的資訊，其他相關的負面資訊均略而不提，進而讓新進人員到職後發現工作與其預期不符，產生落差，是新進人員離職率高的主因。

人資部門經理則認為，招募甄選的最終決策權是在業務部經理手中，業務部經理在決定時只憑面談時的印象做為考量，未充份將應徵者的抗壓性、情緒穩定性等特質、或是其他相關的工作經驗列為決策因素，且在面談時隨自己的偏好詢問各式問題，喜好標準不一，亦是新進人員離職率甚高的原因。

- (1) 請問 A 公司招募與甄選的流程有何缺失？為什麼？請加以分析之 (25%)。
- (2) 如果你是 A 公司的總經理，你會如何改善現有的招募甄選流程？請具體提出改善方案與建議 (25%)。

個案二：

士康企業在過去的 14 年間，由一間小型的零售商成長為一間多角化經營的企業，營業額已達 50 億元，每年的平均成長率為 12%，員工人數達 3000 人。士康的人才哲學為「將員工視為投資者，公司應對員工的教育訓練投入大量經費」。因而士康提出了員工助學方案，只要員工提出的進修規劃與主管訂定的員工職涯規劃一致時，公司就會補助員工學費，讓員工以在職進修方式取得學士或碩士學位。去年士康花在員工助學的費用達 500 萬元，最近公司針對此項補助方案的效益進行評估，以便決定是否要繼續此項助學方案。人資單位找出了 18 位利用助學方案取得學位，但卻在去年離職的員工名單，如下表所示。這些員工在離職面談時，多談及他們離職的主因是「取得學位後，卻未能在公司升職」。

[續下一頁]

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編號	性別	年齡	離職前職位	取得學位	離職後職位
1	男	42	資料處理員	會計學士	會計
2	女	33	行政助理	企管學士	業務經理
3	女	35	品牌經理	企管碩士	協理
4	女	31	行政助理	企管碩士	財務分析師
5	男	39	客服經理	企管碩士	行銷經理
6	女	28	行政助理	會計學士	實習幹部
7	女	33	行政助理	行銷學士	品牌經理
8	男	27	專案經理	企管碩士	廠長
9	女	45	薪資分析師	人管碩士	人資經理
10	女	24	資料處理員	會計學士	會計
11	女	28	訓練專員	成教碩士	訓練主任
12	男	24	客服經理	財管學士	財務分析師
13	女	33	行政助理	行銷學士	創意主任
14	女	38	行銷分析師	企管碩士	財務分析師
15	女	30	業務經理	廣告學士	客戶經理
16	女	41	會計	企管碩士	會計主任
17	男	26	行政助理	財管學士	實習幹部
18	女	28	行政助理	企管學士	店長

人資單位檢視了內部僱用政策，發現士康在辨識內部人才的 3 種管道上出了一些問題，包括：1) 公司雖要求各級主管在公司有職缺時能提名適合的員工，但公司經常有許多項職務出缺，且許多主管並未經常去注意內部的工作張貼；2) 針對職缺所需的技能，人資單位會利用公司的員工技能資料庫進行配對，但資料庫並不完整且未經常更新；3) 出職缺的部門只會推薦他們認可的員工。

- (1) 若請你對此助學方案做出是否繼續的決定，你的答案與理由為何？(20%)
- (2) 若請你對上表的資料進行研判，你認為顯現出了哪些問題？(15%)
- (3) 若請你針對獲得助學員工之離職情形提出改善，你會提出哪些做法？(15%)

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I. Please describe the following concepts either in English or Chinese (30%; 5% per item).

