

一、選擇(40分)

1. 下列管理理念何者為非？(1)策略規劃在決策的型態上強調調整性及創新性的決策；(2)健忘為壓力所造成的認知上後果；(3) Maslow 層次需求理論的假設強調已經被滿足的需求不會再產生激勵的作用。
2. 在管理觀點的演進中，下列何者為非？(1)傳統觀點著重於管理者本身以及管理程序的應用，強調管理者應該做些什麼；(2)行為觀點主要強調如何協助管理者有效地處理組織的程序面；(3)系統觀點把我們的注意力轉移到系統間錯綜複雜的關係上，但不會提供我們具體的最終解答。
3. 有關策略規劃的概念，下列何者為真？(1)策略規劃的目的在於維持組織的穩定性及確保組織的生存與利潤；(2)一個組織在經營多樣化的過程中，最後的階段會採用非相關事業的策略；(3)計劃評核術(PERT)為專案管理中顯示目標如何達成的一種策略規劃工具。
4. 下列管理環境中何者為真？(1)Naisbitt 的大趨勢強調未來的組織活動是由個人獨鬥轉變為團體合作；(2)管理者在未來的工作環境中會基於經濟的私有利益，運用政治策略來影響其環境的組成份子，其中以策略聯盟為其主要方法；(3)Geert Hofstede 在國際的工作價值觀研究中，發現美加的權力差距比法國還高，但在面臨不確定性的風險或威脅，其容忍度與接受性則不如法國。
5. 有關領導的概念下列何者為真？(1)經正式組織任命的管理者，其領導行為會隨著其職位擁有歸屬的權力；(2)費德勒(F. E. Fiedler) 的權變領導模式強調工作導向的領導者在高度控制的情境下會較容易表現出愉快且關心別人的態度；(3)雷定(W.J. Redin)的三構面理論強調「官僚作風者」的領導方式較「逃避現實者」無效。
6. 關於組織設計的概念下列何者為非？(1)矩陣式組織乃在產品別組織下為特別任務另外成立專業小組負責之；(2)當部門的張力強於協調的張力時，高階管理者可能利用市場、產品或服務來劃分部門；(3)啤酒製造廠適合於穩定的環境，其工作高度分工並強調垂直式的溝通。

7. 下列人力資源管理概念中何者為真？(1)人力資源管理強調成果導向及績效考核的重點；(2)當管理者發現員工的工作能力高，工作意願低時，則應採增強策略，以提升其工作意願；(3)工作分析的結果應紀錄在工作說明書與工作規範上。
8. 為階層別能力開發所實施的教育訓練下列何者為非？(1)高階經營層所實施訓練的重點在於加強企劃與決策能力；(2)基層管理者訓練之代表性方式為 T.W.I.(3)擬定教育訓練計劃時，在訓練要素 whom、who、when、where、why、及 how 中，首先應考慮 whom。
9. 下列人力資源報償管理概念中何者為是？(1)我國勞動基準法第四十條規定女工不得於午後十時至凌晨五時之時間內工作；(2)依據我國「職工福利金條例」規定工廠、礦場或其他企業組織在下腳變賣時須提撥 20%~40% 為福利金；(3)絕對薪資乃指每位員工所獲得的薪資額與其他員工相比較時覺得公平。
10. 在動態管理的過程中，下列敘述何者正確？(1)組織變革的重點在於強調整個企業體質的改變並設立具有高冒險性的挑戰性目標；(2)組織再造的中心觀念是一種連續性的思考方式，其目的在強調企業流程中的人員與結構策略的合理性；(3)敏感性訓練法為促進組織發展的現代方法之一。

二、解釋名詞（每題六分，共三十分）：

1. 組織發展 (organizational development)
2. 範疇經濟 (economy of scope)
3. 網路式組織 (network organization)
4. 利得分享計畫 (gain sharing program)
5. Hackman & Oldham 的「工作特性模式」 (job characteristic model)

三、簡答題（三十分）

1. 請說明何謂『團體迷思』，團體迷思有何徵狀？（10分）
2. 什麼是變動薪酬制，請列舉說明三種變動薪酬制的方法？（10分）
3. 試說明組織中個體決策可能會受到組織本身的哪些狀況限制？（10分）

