

一、選擇(40%)

1. 下列那一種是壓力所造成行為上的後果？(1)焦慮；(2)健忘；(3)衝動；(4)缺席率。
2. 管理者在不確定狀況下應使用 (1)主觀機率；(2)客觀機率；(3)上述兩者綜合；(4)網路資訊的工具來做決策。
3. 矩陣組織乃在 (1)產品別；(2)功能別；(3)地區別；(4)顧客別組織下為特別任務另外成立專案小組，運用多種職權和輔助系統完成組織活動。
4. 當部門的協調張力大於部門張力時，高階管理者可利用 (1)產品別；(2)顧客別；(3)地區別；(4)功能別來劃分部門。
5. 在群體中同時重視工作行為與社會行為，且能個別說服其他人的角色為 (1)社會學家；(2)明星；(3)技術專家；(4)私利者。
6. 組織文化的內容分為三種不同的層次，其中介於組織文化的最低層次，且最易觀察卻不易解讀的部分為 (1)基本假設層次；(2)人為飾物層次；(3)外顯價值層次；(4)中間支配層次。
7. 在所有激勵理論中，若某一層次的需求無法得到滿足時，會自動退縮去尋求低層次需求的滿足是(1)馬斯洛(A. H. Maslow) 的層次需求理論；(2)赫茲伯格(F. Herzberg)的兩要因理論；(3)亞得佛(C. P. Alderfer)的 ERG 理論；(4)馬克力蘭(D. C. Mc.Clland)的學習需求理論。
8. 人力資源管理與人事管理的最大差異點在於人力資源強調 (1)成果導向與整合式的組織；(2)分散式的組織與靜態性的活動；(3)過程導向與動態性的活動；(4)控制手段的績效考核與例行性的角色扮演。
9. 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；(4)溝通與分配能力。
10. 組織再造在於強調流程變革亦是組織變革中一種 (1)非連續性的思考方式；(2)人員與結構策略的方式；(3)組織內部價值鏈的思考流程；(4)以上皆非。

二、簡答題(20%)

1. 學習型組織的五項修練技能？
2. 影響組織設計的因素？
3. 薪資體系的內容？
4. 績效考核的類型？
5. 策略規劃的要素？

三、申論題(40%)

1. 試述生產與作業管理之系統觀點，並繪圖。
2. 簡述運用於品質改善之三種密切相關構面，並各舉醫療相關例。
3. 簡述經營績效平衡計分卡 (balanced scorecard) 之四類衡量指標，並各舉醫療相關例。
4. 何謂標竿學習 (benchmarking)？並述標竿法優點與限制。

I. Grammar (20%)

1. "You are going to Tim's birthday party, aren't you?  
"Well, yes, but I don't know \_\_\_\_\_."  
a. is when  
b. when is  
c. when it is  
d. when is it
2. "Can you go to the store for me this evening?"  
"I will, if I \_\_\_\_\_ time."  
a. having  
b. has  
c. have  
d. had
3. "Where's Susan?"  
"She's outside \_\_\_\_\_ the garden."  
a. watering  
b. to water  
c. water  
d. for watering
4. Don't forget the rent is \_\_\_\_\_ today.  
a. due until  
b. due for  
c. due to  
d. due
5. I \_\_\_\_\_ this book by tomorrow.  
a. have finished  
b. will have finished  
c. am finished  
d. am finishing
6. "Isn't it difficult living in such a noisy place?"  
"No. I \_\_\_\_\_ it now."  
a. get used  
b. use to  
c. am used to  
d. am used
7. "Did you go out last night?"  
"No. Anna and George \_\_\_\_\_."  
a. neither did  
b. did, too  
c. weren't, either  
d. didn't, either
8. "Where's Karen?"  
"Oh, she's so slow that she's always the last one \_\_\_\_\_ here."  
a. will get  
b. to get  
c. getting  
d. who is getting
9. The police advised him \_\_\_\_\_ the country.  
a. not leave  
b. not leaving  
c. not be leaving  
d. not to leave
10. I was surprised when I saw her. I didn't \_\_\_\_\_ so young.  
a. expecting her to be  
b. expect her to be  
c. her expect to be  
d. expect her being
11. It was \_\_\_\_\_ book that I read it twice.  
a. such good  
b. so good  
c. a such good  
d. so good a
12. "Why didn't you buy any milk?"  
"Because Mom \_\_\_\_\_."  
a. told me not to  
b. telling me not  
c. told me not to buy  
d. told me not
13. Only after everyone has arrived \_\_\_\_\_ the food.  
a. we will have served  
b. we will serve  
c. we are serving  
d. will we serve
14. "Did you put up the wallpaper by yourself?"  
"No. I \_\_\_\_\_ professionally."  
a. had done it  
b. have done it  
c. had it done  
d. got done
15. "Why don't you want to go out?"  
"I'd rather we \_\_\_\_\_ Brian by himself."  
a. don't leave  
b. not leave  
c. not to leave  
d. didn't leave
16. "Lisa is in New York."  
"I wonder \_\_\_\_\_ there."  
a. how is she doing  
b. how she does  
c. what she is doing  
d. what does she