1. Diversity training
2. Identity
3. Symbolic interactionism
4. Role conflict
5. Self-fulfilling prophecy
6. Emotional labor

II. Please choose an appropriate answer to each question (40%; 4% per item).

1. 何者不是「福特主義」(Fordism)的特徵？(1)專業的機器，(2)生產線式的生產，(3)進行職務輪調，(4)產品是針對大量生產的市場。
2. 什麼概念最適合描述俗諺：「重點不在於你知道什麼，而是你認識什麼人」的觀念？(1)網路經濟，(2)文化資本，(3)社會資本，(4)政治腐敗。
3. 何者不是「知識經濟」(Knowledge Economy)的特徵？(1)超越工業主義的發展階段，(2)公共教育與軟體發展的投資變得更重要，(3)多數勞動力仍從事實體商品生產；(4)經濟體中充斥著資訊與知識的流動。
4. 何者對「韋伯的科層組織理論」(Max Weber's Theory of Bureaucracy)的描述不正確？(1)根據正式規則行事，(2)人員招募的考量是專業背景而非通才能力，(3)當代最普遍的組織方式，(4)沒有效率的組織方式。
5. 何者對「馬克思的階級理論」(Karl Marx's Theory of Class)的描述不正確？(1)階級鬥爭是普遍存在的現象？(2)如果沒有階級意識，就不會有階級的共同行動，(3)階級兩極化是資本主義社會的必然趨勢，(4)階級劃分是依據所得分配與社會聲望等因素。
6. 何者對「安德生的民族主義為想像的共同體」(Benedict Anderson's Nationalism: Imagined Communities)的描述不正確？(1)使人願意忽

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略普遍的不平等與剝削，(2)一種捏造與虛假，(3)具有主權，(4)具有邊界。

7. 何者對「布爾厄的習性理論」(Pierre Bourdieu's Theory of Habitus) 的描述不正確？(1)習性來自於生物遺傳，很難透過人為的方式改變，(2)習性影響了文化品味，表現在各種的生活消費方式，(3)習性維持了既有的社會不平等結構，(4)不同的階級位置會形塑出相異的習性。

8. Which is not characteristic of Michel Foucault? (1) He compares modern society with Jeremy Bentham's "Panopticon" design for palaces; (2) In the Panopticon, one can watch over many others while the one remains unseen; (3) It is through this visibility, modern society exercises its controlling systems of power and knowledge; (4) Increasing visibility leads to power located on an increasingly individualized level.

9. Which is not characteristic of Feminism? (1) Feminism seeks to establish equal opportunities for women in education and employment; (2) Male participation in feminism is not encouraged by feminists; (3) The social construct of masculinity is seen by feminism as problematic; (4) The patriarchal concept of masculinity is seen as harmful to men.

10. In some industries, a company can be successful only by succeeding on a global scale. In general, which is not considered to be primary factors motivating companies to expand internationally? (1) Economies of scale, (2) enhancement of organizational image, (3) economies of scope, (4) low-cost production.

III. Please explain the relations of the following concepts to human resource management (or organizational behavior studies) either in English or Chinese (30%; 15% per item).

1. Socialization

2. Positivism and quantitative research

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This exam consists of a Grammar, Vocabulary, and Punctuation 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, Vocabulary, and Punctuation 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, Vocabulary, and Punctuation

1. John's behavior is a _____ example of how rude American adolescents can be.
a. prime b. primal c. primitive d. primate
2. Karl: "I did not pass my driver's test. How about you?"
Heather: "Me _____."
a. as well b. either c. neither d. too
3. Jane is 15 years older than you. Before you marry her, be sure you realize what that _____.
a. enfolds b. entrails c. enlists d. entails
4. After taking a shower, _____.
a. the towel was thrown on the floor
b. the floor was strewn with towels
c. the water on the floor was absorbed by towels, strewn on the floor
d. Arnold flung his towel on the floor
5. He made me so angry that, I swear, if I _____ a gun I would have killed him on the spot!
a. had b. would have c. had had d. had bought
6. The novels of Charles Dickens are so _____ that many readers cry when they read them.
a. affecting b. affectionate c. affiliate d. affected
7. Christina loves _____ so much that she left the city and went to live in a forest.
a. the nature b. alone c. nature d. people
8. With Valentine's Day Jeremy gave his girlfriend chocolate, roses, and _____ a diamond watch, but she dumped him anyway for Patrick.
a. lastly b. then c. genuine d. even
9. He _____ what you whispered in his ear because all day he had this goofy smile on his face!
a. ought to have liked b. should have liked c. must have liked d. might have liked
10. I love dogs _____ they are so lively!
a. , b. ; c. if d. and
11. Patrick soon tired of Jennifer _____.
a. . Who used to be Jeremy's girlfriend

