

# 國立中山大學 104 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

※本科目依簡章規定「不可以」使用計算機(問答申論題)

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## 《第一部分：概念判讀題》60%

以下各題皆有一段英文敘述，請在仔細閱讀之後，寫出最能適切說明此一敘述內涵的英文概念名稱。本部分每題 5 分，以中文書寫答案或未能寫出正確英文者皆不計分。

1. Bonding and bridging are the heart of the concept. It has been applied in sociology, management, and so forth. Normally, the concept refers as the sum of the *actual and potential resources* embedded within, available through, and derived from the network of relationships possessed by an individual or social unit.
2. Contemporary organizations highly emphasize their relations with *any group or individual* who can affect or is affected by the achievement of the organization's objectives. Power, legitimacy, and urgency are the three main defining attributes of such groups or individuals. Appropriate management of their expectations and agreed objectives usually leads to a compelling corporate vision and thereby effective business strategies.
3. In early stage, scholars define the concept as a constraint. Nowadays, it not only constrains the behavior of social actors but also provides a basis for strategies. In sum, the concept refers to *supra-organizational patterns of human activity* by which individuals and organizations produce and reproduce their material substance and organize time and space.
4. It is *a group of firms* entering into voluntary arrangements that involve in exchange, sharing, or co-development of products, technologies, or services. It can occur as a result of a wide range of motives and goals, take a variety of forms, and occur across vertical and horizontal boundaries. It has been discussing in strategic management over two decades.
5. This concept refers to the *purposive inflow and outflow of knowledge* to accelerate internal innovation and expand the markets for external use of innovation, respectively. As noted in Chesbrough's book, it is "a paradigm that assumes that firms can and should use external ideas as well as internal ideas, and internal and external paths to market, as the firms look to advance their technology."
6. It refers to the *process* of continually utilizing knowledge of all kinds to meet existing and emerging needs, identify and exploit existing and intangible assets, and develop new opportunities. It efforts typically focus on organizational objectives, such as improved performance, competitive advantage, innovation, the sharing of lessons learned, and continuous improvement of the organization.
7. The factors leading to job dissatisfaction are separate and distinct from those that lead to job satisfaction. In general, these *dissatisfaction removers* consist of conditions surrounding the job, such as quality of supervision, pay, company policies, physical working environment, and relations with others. Managers who seek to eliminate job dissatisfaction by improving conditions mentioned above may bring about peace but not necessarily motivation.
8. This *personality attribute* refers to the degree to which people believe they are masters of their own fate. Those who believe that they control their destinies are labeled internals, whereas those who see their lives as being controlled by outside forces are called externals. A large amount of research comparing internals with externals has consistently shown that externals are less satisfied with and less involved on their jobs.
9. In Hofstede's widely referenced framework for assessing cultural values, this *value dimension of national culture* refers to the degree to which people in a country accept that power in institutions and organizations is distributed unequally. Asian countries, such as China and Indonesia, are high in this value dimension, whereas Netherlands, Germany, and the United States are low in it.

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10. Supervisors with this *leadership style* motivate followers by getting them to internalize and prioritize a collective cause over individual interests. They develop a shared, energizing vision, communicate confidence that followers can achieve goals beyond expectations, and provide individualized consideration and intellectual stimulation. They are able to excite, arouse, and inspire followers to put out extra effort to achieve group goals.
11. French and Raven proposed that there are several sources of power. *One of the sources of influence* is based on identification with a person who has desirable resources or personal traits. If A admires and identifies with B, B can exercise power over A because A wants to please B and considers B a role model. It explains why celebrities are paid millions of dollars to endorse products in commercials.
12. This *discretionary behavior* is not part of an employee's formal job requirements, but nevertheless promotes the effective functioning of the organization. Employees with high levels of such behavior make constructive suggestions about their work groups, help colleagues on their team, volunteer for extra job activities, avoid unnecessary conflicts, and show care for organizational property.