## 壹、選擇題 (請選擇一個最適當的答案，每題四分) 60%

- ( ) 1. 統計分析過程可能存在多種誤差，其中因問卷的信度 (reliability)、效度 (validity) 與引導性問題所造成的誤差稱為 ①抽樣誤差 ②操作誤差 ③統計誤差 ④工具誤差 ⑤以上皆非。
- ( ) 2. 峰態係數  $\alpha_4 < 5$  之分布具有 ①低闊峰 ②常態峰 ③高狹峰 ④不一定 ⑤以上皆非。
- ( ) 3. 「先將所有母體裡的個體編號 (如選舉名冊中所有選民均已編號)，再根據母體總數與預計抽出的樣本數計算抽樣比率 (如名冊中計有選民 2600 人，預計在此名冊中抽取 200 個樣本，故抽樣比率為 1:13，即每 13 個人抽出 1 人)，以抽樣比率分組 (每 13 個人一組)，先隨機抽出第一組之某一號 (比如說 6 號)，此後每隔 13 號抽出 1 人 (即 6, 19, 32, 45...)」這樣的抽樣方法稱為 ①簡單隨機抽樣 ②系統抽樣 ③分層隨機抽樣 ④群集抽樣 ⑤滾雪球抽樣。
- ( ) 4. 在一個左偏分布中， ①平均數 ( $M$ ) > 中位數 ( $Me$ ) > 眾數 ( $Mo$ ) ②  $M > Mo > Me$  ③  $Mo > Me > M$  ④  $Mo > M > Me$  ⑤  $Me > Mo > M$ 。
- ( ) 5. 某研究者測量台灣「族群」概念時，將題目設計為「請問您是 ①本省閩南人 ②本省客家人 ③外省人」，這樣的設計是不恰當的，因為不符合單選題選項的 ①完整性 ②互斥性 ③對稱性 ④遞移性 ⑤引導性 原則。
- ( ) 6. ①類別變數 ②次序變數 ③等距變數 ④等比變數 ⑤屬量變數 的數值並不代表某種屬性的多寡，只是一個方便的代號而已，它只有分類的功能，是最低層次的測量水準。
- ( ) 7. 統計上進行  $\chi^2$  檢定時，下列何者是一個必要的過程？ ①設立一個統計假設  $H_0$ ，在這個假設前提下根據樣本資料計算出  $\chi^2$  值 ②根據信賴度定出拒斥域 ③檢查樣本資料計算出的  $\chi^2$  值是否落入拒斥域 ④決定是否拒斥  $H_0$ ，並間接推論  $H_1$  是否成立 ⑤以上皆是。
- ( ) 8. 下列何者為次序變數適用的離差量數？ ①中位數 ②四分位數 ③四分間距 ④標準差 ⑤變異數。
- ( ) 9. 下列何者為兩個次序變數適用的雙變數統計量？ ①相關比 (Eta) ②Pearson's  $r$  ③Gamma ④Lambda ⑤以上皆非。
- ( ) 10. 以某大學學生為樣本，欲檢定今日學生的平均身高與十年前學生的平均身高 (已知為 168 公分) 是否存在顯著差異？則必須進行 ①卡方檢定 ②變異數分析 ③單一樣本 T 檢定 ④獨立樣本 T 檢定 ⑤相依樣本 T 檢定。
- ( ) 11. 若我們認為 X 變數與 Y 變數有關，於是蒐集經驗資料來進行統計檢定，此時， ①  $H_0$  為 X 變數與 Y 變數有關 ②  $H_1$  為 X 變數與 Y 變數無關 ③ 統計檢定的對象為  $H_1$  ④ 應進行單尾檢定 ⑤ 以上皆非。

- ( ) 12. 有關型一錯誤 (Type I Error) 與型二錯誤 (Type II Error)，下列敘述何者為真？ ① 型一錯誤指不當地拒斥  $H_1$  ② 型二錯誤指不當地拒斥  $H_0$  ③ 當我們以樣本統計量來檢定假設時，無論拒斥或接受，都可能犯錯 ④ 型一錯誤與型二錯誤有可能同時發生 ⑤ 犯了型二錯誤比犯了型一錯誤嚴重。
- ( ) 13. 有關複迴歸 (multiple linear regression) 方程式的迴歸係數 (B)，下列敘述何者為真？ ①  $X_1$  變數的 B 值顯著，指在母體中  $X_1$  變數的 B 值大體上不會是 0 ② 若  $B_1$  ( $X_1$  的 B 值) 大於  $B_2$  ( $X_2$  的 B 值)，則  $X_1$  對依變數的影響力大於  $X_2$  對依變數的影響力 ③ 若  $B_1$  大於  $B_2$ ，則  $\beta_1$  ( $X_1$  的 Beta 值) 大於  $\beta_2$  ( $X_2$  的 Beta 值) ④ 若  $\beta_1$  大於  $\beta_2$ ，則  $B_1$  大於  $B_2$  ⑤ 以上皆是。
- ( ) 14. 有關變異數分析 (ANOVA)，下列敘述何者為偽？ ① 變異數分析的主要目的是要檢驗母體中分組的自變數對依變數是否具有顯著的影響力 ② 若分組結果，組間變異對組內變異的比值夠大，達到一定的顯著水準，即可推知自變數對依變數具有顯著的影響力 ③ 自變數對依變數具有顯著影響力，意指各分組的平均數都有顯著差異 ④ 變異數分析進行 F 檢定，F 值代表組間均方 (mean square) 對組內均方的倍數 ⑤ 若 F 檢定結果達到顯著水準可進一步進行多重比較 (multiple comparisons)，多重比較須透過聯合信賴區間的估計方式來完成。
- ( ) 15. 有關變異數分析與複迴歸分析，下列敘述何者為偽？ ① 變異數分析與複迴歸分析的依變數都是一種屬量變數 ② 變異數分析與複迴歸分析都分析自變數對依變數所解釋的變異量百分比 ③ 廣義而言，複迴歸分析也是一種變異數分析 ④ 將變異數分析的自變數，按其類別轉換成 N 個虛擬變數 (N 為自變數的類別數)，取其中 N-1 個對依變數進行迴歸分析，則迴歸方程式對依變數所解釋的變異量與變異數分析的組間變異量 (即解釋變異量) 是完全相同的 ⑤ 變異數分析與 (線性) 複迴歸分析都不分析自變數群間的作用力。