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- b. , Jeremy's old girlfriend
c. . Whom Jeremy used to date.
d. ; who Jeremy still loved.
12. Carla was ____ beautiful in her role as Juliet, and the audience gave her a huge applause.
a. magnificent b. magnificently c. magnanimously d. magical
13. Vance ran the marathon in under 3 hours. ____, it was a record in the category of seniors over 70.
a. The astonishing achievement
b. Astonished
c. Astonishing
d. An astonishing achievement
14. I ____ visited Tokyo, but only remember that I got lost all the time.
a. once b. have ever c. ever d. seldom
15. The student insisted that he ____ written the term papers all by himself.
a. has b. have c. must have d. had
16. Because it was all the way in Hualien, Robert could not ____ the job.
a. except b. execute c. accept d. exert
17. China and Taiwan are, ____, a communist and a democratic state.
a. respectively b. in other words c. both d. vice versa
18. I cannot believe it: Madonna ____ has turned 53 already!
a. still looking so young
b. famous American pop star
c. , Queen of Pop,
d. obviously
19. His parents had expected more, but he still graduated second in his class. You could ____ call that disappointing.
a. only b. almost c. hardly d. certainly
20. I wonder to what ____ dogs are aware of the thoughts of their owners.
a. purpose b. measure c. point d. extent
21. Kids today: they think the world ____ them a living, but they will find out this isn't so!
a. owes b. owns c. owning d. owing
22. Will Greece ever be able to ____ itself from its current economic woes, you think?
a. extract b. extricate c. exhume d. extradite
23. ____ studying for an MBA is hard work, it also can be very rewarding.

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- a. Although b. Notwithstanding c. However d. Due to
24. The cruise ship Costa Concordia ran aground _____ the coast of Italy last month.
a. off b. by c. at d. on
25. Teaching private students English can be a very _____ job for foreigners in Taiwan.
a. lucid b. lurid c. lucrative d. lugubrious
26. Adele and Tom are married now for 6 months, but unfortunately they still cannot _____ very well.
a. get across b. get along c. get off d. get together
27. _____ you travel, the less you worry about what to pack.
a. The more b. Moreover c. Unless d. Whenever
28. Softness is a major _____ the comfort of a mattress.
a. cause of b. consequence of c. factor in d. argument for
29. These days I am often _____ tired that I fall asleep in front of the TV.
a. so b. too c. very d. such
30. Cycling has really _____ in Taiwan: it seems everybody is doing it now!
a. succeeded b. popular c. taken up d. caught on
31. _____ slogan do you like better, "Taiwan Up!" or "Taiwan Next!"?
a. What b. Which c. Whose d. Whatever
32. _____ over 500 applicants for a single job, she did not see the point in sending in her resume.
a. Because of b. Due to c. Since d. With
33. After the groom had given his bride the ring, he _____ her.
a. kisses b. kissed c. has kissed d. had kissed
34. Everyone of his friends _____ moved away.
a. has b. have c. did d. all
35. Fashion models are so thin, _____ even: many must suffer from anorexia.
a. emancipated b. evacuated c. evaporated d. emaciated
36. Five feet deep, _____.
a. he became fearful of swimming in that water
b. the water began to scare him a bit
c. swimming became scary
d. he quickly turned around to swim back to the beach

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37. Your complaining only makes him more upset, _____ you see that?
a. can't b. can c. did d. didn't
38. Even though Judith is painfully shy, she _____ talked and laughed with you.
a. never b. still c. barely d. the whole time
39. Animals instinctively know how to care for their young; humans _____ need to learn this.
a. instinctively b. , by contrast, c. intuitively d. adamantly
40. I was _____ by Jacqueline Liu's mistreatment of her Filipino housekeepers.
a. appealed b. appeased c. appraised d. appalled

Reading Comprehension

I

China is weathering the global crisis well. But to sustain a high growth rate, the economy needs to shift away from investment and exports towards domestic consumption. That transition depends on a fairer division of the spoils of growth. At present, China's banks shovel workers' savings into state-owned enterprises, depriving workers of spending power and private companies of capital. As a result, just when some of the other ingredients of China's boom, such as cheap land and labor, are becoming scarcer, the government is wasting capital on a vast scale. Freeing up the financial system would give consumers more spending power and improve the allocation of capital.

