

國立中山大學 103 學年度碩士暨碩士專班招生考試試題

科目名稱：組織與人力資源管理個案分析【人管所碩士班丙組】

題號：445001

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一、個案分析（第一部分），共 35 分

Bob Wood 現年三十歲，到 2001 年為止，Bob 每年年薪都有八萬美元，還另有紅利，開著歐洲進口跑車的他，對未來充滿希望。但是，這樣的情況並沒有維持太久，現在，Bob 是一間醫院的技術分析師，薪水只有四萬四千美元，他發現自己不過就是 1966 到 1975 年間出生的四千萬個人之一，同一輩的薪水可能都遠遠超過他，因此他一直勸自己接受事實，因為美好的 1990 年代已經過去。此外，和同輩一樣，Bob 也有不少債務，撇開兩萬三千美元的就學貸款不說，他還有四萬五千美元的卡債未還，這種景況遠不如他父親畢業時的 1960 年代。

「所有的規則都變了，我們這群世代的人求生愈來愈不容易，因為念大學才能找到體面的工作，所以多數人都有不少就學貸款，幸運的是，畢業時就業市場很好，我第一份工作就有五千美元的分紅，28 歲那年我的收入就比我老爸多，而他還是二十年的資深員工哩！話雖如此，我爸的工作有保障多了，而且他 58 歲退休後，公司還會給他一筆安定的退休金。而我呢？不知能否再有八萬美元的薪水...如果有的話，最好能夠維持二十年以上。我真的很沒有安全感，你知道嗎，我現在每個月得繳 350 美元的就學貸款，250 美元還卡債，三十多期的汽車貸款，兒女朋友還一直催我結婚、買房子。天啊~我自己都不知道能否保有工作到六十歲，哪有能力去付三十年的房屋貸款呢！」

「我真的覺得好沮喪，我們這一代真是倒楣透了。我承認剛開始時，我們的確有高薪的工作，而且也被寵壞了，習慣做六個月就跳槽，因為薪水就可以高個兩三成，一度我還以為四十歲前就能退休享福了。但現在呢？有工作就不錯了，薪水雖然只有幾年前的一半，還沒啥保障，老闆們為了生存又不斷壓低成本，加薪機會微乎其微，簡直就是杯水車薪阿！唉~~世事難料！我才三十歲，但美好歲月卻已遠去。」

(資料來源：N. Watson, "Generation Wrecked," Fortune, October 14, 2002, pp.183-190.)

請就上述個案，回答以下問題：

1. 請用兩種以上的激勵理論來分析 Bob，並說明他為何失去了工作動力。(15 分)
2. 如果你是 Bob 的老闆，應如何正面激勵他呢？(10 分)
3. 這個個案故事對想聘雇新世代員工的老闆們有何種意涵？(10 分)

二、個案分析（第二部分），共 35 分

Acer 近年來在國際市場上風光一時後卻節節敗退，甚至連續撤換董事長與 CEO。

1. 請問 Acer 國際化的成功與失敗關鍵因素各為何 (20 分)？
2. 你認為 Acer 後續應如何善用人力資本管理提升自己的國際競爭力 (15 分)？

背面有題

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三、個案分析（第三部分），共 30 分

齊柏林拍攝的紀錄片電影《看見台灣》，除了拍攝台灣的美，卻也拍到台灣不少地方遭遇生態浩劫，其中高雄市後勁溪的汙染，立刻被政府所重視。經過追查之後，竟是日月光涉嫌排廢汙水，導致後勁溪受到嚴重汙染，高雄市環保局和檢調單位追查之後，除了將相關人等帶回偵訊外，也於 102 年 12 月做出 K7 廠勒令停工的處分。

高雄地檢署 103 年 1 月 3 日下午公布：依照刑法「流放毒物罪」等，起訴日月光廠務處長蘇○○等五人。至於日月光董事長等公司其他高層，檢方查證認定：被告等人並未向上級報告，董事長張○○等人確實不知情，裁定不起訴。

高雄地檢署發言人說明：被告蘇○○等人明知日月光 K7 的廢水汙泥中有鎳銅等重金屬，如果只在中和池調整酸鹼度，並無法處理所含的重金屬，102 年 10 月 1 日事發時，因為漢華水處理公司作業疏失，導致 2.4 噸鹽酸溢流，被告等人未依照日月光公司的水汙染防治措施的緊急應變方法，而將廢水回抽至 K7 酸鹼中和池處理，廢水放流後勁溪，影響生態以及農田漁塭。

