

一、以下是取自某研究生的論文計畫書的一段文字。試指出這段文字在標點符號、語法、語意或修辭上有那些宜修改的地方。[15分]

綠色民宿在執行的層面已不僅在於硬體設備的(考量，消費習慣的改變及消費者的教育影響的因素更需要思考。以國外已推動的綠色民宿概念層面，包含各種不同類型的綠色服務型住宿(包含旅館、民宿 b&b、招待所、餐飲機構、公園、酒店、校園住宿及其他)。本研究以 google 入口網站尋找，發現英國綠色旅遊企業計畫的推動是全球著名的永續旅遊認證計畫之一，超過 1400 個會員企業加入，雖然會員在永續旅遊和保護環境努力經營，不同行業類型除了經營旅遊活動外，更創新許多環境友善措施的作法融入在旅遊住宿行程中，以減少對環境的影響。

二、以下是一篇論文 (Johnston-Robledo & Fred, 2008) 的部分節錄。請問 Dettwyler 是認為有關哺乳的知識可以大大提高媽媽們的哺乳意願，還是認為哺乳的知識的作用有限？ [10分]

Recent increases in breastfeeding rates among low-income women have corresponded with breastfeeding promotion efforts by the Special Supplemental Nutrition Program which were supported by a large federal grant (Dettwyler, 1995). Dettwyler argued that programs such as WIC encourage breastfeeding primarily by relaying information to clients about the physiological benefits of breast milk to infant health. However, she held that this emphasis on personal factors (e.g., knowledge) disregards many other cultural factors that may influence women's breastfeeding decisions. In fact, several studies have demonstrated that lower income women's knowledge of the benefits of breastfeeding does not consistently lead to breastfeeding initiation.

三、下列五段文字是取自一篇論文的文獻回顧一章，請將這些段落重新編排，讓文獻的整理順序更合理。答案或許不只一個，請寫出您認為最合理的順序。您回答時只須寫出段落的字母次序，以及採取該順序的理由。 [10分]

(a) Parker & De Cotiis (1983) 強調個體對環境的主觀感受，來自重要目標及結果未能達成時，產生的生理、心理脫軌現象。

(b) Csikszentmihalyi (1990) 指出當挑戰高與能力技巧高，兩者達到平衡時，人的注意力就會開始凝聚，進入心無旁騖的狀態，個人也會盡全力接受挑戰，達成目標。

(c)劉泳倫(2003)認為適度的壓力可以促成個體產生動機與凝聚注意力，甚達巔峰表現，因此有必要讓工作者將工作壓力帶往正面的方向，形成一種適度的挑戰力，以提昇工作者的動機與注意力；惟應注意當壓力超過工作者的負荷時，就會引發生理、心理的反應。

(d)Selye(1956)認為適當的壓力可以增進個體的成長，外在的表現，以及行為的適應。

(e)Kroes(1976)認為在職業上的不當壓迫或負擔，會嚴重影響工作者本身心理及生理狀況。

四、承以上第三題，如果這不是一篇期刊，而是碩士論文，且該節標題是「壓力對身體健康的影響」，那麼在不增加文獻的前題下，您可能會在上題五項文獻回顧裡補充那些內容，讓這回顧寫得更詳細？(在回答時您不必改寫上題文字，只須大概指出您可能做那些補充) [15分]

五、請詳讀下一段文字後，說明該段文字之大意，並就所知闡述何以作者認為今日之民主政府已不再是「民有」「民治」「民享」的民主形式，而已演變成「企業(政客)者有」「政府管理者治」「權貴者享」之意涵。(25%)

Abraham Lincoln's encouraging vision of "government of the people, by the people, for the people" raised hopes that have never been realized. But his name can no longer be used to justify the error that he could not have foreseen in 1863. He could not have envisaged that, a century after he was assassinated, government in the United States, and even more in Great Britain and Europe, would dominate economic life. If he had survived he would not now have approved of the dominant government that democracy has produced. For it is no longer "of" the people, "by" the people, "for" the people.

The application of economics to politics reveals a form of government that Lincoln would not have commended in 1900, 1945, or 2000. Government is now very different from the one based on the common people that Lincoln thought would prevail. Although his vision is still the most common encyclopedia definition of "democracy" Lincoln cannot now be claimed as the father of our 20th-21st-century form of democracy.

