

一、選擇(可以複選，20%)

1. 下列管理理念何者為非？(1)傳統的管理理念強調命令和正式的管理準則，它能放諸四海，且適用於任何情況 (2)中級管理者大約有百分之七十的時間用在電話溝通、會議以及準備報告等事項上 (3)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低 (4)尋找機會及控制資源為守成型組織的策略導向。
2. 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)汽車製造公司屬於互惠式互動的組織 (4)當組織規模小時，較適合產品部門的組織型態。
3. 下列管理功能何者正確？(1)標竿學習的領域是一種功能別組織的所有作業活動 (2)當不同角色期望發送者之間的期望及壓力不相容時，即發生角色期望發送者給予的內在衝突 (3)特質學派的學者認為領導者擁有某些個人屬性或特質，其領導能力是由後天習得 (4)組織再造是組織變革策略中屬於結構及技術策略的一種方式。
4. 有關策略規劃的概念，下列何者有誤？(1)當成長期的產品在市場處於一般地位時，應採用市場集中策略 (2)經由情境規劃可以增加管理者面對各種不確定及風險狀況下的反應能力 (3)例行性決策在不確定狀況下應用客觀機率來做決策 (4)標竿法(benchmarking)是策略規劃所應用的技術之一。
5. 下列組織文化的概念何者為正確？(1)團隊較強調共同的努力成果，而群體則較注重個人努力成果 (2)群體中的成員在群體的規範階段，其相互間會出現緊張的關係，甚或抗拒或不耐煩 (3)在高度不確定的迴避組織中，組織較少依賴個人，大多依靠完備的規則 (4)在穩定的環境中，組織文化是組織的一種資產，但在變動的環境中卻是一種負擔。
6. 關於組織變革的類型敘述，下列何者正確？(1)操縱及選舉乃克服抵制變革的方法之一 (2)計劃性變革適用於組織規模小且不複雜的情況 (3)當資源受限制，就會產生個人對組織變革的抵制 (4)工作職位描述與修改薪資制度是結構策略中的具體作法。
7. 下列激勵理論何者為真？(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，此乃激勵的迴避行為 (4)工作豐富化適用於分工精細的專門技術上。

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，較苦口婆心者無效能 (3) 費德勒 (F. E. Fiedler) 的權變領導模式強調關係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 (4) 李克 (R. Likert) 的兩構領導理論在人性構面上較關心員工的工作結果。
9. 在多國籍企業中，有所謂多重國內企業與全球性企業，此兩種企業在管理的策略上最大的差異乃是前者強調 (1) 每一個子公司是獨立的，不考慮總公司的立場 (2) 任何子公司的營運決策均集權於總公司 (3) 以分權的方式，營運歸子公司，但研究發展與行銷則歸總公司 (4) 以上皆是。
10. 在資訊技術的影響下，下列何者為非？ (1) 中階管理者的位階降低 (2) 中階管理者的工作更專業化 (3) 戰術及策略規劃都更集中 (4) 高階管理者的注意力將會更集中於創新與規劃。

二、簡答題(10%)

1. 策略規劃的要素？
2. 組織設計的型態？
3. 未來控制的新觀念？
4. 組織發展的方法？
5. 壓力管理的策略？

三、解釋名詞 (25%)

1. PPS
2. Case Payment
3. Capitation
4. Global budgeting
5. DRGs

四、問答題(45%)

1. 試描述一般完整的行銷管理體系（包括四個重要組成要素），並舉例（請將行銷管理體系應用到醫療服務活動）說明之。（20%）
2. 請以「工作能力」與「工作意願」分類圖示人力資源管理的策略型態，並分別簡述各項策略的涵義內容。（25%）

一、Grammar (共 40 分, 每題 2 分)