檢察官在起訴書中寫下「縱然本件尚難追訴被告張○○相關刑事責任，然其是否應承擔相關行政、社會及道德責任，自宜由行政機關及輿論評價」。檢察官指出：經歷本件事後，倘被告張○○及日月光公司仍不知反省，復秉持「因天下之力以生日月光之財，取天下之財以供日月光之費」的心態，則渠等即應以「永某氏之鼠」為鑑，須知，世間豈有長久飽食無禍之理！

（資料來源：部分整理自 NOWnews.com 今日新聞網）

請討論以下問題：

1. 日月光對於廢水違規排放涉及倫理價值觀與法令議題，您個人對於企業應抱持何種態度面對企業倫理與法律的看法如何？（10 分）
2. 企業內部應該如何強化經理人及員工的倫理觀及行為？（10 分）
3. 政府機構及社會大眾如何強化眾多企業的倫理觀？（10 分）

國立中山大學 103 學年度碩士暨碩士專班招生考試試題

科目名稱：管理學【人管所碩士班甲組、乙組】

題號：445002

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一、名詞解釋

1. 企業社會責任 (Corporate Social Responsibility) (5 分)

2. 組織惰性 (Organizational Inertia) (5 分)

二、許多人力資源部門主管在執行公司所制定的人力資源管理政策或實務的過程，常會發現執行結果與期望結果有所差距，請問：執行過程可能受到哪些外在以及內在環境的因素所干擾(10 分)？若你身為人力資源部門經理，有哪些實務做法可降低上述干擾因素，使企業的人力資源政策與實務，達到預期效果 (Intended Outcome)？請詳述之(10 分)。

三、現今許多企業強調開放式創新 (open innovation)，請問：創新能力 (inventive capacity) 與吸收能力 (absorptive capacity) 在開放式創新過程中，所扮演的角色為何(10 分)？就您認為，人力資源管理可以在其中扮演什麼角色？請敘述其做法(10 分)。

四、請寫出 Henry Mintzberg 所歸納出管理者(manager)的 10 種工作角色，並敘述之(10 分)。根據此 10 種角色，請舉例並評述馬英九在繼任中華民國總統一職後至今的角色表現(15 分)。

五、請說明管理的 4 種功能：規劃(planning)、組織(organizing)、領導(leading)、控制(controlling) (10 分)。根據此 4 種功能，請舉例並評述江宜樺在民國 102 年 2 月接任行政院閣揆一職後至今，在全國食品安全管理上的表現(15 分)。

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科目名稱：英文【人管所碩士班乙組】

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This exam consists of two parts: (1) a Grammar, Vocabulary, and Punctuation part, and (2) a Reading Comprehension part. The total number of questions is 50 (2 points per correct answer).

- 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.

1. **Grammar, Vocabulary, and Punctuation**

1. "Millennials," _____ "Generation Y," can no longer count on full-time employment after graduation.
(a) who are (b) they are (c) also known as (d) called
2. I saw Chantal and John in the library last night, both of them _____ hysterically.
(a) laughed (b) laugh (c) did laugh (d) laughing
3. _____ in Taiwan, you surely want to visit one of the hot springs on the East Coast.
(a) When traveling (b) On his trip (c) Everywhere (d) Only
4. Never _____ abroad, Jeffrey was a bit anxious now that he would be visiting Egypt with his family.
(a) going (b) gone (c) traveled (d) having been
5. How long has it been _____ you had a piece of real, home-made apple pie?
(a) that (b) without (c) when (d) since
6. If you live in a city with good public transport, cars are _____
(a) expedient (b) expendable (c) expansive (d) expiable
7. After walking through the rain for hours, _____.
(a) Carla's clothes were soaking wet (b) the sun finally came out
(c) Carla finally got to enjoy some sunshine (d) sunshine finally lifted Carla's mood
8. Children's educations can lead to _____.
(a) parent's money's worries (b) parents' money worries
(c) parent's money worries (d) parents' money's worries
9. The smell of the new carpet made Rocky feel _____.
(a) nauseated (b) nausea (c) noxious (d) nauseating
10. Clothes _____ go in the wardrobe; dirty ones in the hamper.
(a) , that are clean, (b) that are clean (c) , to be cleaned, (d) if clean
11. The dog licked the hands of _____ fed him.
(a) whomever (b) whoever (c) whichever (d) whatever
12. A surprisingly large _____ of fishermen cannot swim.
(a) amount (b) group (c) shoal (d) number
13. I have _____ been to Korea, but I was only 4 years old and don't remember anything of the trip.
(a) ever (b) lately (c) at last (d) once