貳、計算題 (每題十分) 40%

1. 表 1 是某次選舉研究之樣本代表性檢定 (樣本與母體結構比較) 結果表

① 請以「性別」為例，說明卡方檢定之過程。

② 請就表 1 檢定結果，說明該次研究之樣本是否具有代表性。

表 1 樣本與母體結構比較表

|                  |         | 樣 本 結 構                |      |     | 母 體 結 構 |          |
|------------------|---------|------------------------|------|-----|---------|----------|
|                  |         | N                      | %    | 期望值 | N       | %        |
| 性<br>別           | 男       | 571                    | 52.5 | 561 | 6036036 | 51.6     |
|                  | 女       | 517                    | 47.5 | 527 | 5656071 | 48.4     |
| 卡 方 檢 定：         |         | $X^2 = 0.368 < 3.841$  |      |     | df = 1  | p > 0.05 |
| 年<br>齡           | 20-29 歲 | 232                    | 21.3 | 279 | 3006714 | 25.7     |
|                  | 30-39 歲 | 321                    | 29.5 | 287 | 3080909 | 26.4     |
|                  | 40-49 歲 | 271                    | 24.9 | 216 | 2319982 | 19.8     |
|                  | 50-59 歲 | 102                    | 9.4  | 124 | 1330623 | 11.4     |
|                  | 60 歲以上  | 162                    | 14.9 | 182 | 1953879 | 16.7     |
| 卡 方 檢 定：         |         | $X^2 = 32.051 > 9.488$ |      |     | df = 4  | p < 0.05 |
| 投<br>票<br>對<br>象 | 國民黨     | 351                    | 40.9 | 361 | 3214243 | 42.0     |
|                  | 民進黨     | 383                    | 44.5 | 374 | 3322087 | 43.5     |
|                  | 其他      | 125                    | 14.6 | 124 | 1105632 | 14.5     |
| 卡 方 檢 定：         |         | $X^2 = 0.502 < 5.991$  |      |     | df = 2  | p > 0.05 |

2. 下表是 SPSS 統計軟體針對「得票率」與「競選活動」兩個等距變數分析所輸出的描述統計量

Descriptive Statistics

|      | N  | Mean      |            | Std. Dev. | Skewness  |            |
|------|----|-----------|------------|-----------|-----------|------------|
|      |    | Statistic | Std. Error |           | Statistic | Std. Error |
| 得票率  | 76 | 27.6343   | 2.3365     | 20.3690   | -.085     | .276       |
| 競選活動 | 76 | 27.629    | 3.096      | 26.991    | .571      | .276       |

- ①表中「得票率」的平均數標準誤(2.3365)可以由表中其他統計量計算而得，請指出。  
 ②請由偏態係數(Skewness)及其標準誤分別說明「得票率」與「競選活動」是否為近似常態分布？
3. 表 3 係以「政黨推薦」與「現任公職」對 76 個候選人的「得票率」(單位：%) 進行均數分析之結果。請就此表盡可能充分說明您所瞭解的所有訊息。

表 3 政黨推薦與現任公職對得票率的均數分析

得票率

| 政黨推薦  | 公職     | Mean    | N  | Std. Deviation |
|-------|--------|---------|----|----------------|
| 其他    | 不具現任公職 | 2.1564  | 14 | 1.9584         |
|       | 具現任公職  | 18.2650 | 18 | 18.4653        |
|       | Total  | 11.2175 | 32 | 15.9533        |
| 民進黨   | 不具現任公職 | 27.6438 | 8  | 18.9599        |
|       | 具現任公職  | 47.4392 | 13 | 10.8946        |
|       | Total  | 39.8981 | 21 | 17.1483        |
| 國民黨   | 不具現任公職 | 42.5200 | 1  |                |
|       | 具現任公職  | 39.1305 | 22 | 10.7664        |
|       | Total  | 39.2778 | 23 | 10.5426        |
| Total | 不具現任公職 | 12.7765 | 23 | 17.5786        |
|       | 具現任公職  | 34.0821 | 53 | 18.1014        |
|       | Total  | 27.6343 | 76 | 20.3690        |

4. 表 4 係以「參選人數」、「政見訴求」、「競選活動」與「支持團體」對「得票率」進行逐步迴歸分析之分析結果摘要表
- ①四個自變數對「得票率」影響力之大小順序為何？請說明之。  
 ②請計算四個自變數對「得票率」的分別判定係數(coefficient of separation determination)，並比較各個自變數對「得票率」所貢獻的解釋度大小順序。

表 4 逐步迴歸分析結果摘要表 a

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients | t      | Sig. | Correlations |            |         |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|--------------|------------|---------|
|       |            | B                           | Std. Error |                           |        |      | Beta         | Zero-order | Partial |
| 1     | (Constant) | 7.866                       | 1.852      |                           | 4.246  | .000 |              |            |         |
|       | 政見訴求       | .715                        | .050       | .855                      | 14.182 | .000 | .855         | .855       | .855    |
| 2     | (Constant) | 4.272                       | 1.432      |                           | 2.984  | .004 |              |            |         |
|       | 政見訴求       | .530                        | .044       | .633                      | 12.120 | .000 | .855         | .817       | .536    |
|       | 競選活動       | .316                        | .039       | .419                      | 8.021  | .000 | .755         | .684       | .355    |
| 3     | (Constant) | 2.686                       | 1.542      |                           | 1.742  | .086 |              |            |         |
|       | 政見訴求       | .483                        | .047       | .577                      | 10.341 | .000 | .855         | .773       | .444    |
|       | 競選活動       | .274                        | .042       | .362                      | 6.476  | .000 | .755         | .607       | .278    |
|       | 支持團體       | 3.042                       | 1.287      | .141                      | 2.363  | .021 | .711         | .268       | .101    |
| 4     | (Constant) | 10.596                      | 3.376      |                           | 3.138  | .002 |              |            |         |
|       | 政見訴求       | .442                        | .048       | .528                      | 9.292  | .000 | .855         | .741       | .384    |
|       | 競選活動       | .244                        | .042       | .324                      | 5.803  | .000 | .755         | .567       | .240    |
|       | 支持團體       | 3.717                       | 1.265      | .172                      | 2.938  | .004 | .711         | .329       | .121    |
|       | 參選人數       | -1.654                      | .634       | -.123                     | -2.608 | .011 | .489         | -.296      | -.108   |

