

國立中山大學九十三年度碩士班招生考試試題

科目：管理學(甲組、乙組、丙組)(人管所)

共 2 頁 第 1 頁

一、選擇題(30%)

1. 下列敘述何者為是？(1)虛擬實境(virtual reality)最近被使用於模擬模式中，以預測環境改變對經營決策的影響，(2)在世界各國工作價值觀層次中，法國的權力差距等級較高，而加拿大和美國的不確定性逃避層次則較低，(3)在產品生命週期的成熟階段中，處於一般的競爭地位則會使用成長策略以維持穩定的佔有率。
2. 下列管理理念何者為是？(1)工作豐富化運用於分工很細的專門技術上(2)M. Hammer 認為從事流程改造最重要的能力是創新的思考能力，(3)戰術性的規劃以確保企業長期的生存與成長。
3. 下列管理理念何者為非？(1)零售商、銀行、旅行社及書局等的服務固定且有標準的互動流程，屬於非例行性服務技術，(2)塑膠業代表一種需要不斷技術創新的產業，其部門間的差異化程度較高，(3)組織文化在穩定的環境中可能是一種資產，但在變動的環境中卻是組織的負擔。
4. 關於組織設計的敘述，下列何者正確？(1)市場或服務部門的協調張力強於部門張力，(2)人事和工業有關部門在招募員工的政策和程序上享有命令權，以建立其專業的權威，(3)產品部門組織比功能式部門組織較正式且較標準化，可運用於穩定的環境。
5. 下列激勵理論何者為非？(1)公司政策及管理是赫茲伯格(F. Herzberg)兩要因模式的激勵要因，(2)亞得佛(C. P. Alderfer)認為若某一層次需求無法得到滿足時，會自動去尋求低層次需求的滿足，(3)大人不理會小孩子的哭鬧行為，此乃激勵的取消行為。
6. 下列人力資源報償管理概念中何者為是？(1)我國勞動基準法第四十條規定童工及技術生不得於午後十時至凌晨五時之間內工作，(2)依據我國「職工福利金條例」規定工廠、礦場或其他組織每月於每個員工薪資內扣0.5%為福利金，(3)絕對薪資乃指每位員工所獲得的薪資額與其他員工相比時覺得公平。
7. 下列人力資源管理概念中何者為真？(1)人力資源管理強調成果導向及績效考核的重點，(2)當管理者發現員工的工作能力高，工作意願低時，則應採增強策略，以提升其工作意願，(3)總體的勞資關係領域以怠工或關廠的手段來解決。
8. 下列的領導概念何者正確？(1)正式組織管理者的領導行為是其職位伴隨而來的專家權力，(2)雷定(W. J. Redin)的三構面理論強調親切隨和型，較苦口婆心者高效能，(3)費德勒(F. E. Fielder)的權變領導模式強調工作導向的領導方式在中度控制的情境下，會有較好的領導效能。

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9. 下列敘述何者為錯誤？(1)介於組織文化的最低層次，最易觀察但卻不易解讀的部分為人為飾物層次，(2)幕僚人員在低正式職權上享有命令權，(3)MBO 是強調將組織的目標轉化為各部門及各個員工的目標。
10. 為高階經營層能力開發所實施的教育訓練在於加強：(1)分配與協調能力，(2)企劃與決策能力，(3)執行與技術能力。

二、簡答題(20%)

1. 管理控制的模式？
2. 職權 (authority) 的來源？
3. 群體中的角色型態有哪些？
4. 就勞工工作條件的觀點，勞工享有的權益有哪些？
5. 離職的型態有哪些？

三、Please answer the questions in English. (50%)

1. Discuss the basic categories of factors that influence personality development? (10%)
2. Explain the "Big Five" personality factors. Use these factors to describe your perception of the President of Republic of China? (10%)
3. How could a manager apply ERG theory to motivate employees? (10%)
4. Evaluate the statement: "A satisfied worker is a productive worker." Under what conditions is the statement false? True? (10%)
5. Assume that you are a student in a class and have been assigned to do a team project with five other classmates. How might Hersey and Blanchard's leadership model help you choose a leadership style? How might House's path-goal model help you choose a leadership style? (10%)