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14. A typical class of forty school children or more _____ teachers plenty of work.
(a) gives (b) cause (c) implies (d) causing
15. – “I don’t feel like going to school today.”
– “Me _____.”
(a) also (b) same here (c) neither (d) either
16. Paris _____ be the the most beautiful city in the world, but it definitely has some of the most glorious boulevards in all of Europe.
(a) may (b) may or may not (c) could (d) could not
17. Back home after a night of gambling, Frank _____ Tanja’s silence as a sign of disapproval.
(a) listened to (b) heard (c) convinced (d) construed
18. In spite of _____, Michael felt a pang of envy after Roger’s sudden promotion.
(a) their friends (b) they are friends (c) their being friends (d) mutual friends
19. After my house burned down, the insurance company thoroughly investigated my claim: they _____ suspected fraud.
(a) ought to have (b) should not have (c) could have (d) must have
20. Peter’s awkward giggling only Jacintha knew _____.
(a) the reason of (b) why (c) the cause (d) as well
21. Debbie’s cat is so thin because it it such a _____ eater.
(a) voracious (b) finicky (c) feline (d) finite
22. If you _____ more discipline as a youngster, you could have been a professor like your sister!
(a) had (b) would have (c) had had (d) applied
23. In large parts of Africa, malaria still hasn’t been _____.
(a) eradicated (b) erased (c) eroded (d) exacerbated
24. In the age of online content, _____ we still read newspapers and magazines 5 years from now?
(a) won’t (b) should (c) are (d) will
25. _____ Japan, where consumers prefer local brands, Chinese consumers favor foreign brands.
(a) Other than (b) Despite (c) Unlike (d) Whereas
26. Now that he is studying electrical engineering, his knowledge _____ computers is increasing fast.
(a) of (b) off (c) toward (d) in
27. Criminals often wear motorcycle helmets to avoid _____ by security cameras.
(a) detection (b) disguise (c) detention (d) demarcation
28. My tomatoes were coming along fine until they were _____ with parasites.
(a) deluged (b) devoured (c) involved (d) infested

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29. Astronomers deal in very _____ theories about the nature of the universe.
(a) abstemious (b) abstruse (c) abysmal (d) abusive
30. Although usually much more expensive, direct flights from Taipei to US cities are _____ preferable.
(a) inviolably (b) innumerably (c) definitely (d) indefinitely
31. I fear for Justin Bieber _____ has clearly unhinged the poor guy!
(a) , fame (b) when fame (c) : fame (d) ; Fame
32. She may be a city girl, but I know nobody who loves _____ as much as she does!
(a) nature (b) natural world (c) world of nature (d) the nature
33. He sometimes cannot sleep at night because he _____ global warming so very much.
(a) concerns about (b) concerns (c) concerns himself about (d) is concerned about
34. Forty years ago relatively few Taiwanese _____ higher education.
(a) accepted (b) received (c) studied (d) applied
35. I was happy to read that, compared to ten years ago, road traffic now claims _____ fatalities.
(a) quite a few (b) much less (c) many fewer (d) very little
36. His wife's increasingly _____ behavior distressed the noted psychiatrist.
(a) erroneous (b) erratic (c) erosive (d) erudite
37. The 2008 financial crisis _____ Josiah fear for the safety of his retirement fund.
(a) did (b) scared (c) caused (d) increased
38. Seeing his old neighborhood being torn down, the old man grew _____.
(a) witless (b) wistful (c) wispy (d) witty
39. His son's current problems with the law have to do with _____ years ago.
(a) him being overprotective (b) his being overprotective
(c) his having been overprotective (d) that he was overprotective
40. Don't mind him: he is just being _____.
(a) fastidious (b) facetious (c) fallacious (d) farinaceous

2. Reading Comprehension

Organized crime is globalizing and diversifying. Mono-ethnic, hierarchical mafias are being replaced by multi-ethnic networks that operate across borders and commit many types of offense. In an ongoing investigation into rhino-horn trafficking, the U.S. Fish and Wildlife Service arrested Irish travelers using indigent Texans to procure material for Chinese and Vietnamese buyers. Europol, the European Union's law-enforcement agency, estimates that just a quarter of Europe's roughly 3,600 organized crime groups have a main nationality, and that some operate in dozens of countries. A third are involved in more than one criminal enterprise, with half of those linked to drug-trafficking.