Lincoln would now see government not of, by, and for all the people but of, by, and for some kinds of people. He would see it not as of all the people but as of the political activists. He would see government not as by the people but as managed by the politicians and their officials. And he would see government not as for the ordinary people but as for the organized in well-run, well-financed, and influential business organizations, professional associations, and trade unions. It is government "of the Busy (political activists), by the Bossy (government managers), for the Bully (lobbying activists)."

六、(1)請簡要說明以下分析方法之意涵。

(2)請舉例說明一個都市或一個組織發展之多目標內涵。您將如何處理這些多目標之分析以協助決策。

(3)請說明目標管理 (MOB) 之優缺點。(25%)

Multicriteria decision making analysis (MCDM) or so-called multiobjective program (MOP) is concerned with problems in which there are several conflicting objectives. In the real world, particular in public sector, the project and organization good are more often found to be incommensurable, multiple and conflicting. Most, if not all, planning problems such as public investment, regulation and control of economic activities, and program and policy problem, embed the multiplicity of planning objective based on the consideration of social welfare or the public interest.

MCDM is not only useful in practical exercise and analytical context for policy making but also conceptually useful for making decision. It is required for a planning professional to be equipped with this knowledge. MCDM is a fruitful and rather well-developed field.

第一部份

1. 激勵理論有「內容說」探討部屬的需求；有「公平說」認為激勵是否有效要看部屬與其他相關同仁所做比較而定；亦有「增強說」認為行為來自於不斷制約而形成的習慣。試各簡要說明之。並以您的激勵經驗，說明如何應用前述三個理論來激勵部屬。說明務必簡單扼要，一定要敘述貴屬的工作屬性、您與他的相對權力關係等背景資料。(25%)
2. 當前管理學界的熱門議題之一就是「社會創業」，試就所知說明之。社會創業與政府角色有無互補或相衝突之處？請以具體公共政策為例說明之。(25%)

第二部份 請先閱讀下文，然後回答文後的題目：

Curbing Overconfidence

Should managers be confident in their intuition and reasoned judgments? Decades of research by Nobel Prize winner Daniel Kahneman, his long-time collaborator the late Amos Tversky, and other researchers suggests that, if anything, managers (like all people) tend to be overconfident in the decisions they make (whether based on intuition or reasoned judgments). And with overconfidence comes the failure to evaluate and rethink the wisdom of the decisions one makes and to learn from mistakes.

Kahneman distinguishes between the intuitions of managers who are truly expert in the content domain of a decision and the intuition of managers who have some knowledge and experience but are not true experts. While the intuition of both types can be faulty, that of experts is less likely to be flawed. This is why fire captains can make good decisions and why expert chess players can make good moves, in both cases without spending much time, and deliberate carefully on what, for nonexperts, is a very complicated set of circumstances. What distinguishes expert managers from those with "some" expertise is that the experts have extensive experience under conditions in which they receive quick and clear feedback about the outcomes of their decisions.

Unfortunately, managers who have some experience in a content area but are not true experts tend to be overly confident in their intuition and their judgments. As Kahneman puts it, "People jump to statistical conclusions on the basis of very weak evidence. We form powerful intuitions about trends and about the replicability of results on the basis of information that is truly inadequate." Not only do managers, and all people, tend to be overconfident about their intuitions and judgments, but they also tend not to learn from mistakes. Compounding this undue optimism is a very human tendency to be overconfident in one's own abilities and influence over unpredictable events. Survey have found that the majority of people think they are above average, make better decisions, and are less prone to making bad decisions than others (of course, it is impossible for most people to be above average on any dimension).

【背面還有試題】

國立中山大學97學年度博士班招生考試試題

科目：管理學【公事所】

共二頁 第 2 頁

A recent example of managerial overconfidence is particularly telling. Research has consistently found that mergers tend to turn out poorly – post-merger profitability declines, stock prices decline, and so forth. (For example, Chrysler had the biggest profits of the three largest automobile makers in the United States when it merged with Daimler; the merger has not worked out well and Chrysler would have been better off if it never had happened.) So one would imagine that top executives and boards of directors would learn from this research and from articles in the business press about the woes of merged companies (e.g., the AOL-Time Warner merger). Evidently not. According to a recent study by Hewitt Associates, top executives and board members are, if anything, planning on increasing their involvement in mergers over the next few years. These top managers evidently overconfidently believe that they can succeed where others have failed.