壹、選擇題（請選擇一個最適當的答案，每題四分）40%

1. 在一個實證研究過程中，研究者必須控制多種可能存在的誤差，才能確保該研究之嚴謹性；其中因問卷的發放，訪員的技巧、誠實性與有效樣本達成率所造成的誤差稱為 ①抽樣誤差 ②操作誤差 ③工具誤差 ④統計誤差 ⑤測量誤差。
2. 某研究人員接受市政府委託，調查市民對市長施政的滿意程度，他的訪題是「請問您對市長施政的滿意程度是 (1)非常滿意 (2)很滿意 (3)還算滿意」，這樣的設計是不恰當的，因為不符合單選題選項的 ①完整性 ②互斥性 ③對稱性 ④遞移性 ⑤引導性 原則。
3. 下列哪一種抽樣不是一個嚴謹研究所應該採取的抽樣方法？ ①簡單隨機抽樣 ②系統抽樣 ③分層隨機抽樣 ④群集抽樣 ⑤便利抽樣。
4. 在一個右偏分布中， ①平均數(M) $>$ 中位數(Me) $>$ 眾數(Mo) ② $M > Mo > Me$ ③ $Mo > Me > M$ ④ $Mo > M > Me$ ⑤ $Me > Mo > M$ 。
5. 偏態係數 $\alpha_3 > -1$ 之分布具有 ①右偏分布 ②常態分布 ③左偏分布 ④不一定 ⑤以上皆非。
6. 可以適用眾數、次數分配、百分比等統計量之變數測量型態為 ①類別變數 ②次序變數 ③等距變數 ④等比變數 ⑤以上皆是。
7. 某「賄選研究」調查，問卷中有兩個題目分別詢問受訪者「這一次選舉，您認為選舉請客的情況嚴不嚴重？」、「這一次選舉，您認為花錢買票的情況嚴不嚴重？」，若我們想瞭解受訪者在「選舉請客」與「花錢買票」（都是賄選行為）的情況認知上是否存在顯著差異？則必須進行 ①單一樣本T檢定 ②獨立樣本T檢定 ③相依樣本T檢定 ④卡方檢定 ⑤變異數分析。
8. 若我們認為X變數與Y變數有關，於是蒐集經驗資料來進行統計檢定，此時，① H_1 為X變數與Y變數有關 ② H_0 為X變數與Y變數無關 ③統計檢定的對象是 H_0 ④應進行雙尾檢定 ⑤以上皆是。
9. 有關型一錯誤 (Type I Error) 與型二錯誤 (Type II Error)，下列敘述何者為真？ ①型一錯誤指 H_1 是對的，但研究者卻拒斥 H_1 ②型二錯誤指 H_0 是對的，但研究者卻拒斥 H_0 ③當我們以樣本統計量來檢定假設時，無論拒斥或接受，都可能犯錯 ④型一錯誤與型二錯誤有可能同時發生 ⑤犯了型二錯誤比犯了型一錯誤嚴重。
10. 有關複迴歸 (multiple linear regression) 方程式的迴歸係數 (B)，下列敘述何者為真？ ① X_1 變數的B值顯著，指在母體中 X_1 變數的B值大體上不會是0 ②若 B_1 (X_1 的B值) 大於 B_2 (X_2 的B值)，則 X_1 對依變數的影響力大於 X_2 對依變數的影響力 ③若 B_1 大於 B_2 ，則 β_1 (X_1 的Beta值) 大於 β_2 (X_2 的Beta值) ④若 β_1 大於 β_2 ，則 B_1 大於 B_2 ⑤以上皆是。

貳、綜合題 60%

1. 投擲銅板一枚，出現正面的機率為 $1/2$ ，沒有出現正面的機率也是 $1/2$ ；一次投擲銅板二枚，出現二個正面的機率為 $1/4$ ，出現一個正面的機率為 $1/2$ ，沒有出現正面的機率為 $1/4$ ；一次投擲銅板三枚，出現三個正面的機率為 $1/8$ ，出現二個正面的機率為 $3/8$ ，出現一個正面的機率也是 $3/8$ ，沒有出現正面的機率為 $1/8$。則一次投擲銅板九枚，出現六個正面的機率為_____，出現三個正面的機率為_____。（十分）
2. 某研究者以「台灣大企業家的管理行為與態度」進行研究，界定一千人以上員工為大企業，從「台灣工商企業名錄」中找出千人以上員工之大企業共 600 家，依序編號後抽出偶數號樣本共 300 家，以郵寄問卷之方式拜託這 300 家企業負責人協助填寫問卷，經多次電話催收後共回收 66 份問卷，剔除不可靠問卷 30 份後，實際有效樣本為 36，該研究者以這 36 個樣本進行統計分析，並撰寫研究報告。
請就以上研究設計與操作、分析過程，評述該研究報告之缺點。（十五分）
3. 在一個實證研究過程中，分析架構（假設模型）、問卷與統計資料檔三者，分別是不同的研究階段的三個重心。請問分析架構、問卷與統計資料檔三者的組成元素各是什麼？這三個重心以及它們的組成元素間具有何種對應關係？（十五分）
4. 請就下列六種統計方法選擇四種，分別說明：(1)它所能達成的分析功能(2)它所適用的變數測量型態。（二十分）
 - a. 次數分配
 - b. 交叉表與卡方檢定
 - c. 變異數分析 (ANOVA)
 - d. 複迴歸
 - e. 因素分析
 - f. 集群分析

第一部份 選擇題 50%

1. Karl Marx 認為_____是人民的鴉片 (A) 政治 (B) 教育 (C) 家庭 (D) 宗教
2. Cultural Lag 由_____所提出 (A) Karl Marx (B) Max Weber (C) August Comte (D) Williams Ogburn
3. 生態分析強調組織之間具有一種潛在的_____關係 (A) 合作 (B) 競爭 (C) 共生 (D) 互助
4. 社會學家 Robert Merton 認為吸毒是一種_____行爲 (A) innovation (B) ritualism (C) retreatism (D) rebellion
5. 下列哪一位學者屬於 symbolic interaction perspective (A) Williams Somner (B) George Mead (C) Talcott Parsons (D) Robert Park
6. 一件工作由一個人作變為三個人做，再變為七個人做的現象稱為 (A) Parkinson's law (B) Peter Principle (C) Ritualism (D) Iron Law of Oligarchy
7. 大學講師受聘為助理教授可稱為 (A) horizontal mobility (B) downward mobility (C) upward mobility (D) intergeneration mobility
8. 哈佛大學社會學者 Williams Wilson 認為目前美國的黑人存有_____對立的現象 (A) 種族 (B) 階級 (C) 年齡 (D) 職業
9. 依照 Gerhard Lenski 的說法，自從人類放棄_____社會的生活方式後，就有性別階層化的現象 (A) industrial (B) agricultural (C) hunting and gathering (D) pastoral and horticultural
10. 垃圾工人的社會階級低是因為 (A) 垃圾清運工作功能低 (B) 做垃圾功能不需很多訓練 (C) 垃圾清理工作辛苦 (D) 沒有人願意作垃圾工人
11. 目前台灣地區的男單親家庭約佔全部單親家庭的百分之 (A) 20 (B) 40 (C) 50 (D) 60
12. 認為人類是生活在科層制牢籠的社會學是 (A) Charles Cooley (B) Karl Marx (C) Emile Durkheim (D) Max Weber
13. 最近一次台灣地區舉行戶口普查的時間是在幾年 (A) 87 (B) 88 (C) 89 (D) 90
14. 假設某一地區的人口成長率為%，則該地區人口經過幾年會增加一倍 (A) 139 (B) 70 (C) 89 (D) 50
15. 在英美等國，許多中產階級重新在內環都市購置中古屋，將之重新翻新居住的現象稱之為 (A) 都市化 (B) 守衛都市 (C) 仕紳運動 (D) 都市化
16. 認為在經濟成長而非經濟危機時才會發生革命的理論稱為 (A) value-added model (B) emergent norm theory (C) resource mobilization theory (D) J-curve theory
17. 下列何者非研究社會問題所採用的主要理論 (A) 結構功能論 (B) 情境理論 (C) 衝突論 (D) 互動論
18. 中階層的興起原因不包括何者 (A) 教育普及 (B) 社會的理性化 (C) 職業的多元化 (D) 普羅階級的盛行
19. 下列哪一位學者提出 looking-glass self 的概念 (A) Charles Cooley (B) Karl Marx (C) George Mead (D) Herbert Blumer