## 《第二部分：問答題》40%

本部分每題 10 分。

1. 某企業的策略目標為使其所推出的科技標準，成為業界適用的唯一標準。若您為該企業的總經理，應如何幫助該企業達成此一目標？
2. 企業經理人經常面對各種彼此相互矛盾的壓力，例如必須在環保團體、同產業競爭者、股東之間求取平衡。企業經理人應如何解決不同對象之間的矛盾？
3. 請從 McGregor 的 X 理論與 Y 理論角度，評論現任台北市長柯文哲的帶人哲學。
4. 學運領袖陳為廷原先決定早媒體一步坦承大學時期的性騷擾前科，以力保立委補選的參選聲望，卻在媒體進一步披露其高中時就曾有類似醜聞後黯然退選。請由歸因理論的角度對整起事件的轉折進行分析。

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科目名稱：統計學【人管所碩士班甲組】

題號：445004

※本科目依簡章規定「不可以」使用計算機(混合題)

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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. 有關於相關係數 (correlation coefficient) 的敘述？，何者為非：(a) 其絕對值介於 0-1 之間；(b) 係數越大代表兩個變數間具有因果關係；(c) 正負號僅表示其相關的方向，與程度無關；(d) 絕對值越大代表相關程度越高。
2. 有關於決定係數 (coefficient of determination,  $R^2$ ) 的敘述？，何者為真：(a) 其數值皆為負值；(b) 反映了 X 與 Y 的因果關係；(c) 等同於 X 未能解釋 Y 變異的比率；(d) 其值介於 0-1 之間。
3. 有關於變異數分析與複迴歸分析，以下敘述何者為真？(a) 變異數分析與複迴歸分析的依變數皆非屬量變數；(b) 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；(c) 變異數分析與複迴歸分析的自變數只能適用於類別變數；(d) 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。
4. 下列何種抽樣方式不屬於機率抽樣法？(a) 系統抽樣；(b) 分層抽樣；(c) 立意抽樣；(d) 簡單隨機抽樣。
5. 當  $H_0$  為真卻被拒絕時，此一誤差稱為：(a) 型 I 誤差；(b) 型 II 誤差；(c) 衡量誤差；(d) 統計誤差。
6. 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？(a) 變異數；(b) 共變數；(c) 相關係數；(d) 信度值。
7. 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？(a) 卡方檢定；(b) 變異數分析；(c) 複迴歸分析；(d) 因素分析。
8. 以下何者非變異數分析的假設？(a) 常態性假設；(b) 不偏性假設；(c) 同質性假設；(d) 獨立性假設。

## 貳、簡答題 (60%；請依各題內容加以回答之)

1. 研究者若要宣稱「X 變數與 Y 變數間具有因果關係」時，應滿足何種要件？試舉例說明之 (10%)。
2. 何謂「樣本代表性」？您如何確保抽樣的樣本是具有代表性的？試說明之 (10%)。
3. 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
4. 若您是某公司的人力資源主管，董事長質疑您目前採用的三種甄選工具的效度 (包括：智力測驗、人格測驗與筆試)，並認為由他所親自進行的面談成績才是最能預測新進員工未來的工作績效的工具。為了證明您所採用的三種工具是有效的，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，有無其他可能影響新進員工績效的因素？您如何排除這些因素的影響？(4) 您如何證明三種工具對於員工績效的預測力比董事長提及的面談更有效？(25%)

# 國立中山大學 104 學年度碩士暨碩士專班招生考試試題

科目名稱：英文【人管所碩士班乙組】

題號：445003

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This exam consists of 50 tasks; maximally 2 points per good answer. All tasks require you to write words or sentences on your exam paper. Write clearly: illegible writing will be counted as a wrong answer.

*Instructions: for phrases 1 to 5, write down the verb from the box that fits best.*

fall	face	stay	conduct	tow
------	------	------	---------	-----

1. to \_\_\_ a challenge
2. to \_\_\_ in touch with a friend
3. to \_\_\_ ill
4. to \_\_\_ an interview
5. to \_\_\_ a car.