17. "You shouldn't have spoken like that to Ron."  
"I know. I really regret \_\_\_\_\_ those things"  
a. have said  
b. have been saying  
c. to have said  
d. having said
18. "Where's the post office?"  
"I can show you where \_\_\_\_\_ on the map."  
a. is it located  
b. it's located  
c. is locating  
d. it locates
19. "Have you ever heard of this story?"  
"Yes. I remember \_\_\_\_\_ them when I was young."  
a. being told  
b. to be told  
c. to tell  
d. been told
20. No sooner \_\_\_\_\_ into the bath than the phone rang.  
a. did she get  
b. she got  
c. she had gotten  
d. she was getting

II. Vocabulary (40%)

21. Be quiet. You're \_\_\_\_\_ me from my work.  
a. convincing  
b. disturbing  
c. distracting  
d. persuading
22. \_\_\_\_\_ the flour and sugar correctly before you begin to cook.  
a. Count  
b. Evaluate  
c. Enlist  
d. Measure
23. He was not a \_\_\_\_\_ teacher so he didn't get the job.  
a. deserving  
b. qualified  
c. scheduled  
d. reputed
24. Mr. Bush isn't in a very good \_\_\_\_\_ today.  
a. temper  
b. mood  
c. feeling  
d. manner
25. He was fined for \_\_\_\_\_ driving.  
a. hasty  
b. adventurous  
c. reckless  
d. risky
26. I \_\_\_\_\_ asked for a room with a balcony.  
a. specifically  
b. virtually  
c. certainly  
d. specially
27. Why are you so \_\_\_\_\_? What's up?  
a. restless  
b. unstable  
c. rested  
d. unsteady
28. Please \_\_\_\_\_ payment with your order form.  
a. admit  
b. engage  
c. enclose  
d. comply
29. She couldn't explain her \_\_\_\_\_ dislike for him.  
a. dense  
b. intentional  
c. tense  
d. intense
30. All flights were \_\_\_\_\_ due to the storm.  
a. abolished  
b. cancelled  
c. banned  
d. consumed
31. The man \_\_\_\_\_ her a compliment, which made her smile.  
a. told  
b. expressed  
c. paid  
d. directed
32. John \_\_\_\_\_ to breaking the window.  
a. confessed  
b. explained  
c. confirmed  
d. attempted

國立中山大學九十二學年度碩士班招生考試試題

科目：英文 (醫育所) (甲組)