20. 以 organic analogy 研究社會的學者是 (A) Auguste Comte (B) Karl Marx (C) Emile Durkheim (D) Herbert Blumer
21. Social Embeddedness 理論認為____ 是發生犯罪的原因 (A) 權力 (B) 衝突 (C) 金錢 (D) 社會網路
22. 提出 organic solidarity 這一概念的社會學者是 (A) Karl Marx (B) Max Weber (C) Emile Durkheim (D) Williams Ogburn
23. 以下哪本書是 C. Wright Mill 的著作 (A) The Sociological Imagination (B) Sociological Imagination (C) Division of Labor in Society (D) The Protestant Ethic and the Spirit of Capitalism
24. 下列何者非為 AGIL 四大功能之一 (A) 適應 (B) 目標達成 (C) 整合 (D) 變遷
25. 下列何者非質化研究的適用情境 (A) 不熟悉的社會情境 (B) 高度概念或理論基礎情境 (C) 描述複雜社會現象 (D) 建構新的假設

第二部分 解釋名詞並舉例說明 30% (每題 6 分)

1. 文化資本
2. 社會事實 Social fact
3. 重要他人 Significant others
4. 湯瑪士定理 the Thomas theorem
5. 剩餘價值 surplus value

第三部份 問答題 20%

1. 集體行為與社會運動在形成背景、過程與結果有何異同？並分析四月份中正紀念堂學生靜坐絕食活動的始末。

English

Please number the items on your answer sheet.

I. Structure and vocabulary (20%)

Part (A): In questions 1-10 each sentence has four underlined words or phrases. The four underlined parts of the sentence are marked (A), (B), (C), and (D). Choose the **one** underlined word or phrase that must be changed in order for the sentence to be correct.

1. Big eyes, collapsed nose and two thick lips comprise of this absolutely unique face.
A B C D
2. The early periods of aviation in the United States was marked by exhibition flights made by individual fliers or by teams of performers at country fairs.
A B C D
3. Computer technology has evolved sharply, enabled parents to monitor their children at camp and in day-care centers through cyber visits.
A B C D
4. Louisville features more park land per person than any other in the nation.
A B C D
5. While looking for a job, several techniques may lead to quick success in the search.
A B C D
6. One of the reasons that Prohibition was such a problem for federal authorities was because bootleggers such as Al Capone had created a huge illegal liquor industry.
A B C D
7. By studying the problems of office workers it was determined that eyestrain is the most frequent complaint among workers.
A B C D
8. I saw miniatures of fast-food restaurants and equipment that were delighting children gathered around them.
A B C D
9. Historians trace the beginnings of jazz back to the work songs and spirituals sung by black plantation workers these songs had their roots in the workers' African heritage.
A B C D
10. Not until the Ming Dynasty (1368-1644) did tea become available to Europeans, who quickly discovered its delights. Both as a drink and as a highly lucrative commodity for trade.
A B C D

Part (B): Questions 11-25. Choose the best answer that matches the underlined words (phrases) or completes the sentence. (30%)

11. Several corporations have formed consortiums to finance child-care centers where priority slots _____ to employees.
A. were allocated B. are allocated C. have allocated D. had allocated

12. The government _____ with many complaints and doubts after the 3/20 Presidential election result.
 A. has been being bombarded B. bombards
 C. was bombarded D. has bombarded
13. Arabic script was replaced with Roman alphabet in official documents.
 A. Arabic script is in use.
 B. Arabic script was substituted for Roman alphabet.
 C. Arabic script has substituted for Roman alphabet.
 D. Roman alphabet was substituted for Arabic script.
14. I heard children's voices and imagined the house where a fancy-dress party was in full swing.
 A. fully active B. fully messy C. fully successful D. fully stodgy
15. When choosing an acupuncturist, you are recommended to find the practitioner who has had two years of training a(n) _____ acupuncture school.
 A. credited B. public C. accredited D. private
16. The benefit of cardiovascular fitness is the increased ability to chase the dog around the yard or play some backyard volleyball and not be _____.
 A. wiped off B. wiped out C. wiped away D. wiped over
17. Frank would be more popular in the office if he didn't try so hard to _____ himself with the boss.
 A. regard B. sympathise C. congratulate D. ingratiate
18. Because of cutbacks in council spending, plans for the new swimming pool had to be _____.
 A. stockpiled B. overthrown C. shelved D. disrupted
19. Can you _____ the BBC World Service on your new radio?
 A. put on B. take in C. get at D. pick up
20. The recent economic crisis has brought about a _____ in world trade.
 A. slump B. sag C. droop D. tilt
21. After loggers chop down trees, their trunks _____ into logs that are then hauled to pulp and saw mills of wood product.
 A. cutting B. are they cut C. that cut D. are cut
22. _____ railroad in the United States during the 1850's powerfully stimulated American iron industry
 A. The building of B. There were built C. To build D. Had built
23. Industrialization has been responsible for _____ most radical of the environmental changes caused by humans.
 A. a B. the C. some of which D. which are the
24. Penicillin, probably _____, came into widespread use after the Second World War.
 A. an antibiotic of known B. was known the antibiotic
 C. the best-known antibiotic D. known best antibiotic