(Adapted from *The Economist*, January 28, 2012, p. 9)

41. According to this paragraph,
(a) China is likely to continue enjoying a high growth rate thanks to investment and exports
(b) if China wants to continue enjoying a high growth rate it will need to focus its economy more on domestic consumption
(c) the global crisis is likely to bypass China because workers' high savings rate, cheap land, and cheap labor
(d) China's weather, ensuring a high growth rate, sustains its insulation against the global crisis.
42. In China, the spoils of growth
(a) are shifting away from investment and export
(b) are in transition toward domestic consumption
(c) need to be divided more fairly
(d) are dividing China's banks from China's workers
43. China's banks
(a) invest workers' savings in state-owned rather than private companies
(b) embezzle workers' savings, depriving them of spending power
(c) abuse ordinary shovel workers in state-owned enterprises
(d) pay workers so little interest that they deprive them of spending power

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44. Of the ingredients of China's boom,
- (a) land and labor are cheap and plentiful
 - (b) land is cheap, but labor is becoming scarcer
 - (c) capital and spending power are emphasized at the expense of land and labor
 - (d) capital and spending power should be increased now that labor and land become scarce

45. The Chinese government is wasting capital on a vast scale
- (a) in order to jump-start the economy and to stave off the global recession
 - (b) in order to give consumers more spending power
 - (c) by investing in state-owned rather than private companies
 - (d) because it wants to free up the financial system

II

Human memory is created and highly suggestible, and a wide variety of innocuous, embarrassing, and frightening memories can be falsely created through the use of different techniques, including guided imagery, hypnosis, and suggestion by others. Though not all individuals who are exposed to these techniques will develop memories, experiments suggest a significant number of people will and will actively defend the existence of the events, even if told they were false and deliberately implanted. In an experiment by Roediger and McDermott's (1995), subjects were presented with a list of related items (such as candy, sugar, honey) to study. When asked to recall the list, participants were just as, if not more, likely to recall semantically related words (such as words denoting sweetness) than items that were actually studied, thus creating false memories.

(Adapted from the Wikipedia article "False Memory Syndrome")

46. According to this paragraph,
- (a) people tend to forget innocuous, embarrassing, and frightening events
 - (b) people especially remember events that are innocuous, embarrassing, and frightening
 - (c) many memories, whether innocuous, embarrassing, or frightening, can actually be falsely created
 - (d) people use different techniques to remember innocuous, embarrassing, and frightening events
47. Guided imagery, hypnosis, and suggestion by others
- (a) are among the techniques that create false memories in people
 - (b) are the three techniques that create false memories in people
 - (c) are among the techniques that develop memories in a significant number of people
 - (d) are semantically related words that develop memories in a significant number of people
48. When told that their memories were false and deliberately implanted, according to experiments
- (a) many people will find this embarrassing or frightening
 - (b) many people will defend such experiments
 - (c) many people will assume to have been exposed to techniques such as guided imagery,

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hypnosis, and suggestion by others

(d) many people will still insist that their memories are of true events, and not deliberately implanted

49. Once you are subjected to techniques such as guided imagery and hypnosis,

(a) you will develop false memories

(b) you may develop false memories, even if told about the techniques you have been subjected to

(c) you may develop false memories, unless told about the techniques you have been subjected to

(d) you may instill false memories in others

50. In the experiment by Roediger and McDermott, subjects remembered

(a) words denoting sweetness because it reminded them of childhood pleasures

(b) words not actually studied, but semantically related to studied words

(c) remembered words denoting sweetness because they are semantically related

(d) remembered false memories, triggered by such words as denoting sweetness

End of the English Entrance Examination

國立中山大學 101 學年度碩士暨碩士專班招生考試試題

科目：統計學【人管所碩士班甲組】

題號：4136
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請勿於試題紙上作答

一、選擇(單選)與簡答(45%)