共 6 頁 第 3 頁

33. Price at the new restaurant \_\_\_\_\_ from \$5-\$20.  
a. adapt  
b. feature  
c. include  
d. range
34. The doctor has given me a \_\_\_\_\_ for painkillers.  
a. care  
b. notice  
c. treatment  
d. prescription
35. The children are \_\_\_\_\_ asleep.  
a. deep  
b. quiet  
c. sound  
d. heavy
36. Don't \_\_\_\_\_ looking. You won't find it.  
a. deserve  
b. wander  
c. bother  
d. waste
37. The young man was \_\_\_\_\_ with stealing a car.  
a. charged  
b. observed  
c. identified  
d. warned
38. She was \_\_\_\_\_ that the party should be a success.  
a. discouraged  
b. vigorous  
c. obvious  
d. anxious
39. Don't believe him; he always \_\_\_\_\_ everything.  
a. magnifies  
b. lengthens  
c. exaggerates  
d. boasts
40. Parents sometimes find it very difficult to \_\_\_\_\_ to their teenage children.  
a. neglect  
b. relate  
c. regard  
d. raise
41. It would be \_\_\_\_\_ to go all the way down there without phoning first.  
a. blunt  
b. abrupt  
c. artificial  
d. pointless
42. It's good of you to be so \_\_\_\_\_ about my problem.  
a. comprehensive  
b. understanding  
c. thorough  
d. sociable
43. I can't stand the \_\_\_\_\_ of blood.  
a. look  
b. glimpse  
c. view  
d. sight
44. I found his attitude \_\_\_\_\_. He shouldn't have said those things.  
a. impractical  
b. offensive  
c. eager  
d. ignorant
45. His argument was obviously \_\_\_\_\_ as he had misread the statistics.  
a. fallacious  
b. fake  
c. fallible  
d. factual
46. His plan to improve business was the only \_\_\_\_\_ alternative to shutting down the shop.  
a. veritable  
b. suggestive  
c. viable  
d. vital
47. He told her his secret because he knew that he could depend on her \_\_\_\_\_.  
a. judgment  
b. discretion  
c. advice  
d. consideration
48. That method is \_\_\_\_\_ - it is just not used anymore.  
a. obsolete  
b. ancient  
c. obscure  
d. current

# 國立中山大學九十二學年度碩士班招生考試試題

科目：英文 (醫首所) (甲組)

共 6 頁 第 4 頁

49. She was \_\_\_\_\_ with fear when her husband did not return.  
a. overdone  
b. overcome  
c. overreached  
d. overridden
50. After the terrible argument they are no longer on \_\_\_\_\_ terms.  
a. telling  
b. speaking  
c. conversing  
d. talking
51. I have always \_\_\_\_\_ to become a doctor.  
a. inspired  
b. conspired  
c. eager  
d. aspired
52. Jane \_\_\_\_\_ when she heard that her father was in the hospital.  
a. broke up  
b. fell through  
c. came apart  
d. broke down
53. The painting was a \_\_\_\_\_ of the original.  
a. duplicate  
b. double  
c. fraud  
d. fake
54. As many people have died, anti-war protests are \_\_\_\_\_.  
a. intensifying  
b. growing  
c. enhancing  
d. inflaming
55. The company's profits \_\_\_\_\_ when their products became unpopular.  
a. dwindled  
b. swindled  
c. mingled  
d. tingled
56. The situation \_\_\_\_\_ immediate action.  
a. needs for  
b. calls for  
c. intends on  
d. calls in
57. We must be \_\_\_\_\_ if the SARS disease is not to spread.  
a. virtuous  
b. attentive  
c. restless  
d. vigilant
58. Her cold made her voice sound \_\_\_\_\_.  
a. coarse  
b. tense  
c. terse  
d. hoarse
59. There was a \_\_\_\_\_ in house prices which helped first-time buyers.  
a. slip  
b. slump  
c. crash  
d. boost
60. He voiced his \_\_\_\_\_ as he nodded his head in agreement.  
a. refusal  
b. assent  
c. criticism  
d. disapproval

### III. Reading Comprehension (40%)

A rich old woman lived in luxury in a large house in an expensive part of town. Due to old age, however, her sight grew worse until eventually she was totally blind.