25. Joshua's telephone number was forwarded to a stranger's answering machine, where his friends trying to reach him heard a male voice identify himself as Joshua. He thought if the hacker had been truly evil and omnipotent as only fictional movie hackers are, he _____ Joshua's credit rating.
- A. could have sabotaged
B. will sacrifice
C. would sabotage
D. would have sacrificed

II. Cloze test (15%): Choose the best answer that completes the sentence.

(1) The first settlers went to North America in order to escape from the many controls which they (1) _____ under in European societies. These controls were created by the kings, the aristocracy, the church and governments which had (2) _____ in European countries. Their power was in various ways (3) _____ to control and limit the lives of ordinary people. In Europe, the land was mostly owned by the aristocracy - rich families who had (4) _____ their wealth over generations - and the church. The church (5) _____ the way people could live and think, and kings used their power to rule and tax the people as they wished.

So many ordinary people decided to (6) _____ a better life 3000 miles across the sea in America. Many (7) _____ in finding what they looked for, but they did not forget the reasons why they had left Europe. People went to America for many reasons, but probably the most important was the dream of freedom. The idea, and the word, "freedom" has a very special meaning for Americans, and more than (8) _____ else it expresses the most important of American values.
(from <http://vlc.polyu.edu.hk/>)

- | | | | |
|-----------------|--------------------|----------------|-------------------|
| 1. A. had lived | B. had been living | C. have lived | D. lived |
| 2. A. money | B. wisdom | C. power | D. education |
| 3. A. were used | B. used | C. was used | D. that were used |
| 4. A. taken up | B. made up | C. brought up | D. built up |
| 5. A. persuaded | B. controlled | C. emancipated | D. eliminated |
| 6. A. imagine | B. improve | C. try | D. seek |
| 7. A. failed | B. continued | C. succeeded | D. hoped |
| 8. A. anything | B. nothing | C. another | D. something |

(2) Appointment in Samarra

There was a merchant in Bagdad who sent his servant to market to buy provisions, and in a little while the servant came back, white and (9) _____, and said, "Master, just now when I was in the market-place I was jostled by a woman in the crowd and (10) _____ I turned I saw it was Death that jostled me. She looked at me and made a threatening gesture; (11) _____, lend me your horse, and I will (12) _____ away from this city and avoid my fate. I will go to Samarra and there Death will not find me." The merchant (13) _____ him his horse, and the servant mounted it, and he dug his spurs in its flanks and as fast as the (14) _____ could gallop he went. Then the merchant went down to the market-place and he saw Death standing in the crowd and he came to Death and said, "Why did you make a (15) _____ gesture to my servant when you saw him this morning?" "That was not a threatening gesture," Death said. "It was only a start of surprise. I was astonished to see in Bagdad, for I had an appointment with him tonight in Samarra." (By W. Somerset Maugham)

- | | | | |
|---------------|--------------|------------|-----------------|
| 9. A. black | B. trembling | C. happy | D. indifferent |
| 10. A. where | B. because | C. hence | D. when |
| 11. A. now | B. but | C. instead | D. despite that |
| 12. A. stride | B. walk | C. ride | D. jump |

13. A. lended B. lent C. borrowed D. brought
 14. A. car B. horse C. wagon D. donkey
 15. A. gentle B. welcome C. sudden D. threatening

III. Reading comprehension (30%)

(1) Questions 1-6

The new Financial Secretary Donald Tsang has said he is committed to the principle and philosophy of financial management enshrined by his predecessor Sir Hamish Macleod. It was really not surprising to hear such a message as our Government has consistently reiterated its non-interventionist policy.

Our Government is proud of the low taxation policy, free market operation and the enterprising nature of the economy, as it believes that all these lay the strong financial foundations that make possible the economic boom in Hong Kong. Hence, the role of the Government is to interfere, as little as possible, in the public sector, for fear of damaging the "normal" operation of the market.

Government spending in money terms has never exceeded 20 per cent of the Gross Domestic Product (GDP), since 1945. Many people in Hong Kong are scared by the spectre of unemployment and yet the Government has done nothing to solve the problem, because administration officials do not want to spoil the miraculous market mechanism. There is talk of "self help" by entrepreneurs involved in the market. Meanwhile, the unemployment rate is rocketing. I believe the Government should act to combat this problem. Owing to the lack of a comprehensive unemployment security scheme and unemployment insurance which exist in Western industrial countries (for example, the US and Germany), Hong Kong's jobless suffer more psychological and social pressure than their Western counterparts.