1. "Did the children enjoy Disneyland?"
"Oh yes! They found it ____."
a. amazingly
b. amazed
c. amaze
d. amazing
2. "Where's George?"
"He's been working extra hours lately, for fear ____ his job."
a. to lose
b. of losing
c. he lost
d. his loss of
3. "Does Todd still work out at the gym?"
"Not now. He ____ before he started working."
a. used going
b. was used to go
c. used to
d. was used to
4. "I can't accept this money from you."
"I insist ____."
a. it you do
b. that you do
c. upon your doing
d. you to do
5. "What did you do in summer camp?"
"They had us ____ for two hours every morning!"
a. jog
b. jogged
c. for jogging
d. to jog
6. "Why didn't you eat more for dinner last night?"
"I ____ awful if I had."
a. had felt
b. would have to feel
c. was to feel
d. would have felt
7. "Where are the children going?"
"Having ____ their lunch, they are going to play outside."
a. to eat
b. ate
c. eaten
d. eating
8. "Would you like some coffee?"
"Yes please, with just ____ milk."
a. a little
b. little
c. a little of
d. a few
9. "Mary works very hard."
"Yes, and her hard work resulted in ____."
a. her to be promoted
b. her being promoted
c. her promoted
d. her to promote
10. "Have you invited many people to the reception?"
"A hundred people, ____ promised to come."
a. all of them
b. of who all
c. all of whom
d. that all
11. "Selina goes to Paris every Christmas."
"I hear she is not going this year, ____."
a. whatever
b. otherwise
c. however
d. besides
12. "I feel very tired lately."
"I'm sure ____ vitamins would help."
a. to take
b. taking
c. having taken
d. to have taken

國立中山大學九十一學年度碩士班招生考試試題

科目：英文 (醫管所) (甲組)

共 5 頁 第 2 頁

13. "Is Jill still on a diet?"
"Yes, she _____ since November."
a. has been dieting
b. is dieting
c. diets
d. had been dieting
14. "You shouldn't have behaved that way."
"I'm really sorry _____ rudely."
a. to behave
b. behave
c. for behaving
d. having behaving
15. "Where is Lydia from?"
"Well, her _____ place is in Idaho."
a. mother's and father
b. mother and father
c. mother and fathers'
d. mother and father's
16. "Brad is going parachuting."
"I can't imagine _____ anything more terrifying."
a. to do
b. to be doing
c. doing
d. having done
17. "Why don't you change the color of the curtains?"
"Oh, I never thought _____ that."
a. to do
b. of doing
c. of having it done
d. to doing
18. "What happened to him?"
"He was run over _____ a truck."
a. by
b. from
c. with
d. of
19. "Why is this letter still here?"
"Oh, I'm sorry. I _____ forgotten to mail it."
a. would have
b. should have
c. can have
d. must have
20. "Did Sue finish the housework?"
"Yes. Although she was tired, _____ it all."
a. but she did
b. that she did
c. she did
d. and she did

二、Vocabulary (共 40 分, 每題 2 分)

21. He's a shady character who is said to be involved in some rather _____ business deals.
a. mistrustful
b. dubious
c. hopeless
d. unconvinced
22. There was a _____ between my bank statement and my own calculations.
a. misunderstanding
b. clash
c. discrepancy
d. variation
23. His description of the incident was so _____ that the police had very little to go on.
a. insulting
b. blurred
c. indistinct
d. vague
24. The expert knew the painting was _____ because of the quality of canvas.
a. false
b. phoney
c. artificial
d. pretend
25. I'm sick of your _____ talking.
Please be quiet
a. articulate
b. recessive
c. deceptive
d. incessant
26. The two countries _____ political relations until their differences could be resolved.
a. punctured
b. broke
c. detached
d. severed

國立中山大學九十一年度碩士班招生考試試題

科目：英文 (醫管所) (甲組)