a. Dependent Variable: 得票率

單選題 (每題 4 分, 答錯倒扣 1 分)

\_\_\_\_\_ 1. A theorist suggests that all of the world's societies have or will progress from preindustrial to industrial to postindustrial to postmodern forms of social organization. This view represents:

- a. the equilibrium model of social change
- b. the conflict model of social change
- c. unilinear evolutionary theory
- d. multilinear evolutionary theory

\_\_\_\_\_ 2. Relative deprivation refers to:

- a. the ways in which social movements utilize resources such as money, political influence, access to the media, and personnel
- b. groups who have a stake in maintaining the status quo
- c. a fearful arousal or collective flight based on a generalized belief
- d. the conscious feeling of a negative discrepancy between legitimate expectations and present actualities

\_\_\_\_\_ 3. The term *birthrate* refers to the:

- a. biological potential for reproduction in a society
- b. average number of children born alive to a woman, assuming that she conforms to current fertility rates
- c. amount of reproduction among women of childbearing age
- d. number of live births per 1,000 population in a given year

\_\_\_\_\_ 4. World systems theory is:

- a. a view of the global economic system as divided between certain industrialized nations that control wealth and developing countries that are controlled and exploited
- b. an approach to urbanization that considers the interplay of local, national, and worldwide forces and their effect on local space, with special emphasis on the impact of global economic activity
- c. the application of the functionalist perspective to the analysis of urban and world economic issues
- d. both a and c

\_\_\_\_\_ 5. Sociologists Douglas Massey and Nancy Denton note that we no longer perceive segregation as a problem but rather accept it as a feature of the urban landscape. They refer to this condition as:

- a. "American apartheid"
- b. "racial planning"
- c. "segregation stability"
- d. "discrimination decoding"

\_\_\_\_\_ 6. Contemporary social epidemiology is concerned with:

- a. epidemics
- b. drug addiction and alcoholism

- c. suicide and mental illness
- d. all of the above

- \_\_\_7. Which of the following is a good example of a communist society that adheres to all the principles established by Karl Marx?
- a. the People's Republic of China
  - b. Vietnam
  - c. Cuba
  - d. none of the above
- \_\_\_8. Affirmative action refers to:
- a. the necessity for all institutions to create quotas for hiring new employees
  - b. a type of therapy that encourages clients to take a positive outlook on their lives and the world in which they live
  - c. positive efforts to recruit minority group members or women for jobs, promotions, and educational opportunities
  - d. none of the above
- \_\_\_9. In C. Wright Mills's power elite theory, which group is at the top of the power structure?
- a. the corporate rich
  - b. local opinion leaders
  - c. members of the legislative branch of government
  - d. leaders of special interest groups
- \_\_\_10. The practice of placing students in specific curriculum groups on the basis of test scores and other criteria is known as:
- a. mainstreaming
  - b. tracking
  - c. assimilation
  - d. incorporation
- \_\_\_11. Which theorist argued that religion's focus on otherworldly concerns diverted attention from earthly problems and from needless suffering created by unequal distribution of valued resources?
- a. Émile Durkheim
  - b. Karl Marx
  - c. Max Weber
  - d. Robert Bellah
- \_\_\_12. Which of the following is a latent function of religion?
- a. defining the spiritual world
  - b. giving meaning to the divine
  - c. providing a meeting ground for single individuals
  - d. providing an explanation for events that seem difficult to understand

- \_\_\_\_\_ 13. In the Toda culture of southern India, a woman may be simultaneously married to several men. This is an example of:
- serial monogamy
  - serial polygamy
  - polyandry
  - polygyny
- \_\_\_\_\_ 14. The "boomerang generation" is a term used by sociologists and the media to refer to:
- senior citizens who move in with their children or grandchildren
  - brothers and sisters who move in with their siblings to save money
  - Australian families living in the "Outback"
  - the growing number of post-college-age children who return to their parents' home to live.
- \_\_\_\_\_ 15. A glass ceiling is:
- the set of expectations regarding the proper behavior, attitudes, and activities of males and females
  - an invisible barrier that blocks the promotion of a qualified individual in a work environment because of the individual's race, gender, or ethnicity
  - a person's self-concept as being male or female
  - an ideology that one sex is superior to another
- \_\_\_\_\_ 16. The captain of the men's basketball team at a college takes a history course. The instructor assumes that the student is "only an athlete" and that he has little preparation for and interest in the course. The instructor never calls on the student in class and superficially grades the student's papers. The student loses interest in the course and fails. This is an example of:
- the self-fulfilling prophecy
  - the exploitation theory
  - the contact hypothesis
  - scapegoating
- \_\_\_\_\_ 17. Modernization theory:
- is a functionalist approach proposing that modernization and development will gradually improve the lives of people in peripheral nations
  - is a far-reaching process by which peripheral nations move from having traditional or less developed institutions to those characteristic of more developed societies
  - is an approach which contends that industrialized nations continue to exploit developing countries for their own gain
  - none of the above
- \_\_\_\_\_ 18. Kingsley Davis and Wilbert Moore:
- said that social relations during any period of history depend on who controls the primary mode of economic production
  - distinguished between intergenerational and intragenerational mobility