The unemployed have a heavy psychological burden to bear. This can lead to them having feelings of low self-esteem and a feeling that they are worthless. Those who seek help from the Social Welfare Department (SWD) have to endure the complicated application procedure and the inhumane and harsh means test. The procedure to apply for assistance is not as easy as one would imagine. This puts the unemployed under great pressure. I do not believe that maintaining a policy of minimal government intervention will stem rising unemployment. The Government should make its "invisible" hand in the market become visible by, for example, creating more job opportunities for the unemployed; ensuring age and sex discrimination do not exist in the workplace, restraining employers from exploiting employees - in the way that some employers do by taking on casual staff and making them work long hours and, finally, bringing under control the "crazy" property speculation of capitalists.

1. This passage is:

A. a newspaper editorial	B. a letter to a newspaper
C. a newspaper article	D. an advertisement placed in a newspaper
2. The writer's attitude to the new Financial Secretary Donald Tsang is:

A. encouraging	B. critical
C. neutral	D. committed
3. The main point of paragraph 4 is:

A. to analyze the problem
B. to give reasons for the call for action
C. to describe the pattern of government spending
D. to describe the operation of the free market
4. The writer's attitude to the role of government is:

A. critical of the new initiatives taken
B. agreeing that the less intervention, the better

- C. arguing that more intervention is required
D. arguing that in the past the wrong type of intervention has taken place in Hong Kong
5. In paragraph 1 it refers to:
A. a message
B. the government
C. financial management
D. none of the above
6. In paragraph 2, as can best be replaced with:
A. therefore
B. because
C. at the time
D. while

(2) Questions 7-15

The United States Constitution makes no provision for the nomination of candidates for the presidency. As the framers of the Constitution set up the system, the electors would, out of their own knowledge, select the "wisest and best" as President. But the rise of political parties altered that system drastically – and with the change came the need for nominations.

The first method the parties developed to nominate presidential candidates was the congressional caucus, a small group of members of Congress. That method was regularly used in the elections of 1800 to 1824. But its closed character led to its downfall in the mid-1820's. For the election of 1832, both major parties turned to the national convention as their nominating device. It has continued to serve them ever since.

With the convention process, the final selection of the President is, for all practical purposes, narrowed to one of two persons: The Republican or the Democratic party nominee. Yet there is almost no legal control of that vital process.

The Constitution is silent on the subject of presidential nominations. There is, as well, almost no statutory law on the matter. The only provisions in federal law have to do with the financing of conventions. And in each state there is only a small body of laws that deal with issues related to the convention, such as the choosing of delegates and the manner in which they may cast their votes. In short, the convention is very largely a creation and a responsibility of the political parties themselves.

In both the Republican or the Democratic parties, the national committee is charged with making the plans and arrangements for the national convention. As much as a year before it is held, the committee meets (usually in Washington, D.C.) to set the time and place for the convention. July has been the favored month; but each party has met in convention as early as mid-June and also as late as latter part of August.

Where the convention is held is a matter of prime importance. There must be an adequate convention hall, sufficient hotel accommodations, plentiful entertainment outlets, and efficient transportation facilities. (1997-B)

7. Which of the following motivated a change in the original method of selecting a President of the United States?
A. The framers of the Constitution
B. The rise of the congressional caucus
C. The emergence of the party system
D. The establishment of national conventions
8. When was the congressional caucus used?
A. In the early 1800's
B. During the election of 1832
C. Throughout the nineteenth century
D. In several recent elections
9. What can be inferred about why the congressional caucus system was terminated?
A. It was too expensive.
B. It took too much time.
C. It did not conform to the Constitution.
D. It did not include enough citizens.
10. The underlined word, "them," in the last line of the second paragraph refers to
A. conventions
B. parties
C. elections
D. candidates

11. The underlined word "vital" in the last of the third paragraph is closest in meaning to
 - A. extremely important
 - B. always accessible
 - C. political
 - D. optional
12. According to the passage, the only aspect of political conventions addressed by federal law involves
 - A. organization
 - B. choosing delegates
 - C. voting procedures
 - D. funding
13. In paragraph 4, the author compares
 - A. nominations and conventions
 - B. finances and the Constitution
 - C. delegates and candidates
 - D. federal and state laws
14. The words "charged with" in the first line of the fifth paragraph are closest in meaning to
 - A. responsible for
 - B. excited about
 - C. blamed for
 - D. in favor of
15. The passage refers to all of the following as necessary in the city where the convention is held EXCEPT
 - A. an acceptable meeting place
 - B. politically aware citizens
 - C. an easy way of traveling around the city
 - D. sufficient amusement opportunities

IV. Reading for commercial purpose (5%)

Choose the best answer to complete these statements about the warranty.

1988 GENERAL MOTORS CORPORATION NEW CAR LIMITED WARRANTY

General Motors Corporation will provide for repairs to the vehicle during the warranty period in accordance with the following terms, conditions and limitations:

WHAT IS COVERED



REPAIRS COVERED

This warranty covers repairs to correct any malfunction occurring during the WARRANTY PERIOD resulting from defects in material or workmanship. Any required adjustments will be made during the BASIC COVERAGE period. New or remanufactured parts will be used.



WARRANTY PERIOD

The WARRANTY PERIOD for all coverages begins on the date the car is first delivered or put in use (as shown on the cover of this booklet). It ends at the expiration of the BASIC COVERAGE or other COVERAGES shown below.



BASIC COVERAGE

The complete vehicle, except tires, is covered for 12 months or 12,000 miles, whichever occurs first. Tire conditions caused by defects in material or workmanship of the vehicle are also covered during this period. The BASIC COVERAGE applies to all owners of the vehicle.



AIR CONDITIONING COVERAGE

The sealed refrigerant portion of the factory-installed air conditioning system is covered for 12 months, regardless of mileage. This coverage applies to all owners of the vehicle.