Jeffrey Pfeffer, a professor at Stanford University's Graduate School of Business, suggests that managers can avoid the perils of overconfidence by critically evaluating the decisions they have made and the outcomes of those decisions. They should admit to themselves when they have made a mistake and really learn from their mistakes (rather than dismissing them as flukes or situations out of their control). In addition, managers should be leery of too much agreement at the top. As Pfeffer puts it, "If two people agree all the time, one of them is redundant."

1. 因今年三月總統大選結果，我國政權二度輪替，新政府的人事佈局已定，請應用上文中提及的至少三個論點，加以評論。(25%)
2. 上文中強調從錯誤中學習的重要性，請問一組織如何才能從錯誤中學習？請根據組織結構、組織設計的理论，分別在個人、團隊、組織等三個層次，提出您的建議。(25%)

國立中山大學97學年度博士班招生考試試題

科目：決策與政策科學【公事所甲組選考】

共 / 頁 第 頁

以下第 1 題為必答，第 2-4 題請選 2 題作答，可用中文。

1. Please interpret and comment on the following paragraph with best of your knowledge in public affairs management. (34)

“What count as knowledge use in the scientific model is explicit information processing, supportive of identifiable decisions. What counts as knowledge include facts, statistics, theories, and findings of formal research and analysis. Experts who are unbiased and outside of a political process produce such knowledge. Knowledge production and use are, and should be, separate activities. The process of informing policy is therefore stepwise, with a division of labor where policy makers do the goal setting, experts do the analysis, and policy makers make decisions.”

2. Please pick a relevant decision-making/ decision analysis framework and exemplify it. Cases may be needed. (33)

3. Please differentiate between decision-making and policy-making with best of your knowledge in public affairs management. (33)

4. Please describe your knowledge about an empirically-based decision/policy analysis theory or model, include its loci, usual research question(s), design and operation steps, major findings to date, and limit(s) and condition(s). (33)

國立中山大學97學年度博士班招生考試試題

科目：第三部門與公民治理【公事所甲組選考】

共 | 頁 第 | 頁

1. 請說明「宗教傳統」為基礎的非營利組織與「企業慈善」為基礎的非營利組織有何差異？(20%)
2. 請分析非營利組織朝向商業化(Business-like)發展之緣由？以及非營利組織從事商業（營利）行為之正面效益與負面影響。(15%)
3. OECD 近年來大力倡導各國政府將公民(citizen)視為夥伴，鼓勵公民參與公共事務。請說明在政府與公民的夥伴關係中「非營利組織」扮演何種角色。(15%)
4. 試請比較台灣和中國大陸公民社會和非政府組織發展的差異性，並解釋造成這些差異性的因素何在？(25%)
5. 非政府組織(non-governmental organizations, NGOs)係由一群社會人士，為追求共同的特定議題而結合在一起。因此，非政府組織的興起，亦象徵著一個國家公民社會的成長與發展。但更值得注意的是，在全球化的發展趨勢下，許多的議題已愈來愈國際化。由於議題的國際化，除激勵與強化了國際非政府組織之間的跨國合作外，亦反映了全球公民治理的發展趨勢。於此一背景下，非政府組織所採取的跨國合作，有那幾種方式？其所代表的意涵各為何？並請以實際的例子說明之。(25%)

- 一、請閱讀本篇短文，再以中文約200字，說明本文之主要論點為何？（10%）

In Florida's rankings American urban areas like Boston or Austin and European cities such as Dublin and Amsterdam score high because they mix a vibrant downtown with a technology/university belt and outdoor facilities (see, for example, Florida and Tinagli, 2004). Florida: "The economically most attractive cities of today and the winners of tomorrow are urban areas that offer a combination of all three. The Creative Age is about options. Many people want art galleries, an exciting nightlife and seeing grandma's on rollerskates go through the park. Do people then take part in all that? No, but the fact is they have the choice to do so. You can just step in, if you want to. In my new book (*The Flight of the Creative Class*, ed.) I show what consequences this wish of the creative class for just-in-time culture and multiple choice has on a global scale." In short, creative people are not slavishly following jobs, but rather look for attractive urban amenities. If you want to produce first quality honey, you don't start with the beehives. First you find a field where a thousand flowers bloom which in turn attract the bees. Florida: "Avoid copying. Don't be a Silicon Whatever or a Creative Somewhere. The creative class doesn't want generic amenities. Creative people look for authentic places that aren't finished yet, places where you can add something of your own. 'New ideas often require old buildings', I learned from Jane Jacobs. Office towers, large-scale conference centres and multifunctional stadiums are boring. The creative class isn't interested in shopping malls. They are already finished and therefore do not stimulate creativity. The built environment and an area's people climate should be active and authentic."