*Instructions: for phrases 6-10, write down the preposition from the box that fits best.*

from	in	of	on	to
------	----	----	----	----

6. to get information \_\_\_\_ someone
7. to appeal \_\_\_\_ small children
8. to be \_\_\_\_ high alert
9. to be in awe \_\_\_\_ celebrities
10. to find oneself \_\_\_\_ serious trouble

*Instructions: for expression 11-15, write down the noun from the box that fits best.*

lunch	caution	the enemy	an opinion	a curve
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11. to exercise \_\_\_\_
12. to skip \_\_\_\_
13. to entertain \_\_\_\_

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14. to negotiate \_\_\_\_

15. to confront \_\_\_\_

*Instructions: Match the words in the box with the words 16-20 that come closest in meaning.*

trial      courteous      therefore      proscribe      portly

16. corpulent

17. denounce

18. thus

19. polite

20. in court

*Instructions: for sentences 21-25, write down the word in parentheses that best completes the sentence.*

21. It is \_\_\_\_ (healthier / more healthy) to take a walk than to watch TV.

22. He tried to get into law school for many years, without success. \_\_\_\_ (Finally / Regardlessly), he decided to study accounting instead.

23. I like George, but sometimes he is too much the \_\_\_\_ (cynic / cynical) for my tastes.

24. With the \_\_\_\_ (amount / number) of children declining in Taiwan, some colleges will have to close.

25. Have you \_\_\_\_ (ever / once) eaten in the restaurant where Carla is a waitress?

*Instructions: rewrite the following sentences, 26 to 35, correcting any errors in spelling, grammar, or punctuation that you find.*

26. The top three students in the class is going to receive awards

27. I find it curiously that Greta and John always sits together in class.

28. Who are going to cook dinner for me tonight

29. What you are doing since breakfast?

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30. Edward's hobby of fixing up old cars makes him neglecting his girlfriends Janice.

31. After the theft of his wife's, Conrad take better care for his own cellphone.

32. The gangsters never admitted his guilty.

33. The woman which car collided with a truck was miraculous unharmed.

34. Their is no real different between the political parties.

35. That is me sister, standing there in the photograph next of my father.

*Instructions: Read sentences 36 to 45, paying close attention to the underlined words. If the word is correct, write "Correct" on your exam sheet. If the word form is not correct, write the correct form. Do not add extra words.*

36. For most workers, commute from work to home and back is a joyless waste of time.

37. But Iain Gately, in his book *Rush Hour*, argues, vivid, that the daily commute is an opportunity.

38. Commuters can live in pleasant suburbs, and listen to the radio on their way to the city where they work.

39. Commuters who travel by train can catch up on sleep, reading a paper, or check email on their phones.

40. And a commute can also be exercise for those who cycle to work instead of driving there.

41. But commuting can be horrible too, with overcrowding trains and jammed highways.

42. There are predicts that the daily commute will become a thing of the past.

43. This because more and more people will work from home at last for some of the time.

44. In addition, many offices will require fewer workers because of the automatization of many tasks.

45. That will be a problem in itself, and there might come a time that workers wished they still had a commute.

*Instructions: Read each sentence 46-50. If the underlined part is correct for the given sentence, write "Correct" on your exam sheet. If the underlined part is incorrect, write down the corrected form.*

46. On Saturdays, Frances gets up early to do laundry and cleaning her room.

47. A spirited debater, Dennis usually gets the better of his opponents.

48. Exhausted by a four-hour hike in the summer heat, a car luckily gave us a lift.

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49. After what he did to me that night, I have never been able to trust him again.

50. To me, a good breakfast consists of fresh bread, an egg or two, some good jam, and drinking two cups of coffee with milk and sugar.