- c. merged conflict and functionalist theories of stratification
- d. suggested that inequality was necessary to reward people for doing society's important jobs

19. Control theory notes that:
- a. through socialization, we develop sufficient self-control so that further pressure to obey social norms is unnecessary
  - b. the fear of corporal punishment causes people to conform to society's norms
  - c. deviance is determined by how one's behavior is *viewed* by others
  - d. only a and b
20. Kai Erikson's study of Puritans in seventeenth-century New England indicated that their persecution of Quakers and execution of women as witches represented continuing attempts to define and redefine the boundaries of their community, according to which sociological perspective?
- a. functionalist perspective
  - b. conflict perspective
  - c. interactionist perspective
  - d. dramaturgical perspective
21. Which one of the following theories is a functionalist explanation of deviance?
- a. cultural transmission theory
  - b. differential association theory
  - c. anomie theory
  - d. labeling theory
22. The major focus of the Hawthorne studies was:
- a. how research subjects may alter their behavior to match the experimenter's expectations
  - b. the way in which a democratic organization can turn into an organization run by a few people
  - c. the role of economic factors in workers' productivity
  - d. the role of social factors in workers' productivity
23. Sociologists use the term "status" to refer to:
- a. any of the full range of socially defined positions within a large group or society
  - b. the total pattern of organization of a society into predictable relationships
  - c. a set of behaviors associated with a given social position
  - d. organized patterns of beliefs centered on basic social needs
24. Social institutions are:
- a. social structures that derive their existence from the social interactions through which people define and redefine the character of the institution
  - b. a series of social relationships that link a person directly to others and therefore indirectly to still more people
  - c. the ways in which a society is organized into predictable relationships
  - d. organized patterns of beliefs and behavior centered on basic social needs
25. Which one of the following is part of Cooley's "looking-glass self"?
- a. role taking
  - b. imagining how we present ourselves to others, such as relatives, friends, even strangers on the street
  - c. children learning social roles by imitating the actions of significant others
  - d. children beginning to use words and symbols to distinguish objects and ideas

I. Grammar (20%)

- 1 "Are you going out?"  
"Yes. I'll only be gone ..... a while."  
A in  
B for  
C with  
D by
- 2 She..... to travel overseas after she finishes her studies.  
A to hope  
B hoped  
C had been hoping  
D is hoping
- 3 I don't like pop music. I ..... listen to rock.  
A mostly  
B most  
C more  
D the most
- 4 Last year I took a ..... and toured Europe.  
A six-weeks vacation  
B six-weeks vacations  
C six-week vacations  
D six-week vacation
- 5 "Why was the game canceled?"  
"Because ..... of the players were sick."  
A several  
B much  
C a lots  
D any
- 6 Since Sam joined the club, his tennis game has gotten .....  
A more and more good  
B better and better  
C much more good  
D more better
- 7 "Why was Miss Stevens given the job?"  
"Because she was the only one ..... French fluently."  
A to be speaking  
B who she speaks  
C she speaks  
D who speaks
- 8 His success was very ....., since younger, more talented singers gained popularity.  
A short living  
B shortly-lived  
C short-lived  
D shortly living
- 9 She has every intention ..... her parents once she has enough time.  
A that she will visit  
B of visiting  
C that she visits  
D to visit
- 10 It's high time ..... your own apartment!  
You've been staying here for months!  
A you get  
B you got  
C you had got  
D you're getting
- 11 We decided to have the washing machine repaired ..... of buying a new one.  
A instead  
B in spite  
C because  
D rather
- 12 The young soldier was glad to still be ..... after the bomb exploded not far from him.  
A lively  
B live  
C life  
D alive
- 13 Are you sure you know the way? I'd rather we ..... someone for directions.  
A asked  
B ask  
C to ask  
D had asked
- 14 Excuse me, I'm new to the company. Could you tell me .....?  
A where the cafeteria located is  
B where the cafeteria is located  
C where is located the cafeteria  
D where the cafeteria located
- 15 ..... you like me to buy anything for you while I'm downtown?  
A Would  
B Could  
C Should  
D Do
- 16 The old lady is said..... a fortune in the bank when she died.  
A having  
B to have had  
C that she had  
D to be having
- 17 ..... his injury, he had to stay in bed for a month.  
A In spite of  
B Due on  
C Because of  
D As a result
- 18 Would you mind ..... just a few minutes, sir?  
A to wait  
B to be waited  
C waiting  
D for waiting

# 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 (丙組) (人文組)

共 6 頁 第 2 頁

- 19 "I think I saw Pete yesterday."  
"You ..... He's still in the hospital."  
A can't have done  
B couldn't have  
C shouldn't have  
D needn't have

- 20 If Jane spoke German she .....  
A would have been hired  
B would have to hire  
C would have hired  
D would hire

## II. Vocabulary (40%)

- 21 After two hours of exercising, I ..... all over.  
A swell  
B bend  
C ache  
D feel