- 二、呼應上題文章，Jane Jacobs said, "great planning disasters" from the past show that creative cities cannot be straitjacketed by planners behind their desk. 身為都市規劃專業者，你對Jane Jacobs此觀點有何回應？據此並請你對專業環境教育（都市計畫、建築設計、環境規劃...等）提出你的批評與建議（20%）
- 三、創意城市（creative cities）如何與都市再開發（都市更新）結合？請說明你對創意城市的型塑有何構想與具體策略？可以舉例你所熟悉的城市說明。（20%）
- 四、近年來日本與韓國在推動數位產業及建立優質化都市之努力極獲世界各國的肯定並加仿效。從 e-Japan 到 u-Japan; 從 e-Korea 到 u-Korea，都有相同的發展路徑，其都市之整備亦具相似之做法。高雄市在過去十年來亦嘗試從 e-高雄到 m-高雄至今已進入 u-高雄的階段努力，請就所知說明各發展階段的意義？e、m、u 各代表何意涵？請闡述 u 都的基本思想與理念。高雄市發展 u 都對地方經濟與產業的影響及意義為何？並試擬高雄市發展 u 都的可能策略。（25%）
- 五、近年來世界各國地方都市在推動都市活化（urban revitalization）政策與都市再生策略（urban regeneration），基本精神都在刺激舊市區之經濟活絡與就業創造，並促進生活品質的提昇，其間接目的還可創造地方稅基的改善與都市生產力的提高。請就所知或參考國外都市之經驗，列示一些可應用之都市再生策略或計畫（programs），並就這些策略或計畫分析其中可適用於高雄市之發展策略，俾供高雄市政府參考。（25%）

所有題目均可用中文作答

1. 請閱讀本篇短文，再以中文約200字，說明本文之主要論點為何？（10%）

In addition, the contribution of partners drawn from different sectors to partnerships is not equal. As is discussed in the next chapter, public agencies and local authorities are frequently responsible for initiating partnerships and play the major role in resourcing partnerships, especially in the provision of office space and personnel. The public sector also plays the leading role in financing partnerships. All of the partnerships in our database receive funding from the public sector in some form or other, but only one in eight received any funding from private sector sources. Very little private sector funding was directed to delivery partnerships, with the majority of partnerships receiving private sector contributions being constituted at a regional scale as facilitative partnerships.

The concentration of funding sources in part reflects the manner in which the growth of partnership working has been driven by public agencies through the mechanism of their funding regimes. As access to public funds has increasingly been funnelled through competitive programmes, in which partnership is a criteria of eligibility, so partnerships have been created to gain specific public funds, as opposed to being created to draw resources from a wider range of sources across the public, private and voluntary sectors.

2. 針對上題文章中，As access to public funds has increasingly been funnelled through competitive programmes. 請說明你個人對此論點有何回應？可以舉例你熟悉的環境與資源政策與方案說明。（20%）
3. 呼應上題文章，各種公私協力機制對推動環境與資源保育日益重要，請說明（1）政府；（2）環保團體（NGO, NPO, ...等）；（3）人民可以有何具體作為，促成公私協力機制，以推動環境與資源保育工作（20%）

4. 請簡單解釋下列名詞：(1)biodiversity; (2)ecological footprint; (3)biofuel; (4) life cycle assessment? [本題占 20 分]

5. In the April/May 2008 issue of the journal "Miller-McCune" it was reported that:

The International Energy Agency, which serves as a sort of oracle of the future of the planet's energy system--and, increasingly, that system's effect on the climate --issued a prophetic proclamation: "The primary scarcity facing the planet is not of natural resources nor money, but time."

If this claim is true, what is (or what are) its implication(s) for the environmental policies in Taiwan? [本題占 10 分]

6. In the last months, "food mileage" is becoming an issue in Taiwan. Advocates of this concept proposed that we should cut down our food mileages. Do you agree? Why do you agree or disagree?—please use fruits AND coffee as examples in your discussion. [本題占 10 分]

7. A lot of people in Taiwan started keeping exotic-species (外來種) pets out of curiosity or because they assumed that it was an easy job. Many of these pets end up being abandoned. What impact may such behavior have upon Taiwan's ecology? And what should we or our government do? [本題占 10 分]

Please answer the first question, and two of the remaining three questions, preferably in English.

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