End of the English exam

# 國立中山大學 104 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

※本科目依簡章規定「不可以」使用計算機(問答申論題)

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## 一、個案討論 (A)

去年 9 月柯文哲在競選市長期間，針對法輪功成員在台北 101 大樓外遭愛國同心會毆打，表示若當選，會把信義分局長叫來，「再出現叫囂、打人，就準備換人。」去年 12 月 25 日柯文哲上任台北市長首日，從市府走到議會的路上，當街警告身旁的轄區信義分局長李德威，「再有法輪功的人被打傷，我就把你換掉！」李只能連聲答：「是！」場面讓李相當難堪。

今年 1 月 8 日李德威與在北市消防局擔任主任秘書的妻子楊炳芬，雙雙申請提前退休。李德威向市警局局長黃昇勇當面提出提前退休，已獲批准，並將他退休報告送至市政府，預計 2 月 1 日可退休。

李德威請辭後避談遭柯狂電事件，僅說：「當警察 31 年，與妻子都沒有好好陪伴家人！」原本即計劃結束跨年晚會勤務後就要申請提前退休，但因與市長就任當天的指示太近，擔心外界會有不當聯想，才延後提出。雖李德威強調並非遭柯強勢督導求退，但楊炳芬為老公抱屈，認為法輪功成員被打就要換掉她老公，她「無法理解」。

對李德威申請退休，柯疑惑地說：「他幾歲啊？有退休資格嗎？」表示等公文送來再說。至於李是不是被他「電」跑的？他說：「不會啦！這時代都官不聊生。」並表示不必打電話慰留，李搞不好是真的屆退或另有人生規劃。

警消界則認為，李德威夫婦閃退，與柯當眾狂電李「脫不了關係」。警界分析，信義分局長出路都很好，李德威仕途順利，不應會提早退休。除了警界，市府也爆發副首長出走潮。據了解，有本事的官員已在中央或其他縣市卡位，或趕退休，出缺多。對於李、楊退休，高雄大學政治法律系教授廖義銘表示，北市並非病入膏肓的官僚體系，柯要尊重並了解市府先前的努力與作為，違反人性的酷吏會造成市府員工反撲，恐造成大量人員離去，影響市政推動。

柯上任後和警消界關係也緊繃。除了當街嗆換信義分局長，還表示要裁撤派出所，去年跨年夜，柯到北市消防局視察，發現最近一次的一級主管防災訓練是 2004 年，批評過去幾年是「天佑台灣」，還質問：「有沒有演練防瘟疫、伊波拉病毒？假想巡弋飛彈炸台北 101 大樓、翡翠水庫、台北車站被炸怎麼辦？」讓楊炳芬和在場十多位消防官員臉色凝重。

此外，跨年夜當晚，柯要聯繫警察局副局長周壽松，卻因周的手機沒有輸入柯的號碼，所以沒接也沒回撥，柯在市政會議上就撂下重話：「要大家皮繃緊一點。」而北市警擬在陳情抗議場合劃設「記者採訪區」，柯也斥責：「不曉得台北市警察局怎會想出這麼笨政策。」警界簡直被他罵臭頭。(取材自蘋果日報)

依據上述個案，請回答以下問題（兩小題，共 50 分）：

1. 請從人力資源管理的角度，解析柯文哲是否應同意李德威的提前退休？(30%)
2. 請從領導理論的觀點，解析柯文哲應如何領導市府的警消二個單位？(20%)



## 二、個案討論 (B)：華航員工的抗爭

報導一：還我年終獎金！上千員工及勞團赴華航抗議（取材於自由時報）

發稿時間：2015-01-22 21:14 (<http://news.ltn.com.tw/news/society/breakingnews/1213009>)

（自由時報記者黃立翔／台北報導）還我年終獎金！上千華航員工及勞團，昨在華航台北分公司前抗議華航僅發兩萬元年終獎金，卻將職福會福利金算入魚目混珠號稱年終 4.5 萬，華航澄清春節獎金加上激勵獎金達 2、3 個月月薪，年初也調薪 2.5%，但現場華航員工大喊「年終是年終、績效是績效」，也批部分新進員工起薪僅 24K，雙方認知差距頗大，華航承諾 7 月檢視加薪可能性與幅度。

華航工會第三分會、桃園機師職業工會、華信航空工會、華潔洗滌工會、華航修護工廠工會籌備會、桃園市產業總工會、台北市產業總工會共 6、700 名抗議者，昨晚 6 點在華航台北分公司前人行道抗議，大喊「營收破天荒、是誰敗光光？」並嘶吼「董事長下台」。