共 5 頁 第 3 頁

27. I dread to _____ what will happen if he leaves the company.
a. realize
b. figure out
c. contemplate
d. entertain
28. The illustrations in this book _____ life during World War II.
a. depict
b. explain
c. draw
d. deploy
29. I have _____ so many books that I have no more room for them.
a. accumulated
b. accomplished
c. accompanied
d. accorded
30. The athlete jumped the fence with Amazing _____.
a. enhancement
b. engagement
c. reach
d. ease
31. Matt is a _____ worker; he never leaves anything half-done.
a. direct
b. diligent
c. divergent
d. dignified
32. I spent an _____ evening at the airport waiting for my sister's flight to arrive.
a. absolute
b. outright
c. entire
d. intact
33. There is a lack of _____ in their team as nobody seems to know what the others are doing.
a. coercion
b. conversion
c. cohesion
d. condition
34. It was a commonly-believed _____ that the world is flat.
a. fault
b. fallacy
c. deceit
d. deception
35. The three partners do the accounts in _____; they each do them for two months at a time.
a. revolution
b. cycle
c. rotation
d. orbit
36. His new job _____ a lot of flying.
a. entails
b. retails
c. mitigates
d. evolves
37. It's the principal's _____ to appoint the new vice-principal.
a. lineage
b. facility
c. precedent
d. prerogative
38. Professor Higgins is going to contribute to a _____ on inner-city crime.
a. prescription
b. symposium
c. portion
d. reconstruction
39. The costumes for the musical were extremely bright and _____.
a. downright
b. gawky
c. garish
d. lucid
40. The meeting became a _____ when the other participants started jeering.
a. fringe
b. dramatization
c. solace
d. debacle

三、 Reading Comprehension (共 20 分, 每題 2 分)

The bubonic plague, also known as the Black Death, swept through Europe between 1347 and 1351, and remained endemic in England until 1666. Carried by the fleas which lived on the black rat, the plague reached Western Europe from the Crimea, possibly on Genoese merchant ships, and spread north from the Mediterranean during 1348. Everywhere the death rate was high and, worse still, the plague recurred regularly. The English population fell from nearly four million in 1348 to just over two million in 1400.

Every feature of decline in the late Middle Ages, from deserted villages to a slump in monastic vocation, has since been attributed to the Black Death. But this decline was, in fact, more the consequence of growing malnutrition, which became more and more widespread as the uncontrolled population growth of the 13th century pushed thousands of cultivators into marginal lands. The Black Death was the crisis. It grimly restored the balance between men and their food supply; and, short of an agrarian revolution, there was nothing else that could.

The Black Death was ultimately the catalyst in another process - the commutation of labor service. The movement to change the labor system from a feudal one (wherein laborers were required to work in return for goods and protection) to a monetary one was already in progress. However, landowners obviously opposed the monetary system, because they had to pay for labor. But the attempts by employers to withhold wages and to restore labor service everywhere were bound to fail, since the situation now favored the employees. Ultimately, the employers had to give way, and the commutation movement rapidly accelerated.

41. How did the Black Death affect the commutation of labor service in the long run?
 - a. It became faster than before.
 - b. It continued, but only for a short time.
 - c. It stopped it temporarily.
 - d. It increased, but at a slower pace.

42. According to the passage, what was the commutation of labor service?
 - a. A reduction in the amount of wages paid.
 - b. The movement of labor to industrial areas.
 - c. The loss of workers due to starvation.
 - d. A change in the status of the laborer.

43. What, in fact, was the real reason for the decline in living standards?
 - a. A reduction in the amount of arable land.
 - b. A surplus of food supplies.
 - c. An agricultural revolution.
 - d. A huge increase in the size of the population.

44. According to the author, what characteristic of decline has been blamed on the Black Death?
 - a. The abandoning of villages.
 - b. The lack of food.
 - c. The death of monks.
 - d. The loss of crops.

45. The Black Death came to Western Europe from...
 - a. England.
 - b. the Crimea.
 - c. Genoa.
 - d. the Mediterranean.

If the planet becomes a food-producing machine and humans adapt their diets and habits for survival, the world could conceivably sustain more than 33 billion people: six times the present population.

The results of the one serious scientific attempt to find out how much food the world could produce carried out by the United Nations Food and Agriculture Organization (FAO) - had results that varied according to levels of farming practiced.

If all agriculture in developing countries, like Africa, was low-input - using traditional methods and inferior crop varieties - those countries would feed only 3.9 billion people each. This is only about half of what their total population is expected to be by 2050. If, as other more developed countries do, they all used medium levels of chemical aids, improved seed varieties and conservation, they could feed 13.5 billion people, which is a larger population than any of those countries are likely to have. If they all practiced highinput agriculture - on a par with modern Europe and Japan - they could feed a massive 32.4 billion. With this, plus exploitation of all the farmland in the developed countries and China, the world just might be able to feed up to 50 billion people.