One day she heard about a physician who had recently moved into her area. As he had a reputation for success fully treating blindness, she asked him to visit her. The physician said he could help her see again, but he asked such an unreasonably high price that the old woman was shocked.

"I will pay you what you ask," said the woman, "but only on the condition that you cure me. If you do not, you shall receive nothing."

So the physician began weekly visits to her home to treat her eyes. Thinking that the woman would not enjoy her wealth for long, after every visit he took with him an item from the house. He continued coming every week and soon he had stolen everything valuable.

After many more visits, the woman was able to see again and the physician demanded payment. However, when the woman saw what had happened, she refused to pay and so the physician took her to court.

When the judge had heard the physician's story, it was time for the old woman to speak. "Sir, it is true that I promised to pay this man, but only if he cured me," said the woman. "He says he has made me see again but I disagree. Before my blindness, I could see paintings on my walls and gold and silver in my cabinet. Now, I see none of it."

# 國立中山大學九十二學年度碩士班招生考試試題

科目：英文 (醫學院) (甲組)

共 6 頁 第 5 頁

61. Why did the old woman want to see the physician?  
a. He was the only physician in the area.      b. He was well-known for curing the blind.  
c. The woman was rich.      d. The woman's sight was getting worse.
62. The physician wanted to be paid ...  
a. if he cured her.      b. in advance.      c. in property.      d. more than was fair.
63. What did the physician do during his visits?  
a. He asked the old woman for a piece of her property.  
b. He treated her and stole something from her house.  
c. He took things from her house without treating her.  
d. He left early every time because she wouldn't pay him.
64. The physician's visits stopped ...  
a. when the woman had no money left.      b. when he had stolen everything.  
c. because the woman refused to pay.      d. because the woman was no longer blind.
64. They went to court because the woman ...  
a. accused the physician of theft.      b. wanted back her property.  
c. would not pay the physician.      d. demanded payment.
65. In court, the woman implied that the physician had ...  
a. not cured her.      b. stolen paintings, gold and silver.  
c. cured her but stolen her money.      d. asked too much money.

We all know of the benefits of healthy eating, but there is more to it than most people realize. Although it has been shown that children who eat a regular, healthy breakfast perform better at school, and that families who eat supper together tend to be more stable, children often object to being told when or what to eat. Similarly, they will often say they are hungry between meals when they are tired, unhappy or just bored.

Providing a healthy, balanced diet takes great management skills. For the frustrated parent help is at hand. Experts have come up with suggestions which promote between eating habits as well as family harmony. They advise parents to involve their children more in planning and preparing meals. This way the child feels less of an obligation to eat and is more likely to take an interest in good nutrition. The atmosphere at the dining table is also of prime importance. The television should be turned off to encourage conversation, which should focus on discussion rather than criticism. Between meals, children should be encouraged to identify exactly how they feel. Chances are that if they are not interested in fruit or vegetables, they are not really hungry at all.

67. According to the passage, healthy eating ...  
a. is more complex than people realize.      b. is more important than anything else.  
c. is fully understood by everyone.      d. affects the majority of people.
68. The author believes that stability in a family is helped by ...  
a. parents being strict with their children.      b. fixed meal times.  
c. making supper the main meal.      d. communal eating
69. What does the passage say parents need?  
a. Organizational ability.      b. Expert management.  
c. To encourage children to eat.      d. To be sure of the food children eat.
70. The writer probably believes that some parents ...  
a. are frustrated with their diet.      b. also have eating problems.  
c. would be happy to hear suggestions.      d. don't help their children enough.
71. Which of the following does the author not recommend?  
a. Forcing their children to eat.      b. Switching off the TV at meal times.  
c. Talking over dinner.      d. Offering their children fruit and vegetables.
72. In Paragraph Two, what does the word "prime" mean?  
a. Little.      b. Great.      c. Similar.      d. Interesting.
73. What would be a good title for this passage?  
a. Don't Talk with your Mouth Full.      b. Children Eat Because They're Bored.  
c. Don't Eat Between Meals.      d. Help your Children Eat Healthily.