1. 某加工出口區的全部勞工中，男性約佔 40%，其中有 20% 為外籍勞工，而女性員工中則有 15% 為外籍勞工。現從該加工區全部勞工中隨機挑選一外籍勞工進行訪談，請問該外籍員工為男性的機率最接近(1) .17 (2) .27 (3) .37(4) .47 (5) .57。(5%)
2. 兩隨機變數 X 與 Y 均服從常態分配，亦即 $X_i \sim N(\mu_1, \sigma_1^2)$, $Y_i \sim N(\mu_2, \sigma_2^2)$ 。其中 X 與 Y 彼此獨立， a, b 為常數，且 $ab \neq 0$ ，則下列何者不是常態分布？(1) aX (2) $Y + b$ (3) $aX + b$ (4) $aX + bY$ (5) XY 。(5%)
3. 甲公司對應徵人員採用自行發展的能力測驗量表進行員工的徵選，若該能力測驗的分數服從常態分配，平均數 60 分，而大於 86 分的機率為 6.78%，則該能力測驗分數的標準差最接近(1) 6 (2) 12 (3) 14 (4) 16 (5) 18。(5%)
4. 丙公司去年對全體顧客進行員工滿意度調查，平均滿意分數為 6。現今隨機調查 64 名顧客，平均滿意分數為 6.10，標準差為 0.4，顯著水準 $\alpha = .01$ ，若採用 p 值來判定顧客滿意度是否提高，則 p 值最接近(1) 0.0100 (2) 0.0228 (3) 0.4772 (4) 0.5288 (5) 0.9772。(5%)
5. 請根據下列敘述，協助研究人員設定欲檢驗的虛無與對立假說：
 - (1) 研究人員想瞭解不同性別的薪資水準是否有所差異。請就你的推論寫下所欲驗證的假說（亦即統計檢定的虛無與對立假說）。(5%)
 - (2) 保全公司若誤判警鈴，導致店家經營與顧客財物損失，則需依契約規定加倍賠償。今警鈴大作，保全人員該如何設定假說（亦即 H_0 為警鈴正常，還是故障）？(5%)
 - (3) 甲便利商店宣稱其來客單價高於業界平均水準。競爭對手乙便利商店為檢驗甲便利商店的宣稱，委託某調查機構進行研究，調查結果發現：甲店的來客單價為 120 元；而業界平均水準為 135 元。請寫下所欲檢驗的假說，並針對此抽樣結果簡單說明該如何進行統計檢定？(5%)
6. 有關變異數分析(ANOVA)，下列敘述何者為真？(1) 變異數分析的主要目的是要檢驗母體中分組的自變數對應變數是否具有顯著的影響力 (2) 若分組結果，組間變異對組內變異的比值夠大且達到一定的顯著水準，即可推知自變數對應變數具有顯著的影響力 (3) 自變數對應變數具有顯著的影響力意指各分組的平均數都有顯著差異 (4) 若 F 檢定結果達到顯著水準，則可進一步針對兩兩分組的平均數進行多重比較，並且透過多次 t 檢定的方式來完成 (5) 以上皆是。(5%)

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7. 有關變異數與複迴歸分析，下列敘述何者為非？(1) 變異數分析與複迴歸分析的依變數都是一種屬量變數(2) 變異數分析與複迴歸分析都係分析自變數對依變數所解釋的變異量百分比(3) 廣義而言，變異數分析也是一種複迴歸分析(4) 將變異數分析的自變數按其類別轉換成 N 個虛擬變數 (N 為自變數的類別數)，取其中 $N - 1$ 個來對應變數進行迴歸分析，則迴歸方程式對應變數所解釋的變異量與變異數分析的組間變異量兩者是相同的(5) 變異數分析與(線性)複迴歸分析都不處理自變數群間의 交互作用力。(5%)

二、問答題(55%)