And though traditional trafficking in drugs, guns, and people is still lucrative, gangs are increasingly moving into lower-risk, higher-reward areas—not just wildlife, but fraud and illegal waste-disposal. The value of cross-border trade in counterfeit goods could be as much as \$250 billion a year.

(Adapted from *The Economist*, Jan 18-24th 2014: page 56)

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41. Organized crime is becoming
- (a) more like a hierarchical mafia that operates across borders
 - (b) a more diverse mix of mono-ethnic and multi-ethnic networks
 - (c) more likely to operate across borders and to consist of criminals from diverse ethnic backgrounds
 - (d) more likely to be run by Irish travelers and Texan gangs who sell to Chinese and Vietnamese buyers
42. Rhino-horn trafficking is an example of
- (a) the U.S. Fish and Wildlife Service enlisting the help of indigent Texans
 - (b) an offense committed by Irish travelers to procure Chinese and Vietnamese buyers
 - (c) a criminal operation that crosses the borders of China and Vietnam
 - (d) the globalizing and diversifying nature of organized crime
43. The Texans in this article are called “indigent” to indicate that they are
- (a) poor
 - (b) angry and upset with how the Irish travelers treat them
 - (c) aboriginal Texans
 - (d) skillful in stealing rhino-horn
44. Europol must be
- (a) a multi-ethnic group of European lawyers
 - (b) one of the roughly 3,600 European crime groups that have one main nationality
 - (c) one of the roughly 3,600 European crime groups that do not have one main nationality
 - (d) a Europe-wide police force
45. Fraud and illegal waste-disposal are forms of crime that
- (a) unlike rhino-trafficking, are lower-risk, higher-reward
 - (b) unlike trafficking in drugs, guns, and people, are lower-risk, higher-reward
 - (c) are as lucrative but also as risky as trafficking in drugs, guns, and people
 - (d) less risky but also less rewarding than trafficking in wildlife

Across developed economies, finding work has become tougher for the young. Almost a quarter of those in Europe were jobless in 2013. But behind that figure lies a paradox: only two-fifths of employers were confident of finding enough qualified graduates to fill entry-level positions. That reflects a mismatch between what education systems provide and what employers need. Especially in times of recession, firms insist on hiring staff who can quickly get up to speed. The real shortage is of the right skills, rather than of jobs. Yet, universities and colleges are startlingly complacent. Most think they prepare their charges well for work, but most employers disagree. That means an army of young hopefuls, eager for a job but ill-equipped to do one. (Adapted from *The Economist*, Jan 18-24th 2014: page 57)

46. This article is most critical of
- (a) employers
 - (b) universities and colleges
 - (c) governments
 - (d) job-seekers
47. The paradox of which this article speaks is that
- (a) there are enough qualified graduates, but employers do not hire them
 - (b) employers could hire, but do not have the confidence to do so
 - (c) there are job openings, but employers cannot find enough qualified job-seekers
 - (d) there are job openings, but in times of recession employers do not have the confidence to hire

背面有題

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48. "staff who can quickly get up to speed" means employees who can
- (a) quickly acquire the skills needed for the job they are asked to do
 - (b) fulfill the job they are asked to do in a speedy manner
 - (c) quickly be fired, if necessary
 - (d) quickly be promoted to positions of greater responsibility
49. that universities are "startlingly complacent" means that they
- (a) are unaware that they do not teach the skills that lead to jobs
 - (b) are unable to teach the skills that lead to jobs
 - (c) are only now starting to teach the skills that lead to jobs
 - (d) are wrongly confident that they teach the skills that lead to jobs
50. In the continuation of this article, it will probably be argued that
- (a) young people need to prepare for a likely future without work
 - (b) employers should become used to hiring ill-equipped staff
 - (c) employers should have a bigger say in how universities and college prepare their charges
 - (d) young people should consider joining the army

End of the English Entrance Examination

國立中山大學 103 學年度碩士暨碩士專班招生考試試題

科目名稱：統計學【人力資源管理研究所碩士班】

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壹、選擇題 (40%；單選題，請選擇一個最適當的答案，每題 5 分)