Mental stress can have potentially fatal consequences. Not only can too much stress push us over the edge and make us act irrationally, but it can also build up over a period of time and affect our ability to resist illnesses. The key to understanding the problem of stress is to realize that these days it rarely serves its original purpose – to prepare us to fight or flee from an attacker. In days gone by, stress levels rose in order to preserve our safety, before readjusting and returning to normal after the danger had passed. Nowadays, however, the danger is more likely to come from pressures at work or school. We cannot solve problems like this easily and so the body may not return to its previous state for some time and may even remain at a permanently raised level of anxiety.

There are many ways of dealing with stress. One useful tip is to make a list of those things you have to do that are urgent. The sense of satisfaction you get when you tick off each item on your list helps you to return to your pre-stressed state. In a similar way, good quality sleep enables you to start each day with a fresh approach, as does exercise because it clears your mind and enables you to approach a problem in a different way. In fact, just about anything that allows you to step back from your problems is likely to help. So, next time you feel the tension rising at work, get up from your desk and open your eyes to something different. Ten minutes outside in the fresh air might be all you need.

74. According to the author, what is the worst possible result of stress?  
a. Death.    b. Illogical behavior.    c. Illness.    d. Nervousness.
75. According to the passage, we become ill more easily when we ...  
a. act irrationally.    b. are pushed too hard.  
c. are under stress for a long time.    d. are unable to resist
76. The main difference between danger today and in the past seems to be that ...  
a. it is harder to deal with.    b. it is easier to deal with.  
c. work and school are more dangerous.    d. people at work and school like danger.
77. What is the result of us not being able to solve problems easily?  
a. The body goes back to how it was before.    b. The body becomes tired.  
c. Our stress levels are lower.    d. Our stress levels are always high.
78. The author seems to think that making a list ...  
a. helps you deal with your problems.    b. makes you satisfied.  
c. is urgent.    d. is stressful.
79. What do good quality sleep and exercise have in common?  
a. They give us a good start to the day.  
b. They allow us to look at things in a different way.  
c. People without stress get both.  
d. People with stress get neither.
80. What would be a good title for this passage?  
a. The History of Stress.    b. How to Handle Stress.  
c. Cope with Stress Through Sleep and Exercise.  
d. Change your Stressful Job.



第一部份：共計 50%

壹、選擇題：30%

A 醫院實施成本中心，醫院的產科單位與健保局簽訂的支付方法為 DRG payment，請回答下列問題 1-2。

1. ( ) 若產婦住院日延長時，何者承受的風險較高？
  1. 健保局
  2. 該產科單位
  
2. ( ) 若該單位最近入院的產科病人合併症較過去更高時，則何者承受的風險較高？
  1. 健保局
  2. 該產科單位
  
3. ( ) 檢查剖腹產的使用率，是屬於哪一類的指標？
  - 1) MCO stability
  - 2) Effectiveness
  - 3) The availability of PCPs
  - 4) Use of Services
  
4. ( ) 下列的指標中，何者不是可近性 (Access to Care) 的指標？
  - 1) 剖腹產的個案數
  - 2) 專科的轉診
  - 3) 參與的醫師總數
  - 4) 預約的時間
  
5. ( ) 住院期間審查“有無超過住院日”，“是不是有必要延長？”叫做
  - (1) Concurrent review
  - (2) Referral authorization
  - (3) Pre-certification
  - (4) Care Management
  