- 29 James ..... about getting the highest marks in class.  
A revealed  
B boasted  
C predicted  
D provoked

- 22 She'll get in trouble one of these days for being so .....  
A thoughtful  
B attentive  
C audible  
D outspoken

- 30 When she finally returned home, it was a great ..... to us all.  
A reflection  
B reappearance  
C relief  
D remark

- 23 Lee wanted to ..... a good impression on her boyfriend's parents.  
A give  
B present  
C make  
D cause

- 31 You shouldn't have ..... down such a good job offer.  
A handed  
B turned  
C looked  
D let

- 24 The doctor gave me a ..... smile.  
A helping  
B relieving  
C repeating  
D reassuring

- 32 The name of the killer was ..... at the end of the book.  
A authorized  
B revealed  
C identified  
D commented

- 25 The policeman ..... down everything Paula said.  
A took  
B noticed  
C observed  
D collected

- 33 Will you ..... out what time the bus leaves for me?  
A learn  
B observe  
C notice  
D find

- 26 He ..... asked to be excused from the table.  
A generally  
B politely  
C badly  
D fluently

- 34 The car crashed into a wall and ..... fire.  
A burst  
B caught  
C blew  
D set

- 27 We didn't expect it to ..... in such a disaster.  
A score  
B result  
C defeat  
D total

- 35 The temperature is supposed to ..... over the next few days.  
A warm  
B increase  
C create  
D fine

- 28 She has a ..... idea about what job she wants to get when she graduates.  
A vague  
B dull  
C vacant  
D dim

- 36 ....., we eat cake and ice-cream at birthday parties.  
A Originally  
B Traditionally  
C Constantly  
D Greedily

# 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 (兩地) (人本所)

共 6 頁 第 3 頁

- 37 The ship sank to the ..... of the ocean.  
A ground  
B bottom  
C base  
D foot
- 38 He is going to enter a competition for ..... photographers.  
A developed  
B alternative  
C amateur  
D displayed
- 39 Will you ..... me to him, please?  
A introduce  
B contribute  
C demonstrate  
D congratulate
- 40 I couldn't find my favorite ..... of coffee at the corner store so I went to the supermarket.  
A taste  
B brand  
C make  
D amount
- 41 I ..... math lessons very boring.  
A discover  
B find  
C uncover  
D encounter
- 42 He was ..... of her success.  
A bitter  
B wishful  
C envious  
D wonderful
- 43 Could you give me a(n) ..... idea of how much the repairs will cost?  
A almost  
B rough  
C just  
D nearly
- 44 My new book is being ..... next month.  
A transferred  
B published  
C valued  
D glimpsed
- 45 It's ..... to be sunny this weekend.  
A slightly  
B improbably  
C unlikely  
D doubtfully
- 46 If you ..... on your chair you'll be able to see better.  
A stand  
B rise  
C lift  
D bend
- 47 The number of unemployed people has begun to .....  
A cease  
B resist  
C remove  
D decrease
- 48 She doesn't seem rich but she owns a large piece of ..... in the north.  
A fortune  
B property  
C factory  
D scenery
- 49 It became ..... that she was going to leave.  
A apparent  
B remarkable  
C telling  
D knowledgeable
- 50 I've been trying to ..... the waiter's attention for ten minutes.  
A take  
B affect  
C catch  
D drag
- 51 The prisoners dug a tunnel through which they .....  
A escaped  
B revealed  
C extended  
D acquitted
- 52 The football team ..... for three hours each day.  
A practiced  
B rehearsed  
C repeated  
D corrected
- 53 You can't ..... give up. Keep trying!  
A easily  
B strongly  
C simply  
D steadily
- 54 He was quite excited at the ..... of working abroad.  
A experience  
B description  
C feeling  
D prospect
- 55 She ..... your friendship greatly.  
A estimates  
B values  
C endears  
D costs
- 56 Be careful not to ..... that vase because it's very expensive.  
A peel  
B trip  
C wave  
D drop

# 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 (兩地) (人音所)

共 6 頁 第 4 頁

- 57 She is very active for a(n) ..... woman.  
A able  
B elderly  
C idle  
D capable
- 58 The ..... to the thief's identity was a tool he left behind.  
A clue  
B sign  
C mark  
D direction
- 59 I ..... you that I will take care of the matter.  
A presume  
B assume  
C ensure  
D assure
- 60 I was planning on buying a new car, but I've ..... my mind now.  
A opposed  
B altered  
C switched  
D changed

### III. Reading Comprehension (40%)

Most people think that, when they go shopping, they freely choose what they want to buy. Few are aware that the stores they visit have developed ways to make those choices for them. The truth is that retailers use computer models, surveys and video cameras to study customer behavior in order to find out how to make people buy more. When you go to a shopping mall or a supermarket, you are actually visiting a controlled environment that is carefully designed to make you spend as much money as possible. For example, retailers know that when people enter a shopping area, they almost always turn right. Retailers know exactly how to take advantage of this human instinct and, as a result, put the most expensive items on the right side of their stores. This fact is so well-known that store rents on the right side of malls are always the most expensive.