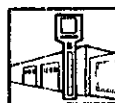
POWERTRAIN COVERAGE — 1st Owner Only

Following expiration of the BASIC COVERAGE, and subject to a \$100 deductible, powertrain components are covered up to a total of 6 YEARS or 60,000 MILES, whichever occurs first. See pages 8-9 for a listing of parts covered, and details on coverage available to second and subsequent owners.



CORROSION (RUST-THROUGH) COVERAGE

Any body sheet metal panel that Rusts-Through due to corrosion is covered for 6 YEARS or 100,000 MILES, whichever occurs first. Sheet metal panels may be repaired or replaced. This coverage applies to all owners of the vehicle.



OBTAINING REPAIRS

To obtain warranty repairs, take the car to a Buick dealership within the WARRANTY PERIOD, present suitable identification to verify eligibility and request the needed repairs or adjustments. A reasonable time must be allowed for the dealership to perform necessary repairs.



NO CHARGE

Warranty repairs and adjustments (parts and/or labor) will be made at no charge (except for \$100 POWERTRAIN COVERAGE deductible).



TOWING

Towing service, required if your vehicle is inoperative due to a warranted part malfunction, is covered to the nearest Buick dealership.



WARRANTY APPLIES

This warranty is for GM cars registered in the United States and normally operated in the United States or Canada.

(Cont'd. next page)

國立中山大學九十三年學年度碩士班招生考試試題

科目：英文(人力資源管理研究所碩士班)

丙組

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1. General Motors Corporation will provide for repairs to the vehicle
 - A. as long as you own it.
 - B. during the warranty period, without limitations.
 - C. during the warranty period, with certain terms, conditions, and limitations.
 - D. for six years.
2. Repairs will be made by
 - A. the General Motors Corporation
 - B. any mechanic you choose
 - C. the Buick dealer where you bought your car
 - D. any Buick dealer
3. The basic coverage is for
 - A. one year
 - B. 12,000 miles
 - C. one year or 12,000 miles, whichever you choose
 - D. one year or 12,000 miles, whichever comes first
4. This warranty begins
 - A. when the car is delivered to the dealer's showroom.
 - B. when you pay your deposit on the car
 - C. the date your car is delivered to you
 - D. the date you decide on the car you want
5. Which of the following statements is correct?
 - A. The warranty is applicable to GM cars run in the world.
 - B. Corrosion is covered for six years or 100,000 miles, whichever occurs first.
 - C. Towing service is covered for any improper use of the vehicle.
 - D. Repairs are free of charge for any parts.

國立中山大學九十三年學年度碩士班招生考試試題

科目：管理學(丁組)(人管所)

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一、選擇題(30%)

1. 下列敘述何者為是？(1)虛擬實境(virtual reality)最近被使用於模擬模式中，以預測環境改變對經營決策的影響，(2)在世界各國工作價值觀層次中，法國的權力差距等級較高，而加拿大和美國的不確定性逃避層次則較低，(3)在產品生命週期的成熟階段中，處於一般的競爭地位則會使用成長策略以維持穩定的佔有率。
2. 下列管理理念何者為是？(1)工作豐富化運用於分工很細的專門技術上(2)M. Hammer 認為從事流程改造最重要的能力是創新的思考能力，(3)戰術性的規劃以確保企業長期的生存與成長。
3. 下列管理理念何者為非？(1)零售商、銀行、旅行社及書局等的服務固定且有標準的互動流程，屬於非例行性服務技術，(2)塑膠業代表一種需要不斷技術創新的產業，其部門間的差異化程度較高，(3)組織文化在穩定的環境中可能是一種資產，但在變動的環境中卻是組織的負擔。
4. 關於組織設計的敘述，下列何者正確？(1)市場或服務部門的協調張力強於部門張力，(2)人事和工業有關部門在招募員工的政策和程序上享有命令權，以建立其專業的權威，(3)產品部門組織比功能式部門組織較正式且較標準化，可運用於穩定的環境。
5. 下列激勵理論何者為非？(1)公司政策及管理是赫茲伯格(F. Herzberg)兩要因模式的激勵要因，(2)亞得佛(C. P. Alderfer)認為若某一層次需求無法得到滿足時，會自動去尋求低層次需求的滿足，(3)大人不理會小孩子的哭鬧行為，此乃激勵的取消行為。
6. 下列人力資源報償管理概念中何者為是？(1)我國勞動基準法第四十條規定童工及技術生不得於午後十時至凌晨五時之間內工作，(2)依據我國「職工福利金條例」規定工廠、礦場或其他組織每月於每個員工薪資內扣0.5%為福利金，(3)絕對薪資乃指每位員工所獲得的薪資額與其他員工相比時覺得公平。
7. 下列人力資源管理概念中何者為真？(1)人力資源管理強調成果導向及績效考核的重點，(2)當管理者發現員工的工作能力高，工作意願低時，則應採增強策略，以提升其工作意願，(3)總體的勞資關係領域以怠工或關廠的手段來解決。
8. 下列的領導概念何者正確？(1)正式組織管理者的領導行為是其職位伴隨而來的專家權力，(2)雷定(W. J. Redin)的三構面理論強調親切隨和型，較苦口婆心者高效能，(3)費德勒(F. E. Fielder)的權變領導模式強調工作導向的領導方式在中度控制的情境下，會有較好的領導效能。

國立中山大學九十三年度碩士班招生考試試題

科目：管理學(丁組)(人管所)

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9. 下列敘述何者為錯誤？(1)介於組織文化的最低層次，最易觀察但卻不易解讀的部分為人為飾物層次，(2)幕僚人員在低正式職權上享有命令權，(3)MBO 是強調將組織的目標轉化為各部門及各個員工的目標。
10. 為高階經營層能力開發所實施的教育訓練在於加強：(1)分配與協調能力，(2)企劃與決策能力，(3)執行與技術能力。