桃園市產業公會表示，去年度華航營收近 1500 億元創歷史紀錄，但華航獲利卻不如預期，1 月 13 日年終獎金協商時，華航公司獲利僅 300 萬，最後僅發放 2 萬元年終獎金，一名地勤人員抱著女兒來抗爭，抗議年比去年少 3 到 6 萬獎金，且 4.5 萬中 1 萬是三節獎金，1.5 萬是職福會福利金，公司實際發的年終僅 2 萬，有新進人員僅領 24810 元，桃園機師職業工會理事長楊光海說，飛行員超時工作也成航空安全隱憂。

華航第三工會表示，營收是靠基層員工辛勤工作，但高層與基層待遇卻差很多，華航今年度缺額派遣狀況嚴重，壓縮機師及空服員的休息時間，超時工作，並且大開紅眼班機，員工都期待今年都有相對應的回應，年底卻落空，相較於長榮結構性調薪，讓大家忿忿不平，質疑「高營收、低獲利」。

華航昨表示，春節獎金及激勵金，是與工會三度協商達成共識，包括春節獎金台幣 4 萬 5000 元、一個月月薪，另外 4 月也將發放 1 個月薪資為激勵獎金（因要等 3 月會計師認證去年財報），平均約多發 2、3 個月，國內員工元旦也平均調薪 2.5%，7 月也將發放年中獎金，待遇調整優於去年，並承諾 7 月檢視加薪的可能性與幅度，也強調華航排班符合民航局「航空器飛航作業管理規則」。

華航表示，去年應領獎金 5 萬，也包括春節禮金及職福會發放禮金，也有第 13 個月月薪，但考績獎金從優等 4.5 萬到甲下 1.5 萬，今年則是 4 月統一發放 1 個月獎金，計算方式不同導致落差。

華航澄清，職福金是支付員工生日禮金等支出，職福會春節禮金是公司另發。昨晚活動並非華航工會發動，但記者確實在現場看到華航工會第三分會及空服工會背心。

# 國立中山大學 104 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

※本科目依簡章規定「不可以」使用計算機(問答申論題)

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報導二：勞資爭議，立委促納航權分配考量（取材於中央通訊社）

發稿時間：2015/02/02 21:43 (<http://www.cna.com.tw/news/aip/201502020407-1.aspx>)

（中央社記者曾盈瑜台北 2 日電）部分華航空服員上週上街抗議年終獎金縮水，有 4 人因行為較激烈，華航 26 日決定，27 日起暫時停飛，並安排 4 人進公司加強情緒管理等相關專業課程。

段宜康下午在立法院舉行協調會，邀桃園市議員楊家俁及勞動部、交通部民用航空局、桃園市政府勞工局、華航、工會代表出席。最初接受桃園機師職業工會陳情的楊家俁受訪表示，4 個停飛的空服員明天起都有排班了。

段宜康在會中要求，民航局應修正國際航權分配及包機審查綱要，將是否有「重大勞資爭議案件」納入未來分配航權時的考量。他也要求勞動部和桃園市勞動局成立專案小組，討論如何監督航空業的飛行時數、勞動條件。華航公司應針對這次事件，直接與進行抗爭的華航工會第三分會、桃園機師職業公會協商。

他受訪說，華航有一半以上的股權掌握在泛官股手中，政府也有派官股代表，行政院應該徹底了解現在華航的經營團隊是不是有問題，為什麼經營績效不好，與工會的矛盾也這麼大。

依據上述兩份報導，請回答以下問題（兩小題，共 50 分）：

1. 華航的管理高層態度上應該如何面對 2015 年一月下旬的抗爭活動 (15 分)？請由上述報導列舉該做或不該做哪些行為，並說明原因 (15 分)。
2. 試以華航員工抗爭事件為例，說明政府機關是否應該積極介入公司與工會及員工的爭議事項？為什麼？(20 分)