1. 請針對下列七種統計方法，分別針對(1)它所能達成的分析功能(2)及其適用的變數測量型態予以說明(35%)。
- 次數分配
 - 單一樣本 t 檢定
 - 獨立樣本 t 檢定
 - 相依樣本 t 檢定
 - 單因子變異數分析
 - 交叉表與卡方檢定
 - 複迴歸分析
2. 某研究單位想了解消費者對四種促銷工具的偏好是否有顯著的差異，於是委託某研究單位發放 240 份有效問卷，問卷中詢問每位受訪者最常使用的促銷工具並將結果整理如下(10%)：

促銷工具	分期付款	直接折扣	折價券	贈品
次數	55	115	24	46

請問你根據以上資料，消費者對四種促銷工具的偏好在統計上有無存在顯著差異？請建立你欲檢定的假說，並寫下分析過程與統計上的推論結果。

$$(\chi_1^2 = 3.8415, \chi_2^2 = 5.9915, \chi_3^2 = 7.8147, \chi_4^2 = 9.4877, \chi_5^2 = 11.0705)$$

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3. 某公司女性員工聲稱，該公司在薪資方面存在性別歧視，於是蒐集薪資、工作經驗與性別等相關資料。今有一研究人員針對所蒐集的資料利用迴歸方法進行分析並得到如下結果 (female=1)。請你依據該研究人員所得的分析結果，依序建立假說、同時寫下代表男女薪資的迴歸方程式並進行解釋(10%)。

模式摘要

模式	R	R 平方	調過後的 R 平方	估計的標準誤
1	.684 ^a	.468	.460	8.99701

a. 預測變數:(常數), female 先前年資, female, 先前年資

係數^a

模式		未標準化係數		標準化係數	t	顯著性
		B 之估計值	標準誤差	Beta 分配		
1	(常數)	34.483	1.310		26.323	.000
	female	-.580	1.634	-.022	-.355	.723
	先前年資	3.359	.360	.860	9.333	.000
	female 先前年資	-1.059	.433	-.247	-2.445	.015

a. 依變數: 薪資

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F 分配臨界值表
 $P(U > F_{\alpha}) = \alpha$