二、簡答題(20%)

1. 管理控制的模式？
2. 職權 (authority) 的來源？
3. 群體中的角色型態有哪些？
4. 就勞工工作條件的觀點，勞工享有的權益有哪些？
5. 離職的型態有哪些？

三、問答題 (50%)

1. 請解釋 T. M. Amabile 的創意的三要素模式 (three-component model of creativity) 並舉例說明之？
2. 請說明何謂可利用性經驗法則 (availability heuristic) 及代表性經驗法則 (representative heuristic)？並舉例說明之？
3. 請簡述彈性福利制來自何種動機理論？有何缺點？(請分別從組織及員工的角度來思考這個問題)
4. 請詳細說明權力的定義？並舉例說明權力與領導的比較？
5. 請列舉說明三種工作重新設計的選擇？並詳細說明它們的理論基礎來源？

一、根據以下個案內容，請您回答本題的兩個問題（40%）

你應該很難不注意到，二〇〇三年台灣的化妝保養品市場，新登場了幾位重量級演員。「董事長化身超級推銷員」是最常上演的戲碼。無論是年近六十歲的前台糖董事長吳乃仁，或是近五十歲的台鹽董事長鄭寶清，都頻頻在鏡頭前，賣力地將自家推出的保養品往臉頰上抹，領頭向前衝。台鹽更出奇招。一反過去化妝品業以影視明星代言，自去年六月，一群朝野女立委站上電視廣告，成為台鹽「綠迷雅」保養品的代言人，頓時搶走市場所有目光。鄭寶清興奮地表示，去年底台鹽光賣保養品，一個月就能賣到四億元，也因此去年台鹽原本預計虧三億元，反倒賺了五億元。而起跑雖早、但聲勢較小的台糖，去年也靜悄悄地繳出近五億元的營收成績。

連一向鮮少露面的台塑王家，也積極亮相。在關係企業台化清潔劑組推出「芙緹」(Forte)系列保養品後，董事長王永慶的女兒台塑總管理處協理王瑞瑜，也親上第一線，大談這款由經營之神親自試用過的產品。僅在五家百貨公司設櫃的台塑，單在台北微風廣場的每月平均營收就超過三百萬元，「這已是國際一線廠牌的水準，」微風廣場發言人蔡明澤說。

去年，台鹽投入超過一億元完成擴廠計劃，也在每位員工薪水袋寫上「寵愛顧客、寵壞顧客」。「都是瞄準保養品市場，」鄭寶清信心滿滿。動作一向緩如牛步的台糖，去年底也動了起來。包括推出胎盤素及膠原蛋白保養品的畜殖事業部，與準備推出自有品牌「詩丹雅蘭」保養品的生技事業部，台糖被劃分為自負盈虧的八大事業部門。這是質的變化。台糖生物科技事業部執行長楊博文解釋，部門業務更明確了，過去連礦泉水、飼料都要管的生技事業部，現在可以專心攻向保養品。而原本只管製造的各事業部也添上行銷及業務單位，手上的武器也多了。生技事業部最近與畜殖事業部，正忙著籌劃今年總金額達六千萬元的保養品電視廣告案。這對近六十歲的台糖而言，還是頭一遭。

台塑也有動作。去年底，身為國內最大洗衣粉代工廠的台化清潔劑組，被獨立成由王瑞瑜領軍的台塑生醫，行政部門擴編三倍，補強的幾乎都是化妝品企劃及行銷人才。雖然外界認為，賣保養品對年營收超過七千億元的台塑集團，不過是淺嚐即止的遊戲。但台化清潔劑專案組組長楊昆烈強調，台塑可不把這視為辦家家酒的遊戲。

保養品市場利潤高、技術門檻低的特性，對九〇年代沒抓住電子業尾巴乘勢起飛的傳統產業而言，無異是另一座登天梯。鄭寶清數起指頭解釋，賣一瓶膠原蛋白的利潤，相當於要賣一五八包、能吃一輩子的鹽，「你要賣保養品還是賣鹽？」他問。只是這條路恐怕崎嶇難行。國內最大面膜設計及製造廠一和康生技總經理楊明勳認為，國內七成的保養品市場一向由國際品牌把持，在消費者高忠誠度的市場特性下，「活下來的恐怕不超過五家。」過去國內製藥業龍頭永信的嘗試，就是借鏡。十年前，永信就曾跨界推出保養品，十年下來，保養品佔營收也不曾超過一%，路從未成為康莊大道。「坦白講，就是不會賣，」永信發言人洪士立分析。

國立中山大學九十三年學年度碩士班招生考試試題

科目：人力資源管理個案分析【人力資源管理研究所碩士班 丁組】

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行銷及通路被視為翻身的關鍵，但對具國營事業色彩的台鹽、台糖及製造業龍頭台塑而言，這都是新鮮事。楊昆烈形容，過去賣清潔劑，瓶子能裝，就能推上市場賣，「現在可不行，不僅造型要講究，不同通路、不同價格也會出現不同效果，」他坦承還在學習。此外，國營事業受法規束縛，想翻身也難。台糖畜殖事業部副執行長林清銀說，現在的通路都是寄賣，如果產品賣不出去被退回，對國營事業而言視同倒帳，台糖還必須向審計部解釋。「國營事業靈活度不夠，」林清銀承認。因此，與經銷商合作成為台糖的變通之道。