Shopping malls often have carpeting, not because it looks nice but because carpets cause people to walk more slowly and therefore spend more time looking in shop windows. It is also known that people walk more quickly in narrow aisles and slow down in wider aisles. As a result, stores put the most profitable items in wide aisles where they know people will spend more time and money. They also put the most expensive items at eye level, where people will see them first. Food courts in shopping malls are also carefully designed to make the most money from human behavior. Retailers know that dim lighting will attract people to the food area and make them more likely to sit down, eat, drink, and spend money. This is known as the "moth effect". Retailers don't want people to sit down for too long, however. They put uncomfortable chairs in the food court and play fast, loud music so that people will return to shopping and spending money more quickly.

- 61 The article says that shoppers ...  
A know exactly what they are buying.  
B often can't decide what to buy.  
C don't know how to shop.  
D don't always make their own decisions when they shop.
- 62 Consumer behavior ...  
A is well-understood by shoppers.  
B is well-understood by retailers.  
C is different at malls than at supermarkets.  
D changes often.
- 63 The main purpose of supermarkets and shopping malls seems to be to ...  
A maximize sales.  
B study consumer behavior.  
C keep customers happy.  
D sell the most expensive items only.
- 64 People turn right because ...  
A clever store design wants them to.  
B the most expensive items are on the right.  
C it is a human instinct.  
D they know where to find what they want.
- 65 Store rents on the right side of malls are expensive because ...  
A they sell the most expensive items.  
B the shops are bigger.  
C people never turn left.  
D people tend to see and visit them first.

# 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 (丙組) (人管組)

共 6 頁 第 5 頁

- 66 In shopping malls, carpets are used to ...  
A make shopping more pleasant.  
B help shoppers to relax.  
C encourage people to slow down.  
D make people waste time.
- 67 People spend less money when ...  
A aisles are wide.  
B they walk quickly.  
C products are at eye level.  
D they slow down.
- 68 The "moth effect" suggests that ...  
A people spend more money on food than on other things.  
B people don't eat and drink when they are shopping.  
C people are attracted by dim lighting.  
D people stop shopping when they are hungry.
- 69 It seems that retailers do not want shoppers to ...  
A spend too long eating.  
B spend money on food.  
C sit in food courts.  
D listen to music in food courts.
- 70 The writer suggests that uncomfortable chairs and loud music ...  
A don't bother most shoppers.  
B make people order smaller meals.  
C cause people to shop more.  
D make people leave the shopping mall.

Instructions: Look at the five help wanted ads on the **next page** to find the information needed to answer these questions.

- 71 For which jobs do you need formal educational qualifications?  
A 1 only  
B 1, 4 and 5  
C 2 and 3  
D 1 and 5
- 72 More than one job is being offered in ...  
A 3 and 5  
B 2 and 4  
C 2 and 3  
D 1 and 2
- 73 You will be given a place to live if you are hired for ...  
A 1 or 4  
B 2 or 5  
C 1, 4 or 5  
D 2 only
- 74 Which job may involve selling meals to people?  
A 1 and 3  
B 3 only  
C 4 only  
D 1, 3 and 4
- 75 You can talk to someone face to face right away if you apply for ...  
A 1 and 2  
B 1 and 5  
C 3 and 4  
D 2 and 3
- 76 You have to be willing to go to other places on business if you choose ...  
A 1 only  
B 2 or 4  
C 1 or 5  
D 2 or 3
- 77 A 16-year-old looking for work would probably apply to ...  
A 2 and 3  
B 3 only  
C 4 only  
D 3 and 4
- 78 Which jobs probably involve driving?  
A 1 and 3  
B 1 and 4  
C 2 and 3  
D 2 and 4
- 79 Someone who wants to work less than forty hours will probably choose to apply to ...  
A 1, 2 and 3  
B 1, 3 and 4  
C 2, 3 and 4  
D 3, 4 and 5
- 80 You have to have done some work like this if you want to get hired for this job.  
A 1 and 2  
B 2 and 3  
C 1 and 5  
D 1 only

1

### Sales Representative

A large international company producing food and beverage products is looking for a sales representative to cover Africa and the Middle East. The position is based in Beirut but involves extensive travel.

MBA degree and at least two years' experience required. Top salary plus commission, vehicle and accommodations provided. Please send resume to Box 1166, Plaza Business Building, Franklin, N.Y., 11610.

2

### Master Carpenter

The Bryson Construction Co. has two openings for skilled master carpenters for framing and finishing work.

We will pay up to \$40 per hour, depending on experience, for a thirty-four hour work week. Must have own tools.

Call Mike at 555-1644 during business hours or stop by our office at 181 White St., Bethel.

3

### Kitchen and Counter Help

Big Beef is looking for you!

Positions must be filled immediately at all seven of our locations in Barkington.

No experience necessary, part-time and full-time work possible. Starting pay \$8 an hour. Great health benefits. High school and college students welcome!

Our training program is the best! Apply in person at any Big Beef location.

4

### Mother's Helper

Professional couple in Wheatley needs a live-in mother's helper to assist in the care of two adorable boys (7 and 9). Must be 18 or older, love children and have a valid driver's license. Some cooking and light cleaning.

- Work week Mon. - Fri. 2 - 6 pm, Sat. mornings.
- Salary \$350 a month plus room and board.

To arrange an interview, please call Mrs Gray at 900-2615 in the evenings.

5

### Administrative Assistant

Nationally known advertising firm seeks administrative assistant for a full-time position in its Boyle Mills headquarters. High school diploma required and office experience preferred but not essential. Successful applicant will combine an ability to organize work and a willingness to accept new challenges. Attendance at company seminars and at New York and Chicago conferences required. Health and dental insurance provided, salary range from 20k to 22k, depending on performance.