df	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30		
1	3.078	6.314	12.706	31.821	63.656	99.225	138.585	175.305	200.977	218.997	230.764	238.883	244.614	248.581	251.881	254.756	257.213	259.387	261.313	263.001	264.487	265.811	267.001	268.087	269.087	270.011	270.871	271.677	272.439	273.166	273.857	
2	1.886	2.920	4.303	6.965	9.925	12.592	14.869	16.697	18.162	19.276	20.078	20.709	21.214	21.634	22.000	22.323	22.607	22.854	23.070	23.259	23.423	23.566	23.692	23.803	23.901	23.987	24.063	24.131	24.191	24.244	24.291	
3	1.698	2.353	3.182	4.541	5.841	7.171	8.445	9.552	10.414	11.071	11.577	12.000	12.350	12.644	12.897	13.114	13.298	13.454	13.586	13.700	13.799	13.885	13.960	14.026	14.084	14.135	14.180	14.220	14.256	14.289	14.319	
4	1.533	2.132	2.776	3.747	4.604	5.408	6.119	6.758	7.307	7.764	8.134	8.424	8.640	8.797	8.921	9.019	9.100	9.167	9.223	9.270	9.310	9.344	9.373	9.398	9.419	9.436	9.450	9.461	9.470	9.477	9.482	9.486
5	1.476	2.015	2.571	3.365	4.032	4.602	5.114	5.567	5.964	6.307	6.597	6.834	7.024	7.174	7.291	7.381	7.451	7.505	7.554	7.598	7.638	7.674	7.706	7.735	7.761	7.784	7.804	7.821	7.835	7.847	7.856	7.863
6	1.440	1.943	2.447	3.143	3.707	4.183	4.614	4.997	5.324	5.600	5.828	6.007	6.146	6.254	6.337	6.404	6.458	6.501	6.535	6.561	6.579	6.594	6.607	6.618	6.627	6.634	6.640	6.645	6.649	6.652	6.654	6.656
7	1.415	1.895	2.365	2.998	3.499	3.902	4.264	4.581	4.854	5.084	5.264	5.403	5.511	5.594	5.654	5.701	5.738	5.767	5.789	5.805	5.817	5.826	5.833	5.839	5.844	5.848	5.851	5.853	5.855	5.856	5.857	5.858
8	1.397	1.860	2.306	2.896	3.355	3.714	4.024	4.287	4.504	4.684	4.824	4.932	5.015	5.075	5.122	5.159	5.188	5.210	5.226	5.239	5.249	5.257	5.263	5.268	5.272	5.275	5.277	5.279	5.280	5.281	5.282	5.282
9	1.383	1.833	2.262	2.821	3.250	3.565	3.824	4.034	4.204	4.344	4.452	4.535	4.595	4.642	4.679	4.708	4.729	4.744	4.755	4.763	4.769	4.773	4.776	4.778	4.780	4.781	4.782	4.783	4.783	4.784	4.784	4.784
10	1.372	1.812	2.228	2.764	3.169	3.452	3.674	3.844	3.974	4.072	4.145	4.205	4.252	4.289	4.318	4.339	4.354	4.364	4.371	4.376	4.379	4.381	4.382	4.383	4.384	4.384	4.384	4.384	4.384	4.384	4.384	4.384
11	1.363	1.796	2.201	2.718	3.106	3.358	3.554	3.694	3.782	3.846	3.893	3.929	3.958	3.979	3.994	4.005	4.013	4.019	4.023	4.026	4.028	4.029	4.030	4.030	4.030	4.030	4.030	4.030	4.030	4.030	4.030	4.030
12	1.356	1.782	2.179	2.681	3.055	3.275	3.444	3.564	3.632	3.679	3.715	3.744	3.765	3.779	3.788	3.794	3.798	3.801	3.803	3.804	3.805	3.805	3.805	3.805	3.805	3.805	3.805	3.805	3.805	3.805	3.805	3.805
13	1.350	1.771	2.160	2.650	3.012	3.200	3.339	3.427	3.484	3.521	3.549	3.569	3.581	3.587	3.590	3.592	3.593	3.594	3.594	3.594	3.594	3.594	3.594	3.594	3.594	3.594	3.594	3.594	3.594	3.594	3.594	3.594
14	1.345	1.761	2.145	2.624	2.977	3.142	3.251	3.308	3.345	3.372	3.391	3.402	3.407	3.410	3.412	3.413	3.414	3.414	3.414	3.414	3.414	3.414	3.414	3.414	3.414	3.414	3.414	3.414	3.414	3.414	3.414	3.414
15	1.341	1.753	2.131	2.602	2.947	3.088	3.177	3.214	3.231	3.241	3.246	3.248	3.249	3.249	3.249	3.249	3.249	3.249	3.249	3.249	3.249	3.249	3.249	3.249	3.249	3.249	3.249	3.249	3.249	3.249	3.249	3.249