6. ( ) 對哪一種制度而言，病人是一種收入的來源？
  - 1) FFS
  - 2) capitation

7. ( ) 根據 Donabedian 的品質說法，hospital readmission rates 是哪一類的品質指標？
- 1) structure
  - 2) process
  - 3) outcome
8. ( ) 手術的合併症是屬於品質中的哪一個問題？
- 1) overuse
  - 2) underuse
  - 3) misuse
9. ( ) 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
10. ( ) 下列哪一種支付制度，就付費者 (payer) 而言是風險最高？
- 1) FFS
  - 2) Per diem
  - 3) Per case
  - 4) Capitation

貳、請就下表說明：20%

Table X: Three ways of measuring health expenditures,

Country	Expenditure Measure; Value (and Rank)		
	% of GDP	US \$ per capita	PPP per capita
United States	14.0 (1)	4090 (1)	4090 (1)
Germany	10.4 (2)	2677 (3)	2339 (4)
France	9.9 (4)	2348 (8)	2103 (5)
Canada	9.3 (5)	1837 (13)	2095 (6)
Italy	7.6 (14)	1515 (17)	1589 (16)
Japan	7.3 (19)	2453 (6)	1741 (14)
United Kingdom	6.7 (24)	1457 (18)	1347 (19)

Note: 1. GDP= Gross domestic product

2. PPP= Purchasing power parities, which are the rates of currency conversion that allow the purchasing of different currencies to be expressed in a common unit.

3. Sources: 1998 OECD Health Data

第二部份：共計 50%

1. 某日，SYS 醫療機構之總裁 (CEO) 端視桌上一份財務長 (CFO) 剛送來之財務分析報表，但見其中有段文字「... 本份報表係針對相關財務資料進行比率分析 (ratio analysis) 整理而得，主要類別包括有：liquidity ratios、profitability ratios、activity ratios、和 capital structure ratios 等。... 再者，本份報表所呈現之數據可與醫療領域內相關機構之資料相互比較，惟在使用、解讀時必須謹慎為之...」看了之後，該總裁心中產生許多疑惑... 於是找來 CFO...

試問：

- (A) 何謂「比率分析」？又，「liquidity ratios」、「profitability ratios」、「activity ratios」、和「capital structure ratios」各是用以分析什麼財務問題？請簡單說明之，並且，請就每一類別舉一比率項目為例說明。(10%)
- (B) 文中所謂「...本份報表所呈現之數據可與醫療領域內相關機構之資料相互比較，惟在使用、解讀時必須謹慎為之...」其意義何在？請說明之。(4%)

2. 【承上題】聽完 CFO 之解說後，CEO 問道：「我曾聽說，有些醫療機構會藉由改善內部之電腦資訊系統，以加速帳款處理相關作業，那是怎麼一回事呢？」CFO 答說：「...就如同在一般企業界裡，有些公司行號會藉由 EDI 和 EFT 等資訊科技以加速機構組織間之資訊傳送，同樣的資訊科技也可用來改善醫療機構在開列帳方面之相關問題，如 billing float 等...」

試問：

- (A) 何謂「billing float」？請簡單說明之。(4%)
- (B) 在醫療機構中，「billing float」主要包含那兩方面？請簡單說明之。(6%)
- (C) 何謂「EDI」和「EFT」？請簡單說明其意義及功能。(4%)

3. 【承上題】聽到這兒，CEO 接著問說：「那我們是否也應該考慮建置一套完整的資訊系統呢？」此時，坐在一旁的 CIO 立即接口：「醫療資源規劃 (Health Resource Planning, HRP) 的概念即在此...」。本身為 IE 背景之 CEO 想了一下，結語：「看來，似乎有必要請企劃部同仁先就此一專案進行 PERT/CPM 之排程規劃，再作決定了...」

試問：

- (A) 何謂「HRP」？請利用 HL7、HIS、MIS、ERP、EMR、PACS、EIS、DSS 或其它相關概念加以說明之。注意：若需使用前述名詞或其它名詞，請在答案中適當處寫出該名詞之英文全稱或中文名稱。(14%)
- (B) 何謂「PERT/CPM」？請就此一案例之情境說明「PERT/CPM」之意義及目的。(8%)