Please send resume to: The Image Agency, 42 Russell Ave., Boyle Mills, MI., 66490.

# 國立中山大學九十二學年度碩士班招生考試試題

科目：人力資源管理個案分析(人管碩士班丁組)

共 2 頁 第 1 頁

一、就您所了解的企業中，試回答下列問題：(40%)

1. 舉出兩家在人力資源開發管理表現較佳的企業？並說明其具體作法？(三百字以內)
2. 舉出兩家在紀律管理做得較佳的企業？並說明其具體作法？(三百字以內)

二、通路的長短與疏密 統一企業與頂新康師傅集團已在中國大陸積極佈局多年，並進行激烈的市場攻防戰。康師傅自 1999-2002 年間已投資 4000 萬美元在通路佈局上。1988 年起，康師傅繳了 3 年學費，一直到 1992 年開始做方便麵，才脫離虧損並大幅成長。現在康師傅在大陸已有 3 百多個營業所，直接管理的營業分公司直接統管近 5000 個經銷商，55 萬個銷售點，139 個倉庫。統一則採取並用方式，既保留營業分公司，也保留經銷商，都市區走營業所，縣市及鄉村級走經銷商，目前於北京亦已積極佈署成立 7-11 連鎖便利商店。康師傅在各縣市營業所下是普銷所，通路的流程縮短一層；統一之營業所下是經銷商，再來才是普銷所。在都市，統一與康師傅打成平手，例如在都市大潤發賣場中，康師傅與統一的品牌銷售量差不多，但在縣級以下的鄉村，統一的量不如康師傅及地方鄉鎮企業的品牌。

目標管理與預算控制 頂新的幹部來自四面八方。在中國要快速培養高階幹部，早期請台灣的中國生產力中心幫他們訓練多個總經理，直至現在也仍在貫徹目標管理與預算控制制度，而頂新魏家四兄弟也確實徹底執行，並配合企業的成長，亦不斷積極學習新的管理工具。康師傅之專業經理人週末需上班外，仍需隨時充電，若沒有衝勁與業績，隨時得捲鋪蓋走路，且因是家族式經營方式，亦會令專業經理人有永遠是外人的感覺。反觀統一企業，成立已 30 多年來，長期視員工如子弟兵，甚至歡迎員工介紹親戚、同鄉進到統一任職，可在統一安身立命，其向心力強，而能全力以赴；但是否會變成公務員文化，是值得注意的。在生產方面，頂新集團的策略是很多上下游配套產品是自己垂直整合，例如由生產泡麵到做泡麵的碗、包裝紙等；由做果汁到做包裝果汁的瓶瓶罐罐，都是頂新集團自己來。統一在大陸則專心做泡麵及飲料，至於包裝材料則對外採購，採專業分工的衛星體系，其成本考量與彈性均佳。

待人理念與訓練發展 相對於統一企業待人溫厚，對老臣常常於退休後延聘為顧問；頂新則是用人用盡，兩、三年長處用盡就走路，因此，底下的人換得很快。在訓練方式，頂新在天津總部有個訓練中心，每天都在密集訓練來自全中國的員工。統一也相當重視訓練，現在將大陸分成塊區來考量，但科目、招訓層次要做全盤規劃；統一的人才本土化策略分兩種，一是培訓本土化人才，一直培訓人員上來；二是培訓四、五個本土經理上來。例如統一崑山方便麵工廠就培訓一個本土化女性經理，她做得就很好。但統一在投資生產線比較保守，慢慢增加；康師傅則比較快速佈建生產線，例如正好及時逮到 2001 年飲料市場的快速成長。

市場爭奪長期奮戰 大陸市場的爭奪戰是長期的，因此，就必須於組織架構、人才培訓的基礎要打好。目前統一上海總部有 60 人，其中有 20 人是來自台灣，整體團隊士氣非常好。統一要在大陸走自己的路，培養自己的品牌通路。此外，頂新老闆經年累月待在大陸督軍，加上每個頂新台幹，當初均是抱著一股到大陸創業的熱情與決心，他們長期樂於以大陸的工廠為家，此與統一台幹兩、三年一調之衝勁自然不同。目前頂新已結合台灣味全的既有基礎，反攻台灣市場，想必未來的食品市場爭霸戰線勢必將延燒回台灣本土。

問題：請就上述之個案描述，你認為統一企業與頂新集團各該採什麼樣的人力資源策略，蓄積人力資產，因應未來持續開拓市場所需之人才，以鞏固食品市場的龍頭地位。(30分)



# 國立中山大學九十二學年度碩士班招生考試試題

科目：人力資源管理個案分析(人管碩士班) (丁地)

共 2 頁 第 2 頁

三、齊華銀行是一家進入台灣已有數十年的外資商業銀行，最近公司的總經理成勝利遭一家本土的杏中銀行挖角，而杏中銀行正是齊華銀行目前最主要的競爭對手。由於二年前齊華銀行的一位高階副總李成功早已為杏中銀行挖角，目前正是杏中銀行的執行副總，所以齊華銀行認為成勝利進入杏中銀行後，將會使李成功的處境顯得尷尬，而應該無法與之相處，所以董事會預備請李成功重回齊華銀行任職。若你是齊華銀行人力資源部門的最高主管，現在董事會請你提出報告，對於此種已離職員工的再雇用 (rehire)，你會提出何種看法與評估？(30 分)