16	1.337	1.746	2.120	2.583	2.921	2.948	3.017	3.034	3.044	3.048	3.050	3.051	3.051	3.051	3.051	3.051	3.051	3.051	3.051	3.051	3.051	3.051	3.051	3.051	3.051	3.051	3.051	3.051	3.051	3.051	3.051	3.051
17	1.333	1.740	2.110	2.567	2.899	2.899	2.948	2.955	2.958	2.959	2.959	2.959	2.959	2.959	2.959	2.959	2.959	2.959	2.959	2.959	2.959	2.959	2.959	2.959	2.959	2.959	2.959	2.959	2.959	2.959	2.959	2.959
18	1.330	1.734	2.101	2.552	2.878	2.878	2.917	2.924	2.926	2.926	2.926	2.926	2.926	2.926	2.926	2.926	2.926	2.926	2.926	2.926	2.926	2.926	2.926	2.926	2.926	2.926	2.926	2.926	2.926	2.926	2.926	2.926
19	1.328	1.729	2.093	2.539	2.865	2.865	2.899	2.906	2.907	2.907	2.907	2.907	2.907	2.907	2.907	2.907	2.907	2.907	2.907	2.907	2.907	2.907	2.907	2.907	2.907	2.907	2.907	2.907	2.907	2.907	2.907	2.907
20	1.325	1.725	2.086	2.528	2.854	2.854	2.888	2.895	2.895	2.895	2.895	2.895	2.895	2.895	2.895	2.895	2.895	2.895	2.895	2.895	2.895	2.895	2.895	2.895	2.895	2.895	2.895	2.895	2.895	2.895	2.895	2.895
21	1.323	1.721	2.080	2.518	2.841	2.841	2.875	2.882	2.882	2.882	2.882	2.882	2.882	2.882	2.882	2.882	2.882	2.882	2.882	2.882	2.882	2.882	2.882	2.882	2.882	2.882	2.882	2.882	2.882	2.882	2.882	2.882
22	1.321	1.717	2.074	2.508	2.819	2.819	2.853	2.860	2.860	2.860	2.860	2.860	2.860	2.860	2.860	2.860	2.860	2.860	2.860	2.860	2.860	2.860	2.860	2.860	2.860	2.860	2.860	2.860	2.860	2.860	2.860	2.860
23	1.319	1.714	2.069	2.500	2.807	2.807	2.841	2.848	2.848	2.848	2.848	2.848	2.848	2.848	2.848	2.848	2.848	2.848	2.848	2.848	2.848	2.848	2.848	2.848	2.848	2.848	2.848	2.848	2.848	2.848	2.848	2.848
24	1.318	1.711	2.064	2.492	2.797	2.797	2.831	2.838	2.838	2.838	2.838	2.838	2.838	2.838	2.838	2.838	2.838	2.838	2.838	2.838	2.838	2.838	2.838	2.838	2.838	2.838	2.838	2.838	2.838	2.838	2.838	2.838
25	1.316	1.708	2.060	2.485	2.779	2.779	2.813	2.820	2.820	2.820	2.820	2.820	2.820	2.820	2.820	2.820	2.820	2.820	2.820	2.820	2.820	2.820	2.820	2.820	2.820	2.820	2.820	2.820	2.820	2.820	2.820	2.820
26	1.315	1.706	2.056	2.479	2.771	2.771	2.805	2.812	2.812	2.812	2.812	2.812	2.812	2.812	2.812	2.812	2.812	2.812	2.812	2.812	2.812	2.812	2.812	2.812	2.812	2.812	2.812	2.812	2.812	2.812	2.812	2.812
27	1.314	1.703	2.052	2.473	2.763	2.763	2.797	2.804	2.804	2.804	2.804	2.804	2.804	2.804	2.804	2.804	2.804	2.804	2.804	2.804	2.804	2.804	2.804	2.804	2.804	2.804	2.804	2.804	2.804	2.804	2.804	2.804
28	1.313	1.701	2.048	2.467	2.753	2.753	2.787	2.794	2.794	2.794	2.794	2.794	2.794	2.794	2.794	2.794	2.794	2.794	2.794	2.794	2.794	2.794	2.794	2.794	2.794	2.794	2.794	2.794	2.794	2.794	2.794	2.794
29	1.311	1.699	2.045	2.462	2.743	2.743	2.777	2.784	2.784	2.784	2.784	2.784	2.784	2.784	2.784	2.784	2.784	2.784	2.784	2.784	2.784	2.784	2.784	2.784	2.784	2.784	2.784	2.784	2.784	2.784	2.784	2.784
30	1.312	1.645	1.960	2.326	2.576	2.576	2.610	2.617	2.617	2.617	2.617	2.617	2.617	2.617	2.617	2.617	2.617	2.617	2.617	2.617	2.617	2.617	2.617	2.617	2.617	2.617	2.617	2.617	2.617	2.617	2.617	2.617



標準常態累加機率值表
 $P(0 < Z < z) = \alpha$

z	.80	.81	.82	.83	.84	.85	.86	.87	.88	.89
0.0	0.0000	0.0040	0.0080	0.0120	0.0160	0.0199	0.0239	0.0279	0.0319	0.0359
0.1	0.0398	0.0438	0.0478	0.0517	0.0557	0.0596	0.0636	0.0675	0.0714	0.0753
0.2	0.0793	0.0832	0.0871	0.0910	0.0948	0.0987	0.1026	0.1064	0.1103	0.1141
0.3	0.1179	0.1217	0.12							