The main question about this theory is whether it would be in any way practicable. Every square meter of land would be needed to grow food crops, which would mean cutting down most forests, and the diet would be meager and almost entirely vegetarian, with virtually no meat or milk. Added to this, the lack of usable land in many countries would mean that vast numbers of people would have to be shifted around the globe.

46. To support more than 30 billion people, food-production methods in developing countries would have to be . . .
- like those used in Africa.
 - better than those used in Japan.
 - completely traditional and chemical-free.
 - equal to those used in Japan.
47. According to the author, the results of the FAO study . . .
- were unreliable.
 - depended on how intensively land was farmed.
 - could easily be put into practice.
 - depended on the types of crops grown.
48. To support a maximum population . . .
- all forests would have to be cultivated.
 - unusable land would have to be farmed.
 - people would have to eat less.
 - meat would have to be eaten more often.
49. From your reading of the passage, which best describes medium-level agriculture?
- It is traditional and very productive.
 - It is only practiced in Europe and Japan.
 - It involves some conservation.
 - It depends on intensive use of chemicals.
50. A maximum population could survive only if . . .
- large population movements took place.
 - immigration to China increased.
 - better crop varieties were developed.
 - the FAO could put its theories into practice.

國立中山大學九十一學年度碩士班招生考試試題

科目：醫務管理實務(醫管所)(乙組)

共 2 頁 第 1 頁

一、選擇題：(20%)

1. 市場競爭壓力越大時，會有哪些現象產生？
 - (1) 病患的忠誠度越大。
 - (2) 病患喜歡找距離近、方便的醫師／醫院就醫
 - (3) 病患喜歡名聲好的醫療機構。
2. Patient days 降低時，哪一種的支付制度會使得醫院的財務收入減少？
 - (1) per diem
 - (2) capitation
3. 下列哪一種支付制度，就醫院／醫師等 provider 而言是風險最低？
 - (1) Fee-For- Service (FFS)
 - (2) Per diem
 - (3) Per case
 - (4) Capitation
 - (5) Percentage of premium
4. 下列哪一種支付制度，就付費者 (payer) 而言是風險最高？
 - (1) Fee-For- Service (FFS)
 - (2) Per diem
 - (3) Per case
 - (4) Capitation
 - (5) Percentage of premium
5. 下列那一類型的支付制度必須承擔 price 的風險？(複選題)
 - (1) FFS
 - (2) per diem
 - (3) per case
 - (4) capitation
 - (5) percentage of premium
6. 下列那一類型的支付制度必須承擔 frequency risk ？
 - (1) FFS
 - (2) Per diem
 - (3) Per case
 - (4) Capitation
7. 醫院的 LOS 下降時，會影響那些支付制度？(複選題)
 - (1) FFS
 - (2) per diem
 - (3) per case
 - (4) capitation
8. 在 capitation 的制度下，醫師不會因為下列何種行為而受到 reward？

國立中山大學九十一學年度碩士班招生考試試題

科目：醫務管理實務 (醫管所) (乙組)

共二頁 第二頁

- (1) Preventive medicine
 - (2) Health education
 - (3) Detecting disease in its earliest stage
 - (4) Use high technology treatment to cure patients
9. 下列哪一類的被保險人最能維持其忠誠度 (loyalty)?
- (1) less satisfaction
 - (2) not satisfaction
 - (3) somewhat satisfaction
 - (4) total satisfaction
10. 醫療市場之所以無效能的原因為?
- (1) 醫療資源的浪費
 - (2) 消費者不清楚每次所花的總醫療費用
 - (3) 健保計劃不清楚消費者對所提供的醫療服務之感受
 - (4) 以上皆是

二、簡答題：(20%)

1. 試述台灣加入 WTO 後對醫療產業之衝擊與因應措施。(15%)
2. 簡述我國的醫療保健支出與 GDP 和 GNP 的關係。(5%) (限 50 字以內)

三、問答題：(30%)

試就您所認識較成功的醫療機構中提出最具代表的兩家，並分別說明其經營成功的策略與經營者的領導特質？(限 300 字以內)

四、申論題：(30%)

人力資源管理的體系應包括那些投入、過程、產出與環境的內容，請圖示之？並請以醫療產業為例說明各項內容？