1. 有關於變異數分析與複迴歸分析，以下敘述何者為真？(1) 變異數分析與複迴歸分析的依變數皆非屬量變數；(2) 變異數分析與複迴歸分析皆未探討自變數對依變數所解釋的變異量百分比；(3) 變異數分析與複迴歸分析的自變數只能適用於類別變數；(4) 變異數分析與複迴歸分析皆能用於檢定變數間的交互作用。
2. 有關變異數分析，下列敘述何者為真：(1) 若分組結果，組間變異對組內變異的比值夠大且達到顯著水準，即可推知自變數對依變數具有顯著的影響力；(2) 若自變數對依變數具有顯著的影響力，代表各分組的平均數間具有顯著差異；(3) 若 F 檢定結果達到顯著水準，則可進一步針對各組兩兩分組進行事後多重比較；(4) 以上皆是。
3. 在從事實證研究的過程中，研究者因測量工具信度過低所造成的誤差為：(1) 測量誤差；(2) 型 I 誤差；(3) 型 II 誤差；(4) 抽樣誤差。
4. 在從事實證研究的過程中，若 H_0 為假，卻被接受時，此一誤差稱為：(1) 測量誤差；(2) 型 I 誤差；(3) 型 II 誤差；(4) 抽樣誤差。
5. 請問在簡單迴歸分析中，標準化迴歸係數恰好為自變數與依變數間的何種統計量數？(1) 變異數；(2) 共變數；(3) 相關係數；(4) 信度值。
6. 研究者若想檢視不同大學同樣科系畢業的學生，其平均起薪有無顯著差異時，應採用下列何種統計分析為佳？(1) 卡方檢定；(2) 變異數分析；(3) 複迴歸分析；(4) 因素分析。
7. 為確保自變數與依變數間具有因果關係，應具備以下哪些條件？(1) 時間順序；(2) 兩者存在相關性；(3) 排除虛假關係；(4) 以上皆是。
8. 研究者若想將問卷題項區分為幾個有意義的構面，應採用下列何種分析為佳？(1) 集群分析；(2) 變異數分析；(3) 因素分析；(4) 卡方檢定。

貳、簡答題 (60%；請依各題內容加以回答之)

1. 試解釋相關分析與迴歸分析的定義、可達成的分析功能；並針對兩者間的相似、相異之處加以說明之 (10%)。
2. 請針對下列三種統計分析方法，回答以下問題：(1) 說明它的使用目的與主要功能；(2) 針對適用的變數型態加以解釋；(3) 舉一個例子加以說明 (15%)。
 - (a) 獨立樣本 t 檢定
 - (b) 單因子變異數分析
 - (c) 卡方檢定
3. 請說明：(1) 母體 (population)、抽樣 (sampling)、以及樣本 (sample) 的定義，並說明進行研究時為何要進行抽樣；(2) 何謂隨機抽樣 (random sampling)、何謂非隨機抽樣 (non-random sampling)？(3) 各舉出一種隨機/非隨機抽樣的方式，並說明應如何實施。(15%)
4. 若您是某公司的人力資源專員，主管要求您收集數據以檢定下列三種甄選工具：智力測驗、人格測驗與面談是否能有效預測員工未來的工作績效時，請問：(1) 您應如何進行此一研究？如何進行抽樣、收集資料與數據？(2) 當您完成資料收集後，又該採用何種統計分析加以檢定？(3) 在分析資料時，有無其他可能影響員工績效的因素？您如何排除這些因素的可能影響？(20%)

國立中山大學 103 學年度全英語碩士學程招生考試試題

科目名稱：管理學【人管全英語碩士學位學程】
M77001

題號：

※本科目依簡章規定「不可以」使用計算機

共 1 頁

第 1 頁

1. Please answer the following question in English (30%)

When you apply a job, the first thing you are asked to do is to provide a curriculum vitae. The curriculum vitae is a concise document which summarizes your past professional skills and experiences. The purpose of this document is to demonstrate that you have the necessary skills and expertise to do the job for which you are applying. Please specify what information should be contained in the curriculum vitae, and why such information should be included?

2. Please comment the following statement in English (30%)

Edward Lazear in his book, entitled *Personnel Economics for Managers*, discussed the issue which groups should be targeted for layoffs. He wrote:

“The groups to be targeted for layoffs are the oldest and youngest workers in the firm when there is a decline in demand for the firm’s product. The youngest can be laid off directly, without much difficulty or need for apology. Older workers must be handled more carefully, both for legal and reputational reasons. It is frequently better to buy older workers out than to have them leave involuntarily.” (p. 191)

3. Please explain the following terms in English (40%)

- (1) Enterprise resource planning (ERP) (8%)
- (2) Downsizing (8%)
- (3) Motivation (8%)
- (4) Organizational culture (8%)
- (5) Bounded rationality (8%)