「三台」的佈局策略各有千秋。聲勢凌人的台鹽，結合直銷、無店舖行銷及經銷商，出手佈點既兇且急。從二〇〇三年九月開始鋪貨，僅一季的時間，台鹽撒網似地上從百貨公司專櫃，下至自營店、加盟店、藥妝店，佈上超過六百個點。「三個月研發，六個月生產、製造、銷售，三個月把庫存賣掉，」這是鄭寶清的「三六三」策略。台糖則不走百貨公司專櫃路線，委由經銷商以藥房通路為主力，將觸角滲透到各地鄉鎮。台糖目前佈點於全省藥房及量販店超過二千個點，「未來全省一萬多家藥房都是我們的目標，」陳深山說。點雖多，但藥房賣化妝品，過去成績並不理想。陳深山解釋，成績不佳，是因為過去藥師經驗不足。因此，菁樺自組教育團隊，從海報製作到產品介紹，全省巡迴示範。迥異於台糖，穩扎穩打的台塑目前鎖定百貨公司專櫃為通路主力。「不急，先做出口碑比較重要，」楊昆烈答得輕鬆。捨棄速度，是台塑維護產品形象的作法。初期，台塑也計劃進入藥妝店，但最後放棄。「因為在一般商店賣，消費者不見得會認為這是高級品牌，」蔡明澤分析。

短期來看，「三台」獲得的掌聲多於噓聲。台鹽、台糖分別強調其原料來自美國醫療級原料及自家養殖豬隻，以品質保證；台塑則以長庚醫院及長庚大學的醫療研究團隊為靠山，強調專業。讓「三台」以中、低價位，在高價的國外品牌及低價、但品質未獲保證的其餘品牌間，殺出一條血路。但將戰線拉長，卻不樂觀；消費者很快注意你，但要成為忠實顧客，還有一段路，產品定位操作採短線手法，是原因之一。國際品牌對品牌形象的操作非常嚴謹，無論是代言人或通路都要求與產品特性一致。有業界認為，台鹽僅靠膠原蛋白相關產品就大肆佈點，在產品壽命短的保養品市場，做法很危險。（摘自：天下雜誌，第 292 期，2004 年 02 月 01 日）

1. 由個案中的描述，台灣的企業無疑都必須變得更為強調競爭、顧客導向與注重創新，企業內部可能也必須配合進行組織變革。請就 CEO（企業最高決策者）及最高人力資源主管（例如人力資源經理）的職務，分別說明其在推動大規模組織變革的過程中應扮演的角色。
2. 如果您在台塑生醫事業部門的人力資源主管，請說明應建立怎樣的「人力資源制度」，以協助組織增加創新能力，並有高度的顧客導向的文化？

國立中山大學九十三年度碩士班招生考試試題

科目：人力資源管理個案分析【人力資源管理研究所碩士班 丁組】

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二、請依據下列之背景敘述，回答本題的二個問題：（40%）

健康公司是一以食品製造為主的國際集團企業，其產品在中國大陸的市場佔有率獨占鰲頭，除了維持其原先事業體之競爭優勢外，目前業已進入速食業之連鎖經營及複合式購物中心之多角化經營領域，另併購知名品牌且具食品製造、研發能量、超市經營之台灣本土企業—健全公司，除可藉此建構台灣的行銷網絡，將大陸部分產品回銷台灣市場外，亦可將其做為短期應急之人才招募提供與長期人才培育之窗口；目前該集團企業亦已推動「通路精耕」之政策，積極佈局服務通路，並與國外廠商進行策略聯盟，從事拉麵生意事業之經營，以圖再擴展其事業經營的版圖與實現其鴻圖霸業之企圖。

但由於中國大陸之事業體發展快速，以致於急切需要大量具經營管理之優秀人才，其中尤以店長、中高階主管等人才之需求更為殷切，加上該集團企業亦積極投入社會公益活動，以回饋社會，並將“人才=人財”納入經營理念中，所以，於大陸總部設立現代化教育中心，提供企業文化與服務理念之內部訓練、共識營、研討會等多種形式的培訓交流活動，並希望對員工能進一步提供長期人才培育之生涯規劃與發展，以利員工個人與公司之長期發展；但台籍幹部在其派駐大陸的工作期間，可能因企業文化因素、適應問題、工作壓力或其他個人因素等，致使該集團企業目前面臨聘僱自台灣之大量台籍幹部離職，造成企業經營管理上諸多之問題，亦無法有效的將員工個人優異的工作經驗、心得及其他有利於提升公司競爭優勢之知識做傳承，殊屬可惜，亦亟待解決之議題。

1. 當台籍之中、高階管理幹部於派駐大陸工作前，可透過哪些有效的事前資訊蒐集與準備，以使自己能充分發揮個人專長，創造更佳之工作績效。（20%）
2. 在積極留住與培育優秀人才之同時，該公司可透過哪些方法，將組織知識做有效的儲存。（20%）

三、台聯公司是國內知名的晶圓代工公司，因產業型態與企業規模龐大，需要大量的直接員工（作業員，DL），同時因公司制度健全、福利良善，較同業更容易吸引求職者前來應徵，目前招募此類員工的錄取比例約為面談 3 人錄取 1 人。去年整年度公司共招入 1500 名直接員工，至今年三月底時已將近 500 人離職。有 55% 的離職員工是在一個月內離去，有 35% 的離職員工是在超過一個月但未滿三個月內離去，只有 15% 的離職員工是超過三個月才去職，顯示新進的直接員工流動率極高。經由公司調查顯示，影響直接員工在短期內就離職的主要因素包括：工作服（無塵衣）的不適應、工作環境的不適應（如四班二輪、體力耗費大）、及基本能力不足（如英文、電腦操作）。若你是公司的招募經理，現在你的主管（公司的人力資源副總）指示你運用實際工作預覽(realistic job preview, RJP)的方式進行直接員工的招募。你會如何進行，以完成主管交付的任務？（20%）