

國立中山大學95學年度碩士班招生考試試題

科目：管理學【人管所碩士班】

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一、名詞解釋（每題4分，共20分）

1. 人力資本 (human capital)
2. 虛擬團隊 (virtual team)
3. 網路式組織 (network organization)
4. 失能的衝突 (dysfunctional conflict)
5. 資源基礎觀點 (resource-based view)

二、請說明 Michael E. Porter 的三種策略型態，及其對人力資源管理的意涵。(15分)

三、組織文化的內容可以分成哪些不同層次？請說明之。(15分)

四、問答題（50分）

1. 何謂工作特性理論？請列舉三種工作特性理論並詳述之（10分）？
2. 請詳述討論當前四個與協商相關之議題（個人特質、性別差異、文化差異及加入第三者）（10分）？
3. 請詳述權力的定義以及權力的關鍵？領導與權力的比較？（10分）
4. 何謂情緒智商？並請詳述情緒智商的層面？（10分）
5. 請闡述新魅力理論 (neocharismatic theories) 的三個共同的論題？魅力領導的五項個人特質？如何實際影響部屬過程的四個步驟？（10分）

壹、選擇題（請選擇一個最適當的答案，每題四分）60%

- () 1. 在一個實證研究過程中，研究者必須控制多種可能存在的誤差，才能確保該研究之嚴謹性；其中因問卷的設計不當所造成的誤差稱為 ①抽樣誤差 ②操作誤差 ③工具誤差 ④統計誤差 ⑤推論誤差。
- () 2. 在一個左偏分配中， 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 $Me > Mo > M$ 。
- () 3. 偏態係數 $\alpha_3 < 1$ 之分配具有 ①右偏分配 ②常態分配 ③左偏分配 ④不一定 ⑤以上皆非。
- () 4. 某選情調查，問卷中有一個題目詢問受訪者「這一次選舉，您認為花錢買票的情況嚴不嚴重？」，若我們想瞭解不同族群（閩南人、客家人與外省人）在這個問題的認知上是否存在差異？則必須進行 ①單一樣本 T 檢定 ②獨立樣本 T 檢定 ③相依樣本 T 檢定 ④變異數同質性檢定 ⑤變異數分析。
- () 5. 下列何種統計量，是次序變數適用的統計量？ ①眾數 ②平均數 ③變異數 ④標準差 ⑤以上皆非。
- () 6. 下列何者為兩個類別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。
- () 7. 下列何種抽樣方法，可望得出一個具有代表性的抽出樣本？ ①便利抽樣 ②街頭訪問 ③群集抽樣 ④判斷抽樣 ⑤滾雪球抽樣。
- () 8. 若 X 為某班學生的身高，平均數為 \bar{X} ，標準差為 S_x ， Z 為標準分數，則 ① $\bar{z} = \bar{X}$ ② $\bar{z} = 1$ ③ $S_z^2 = 1$ ④ $S_z^2 = S_x^2$ ⑤ $S_z^2 = S_x^2$ 。
- () 9. 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 統計檢定的對象是 H_0 ④ 應進行單尾檢定 ⑤ 以上皆是。
- () 10. 有關型一錯誤 (Type I Error) 與型二錯誤 (Type II Error)，下列敘述何者為偽？ ①型一錯誤指 H_0 是對的，但研究者卻拒斥 H_0 ②型二錯誤指 H_1 是對的，但研究者卻拒斥 H_1 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犯了型一錯誤比犯了型二錯誤嚴重。
- () 11. 有關複迴歸方程式的迴歸係數，下列敘述何者為真？ ①若 B_1 (X_1 的 B 值) 大於 B_2 (X_2 的 B 值)，則 X_1 對依變數的淨影響力大於 X_2 對依變數的淨影響力 ②若 β_1 (X_1 的 Beta 值) 大於 β_2 (X_2 的 Beta 值)，則 X_1 對依變數的淨影響力大於 X_2 對依變數的淨影響力 ③若 B_1 大於 B_2 ，則 β_1 大於 β_2 ④若 β_1 大於 β_2 ，則 B_1 大於 B_2 ⑤以上皆非。

- () 12. 有關變異數分析與迴歸分析，下列敘述何者為偽？ ①變異數分析與迴歸分析的依變數都是一種屬量變數 ②迴歸分析也是一種變異數分析 ③變異數分析也是一種特殊型態的迴歸分析 ④變異數分析與線性迴歸分析都不分析自變數群間的交互作用力 ⑤以上皆非。
- () 13. 下表是某次「項目分析」的描述統計檢驗結果。

Descriptive Statistics

	N	Mean	Std. Dev	Skewness	
				Statistic	Std. Error
A1 醫院整體環境建築物優雅清爽	106	4.12	.658	-.952	.235
A2 醫院具有新穎的現代化醫療設備	105	4.03	.713	-.852	.236
A3 醫院工作人員的服裝儀容整潔	106	4.17	.624	-.852	.235
A4 醫院擁有吸引人的外觀	106	3.69	.970	-.549	.235
A5 醫院工作人員對承諾的事情能在時限內完成	106	4.00	.647	-.644	.235
A6 醫院工作人員能盡力解決您的問題	106	4.13	.634	-.799	.235
A7 醫院通常一次把事情做對	106	3.80	.855	-.907	.235
A8 醫院擁有完善的服務或說明資料	106	4.00	.647	-.859	.235
A9 醫院能依照公佈的時間表進行服務	106	4.07	.574	-.920	.235
A10 醫院工作人員能告知您確實的服務時間	106	4.05	.592	-.853	.235
A11 醫院工作人員能即時為您提供服務	106	4.13	.618	-.581	.235
A12 醫院工作人員具有很高的服務熱忱	106	4.09	.697	-.817	.235
A13 醫院工作人員不會因忙碌而不回應問題	106	3.96	.703	-.619	.235
A14 醫院工作人員的表現讓您覺得就醫很安全	106	4.08	.619	-.299	.235
A15 醫院工作人員對每位病人都親切有禮貌	106	3.57	.810	-1.043	.235
A16 醫院工作人員具有足夠的專業知識回答您所詢問的問題	106	4.04	.675	-.234	.235
A17 醫院工作人員的行為讓您感到信任	106	4.06	.659	-.466	.235
A18 醫院給予不同病人不同關心與注意	105	3.57	.821	-.915	.236
A19 醫院工作人員了解您的特殊需求	105	3.93	.711	-.231	.236
A20 醫院的服務時間對您而言很方便	104	4.04	.723	-.844	.237
A21 醫院醫護人員出自真心的照顧病人	104	3.96	.800	-1.092	.237
A22 醫院對顧客所在意的事非常重視	104	3.88	.844	-.449	.237
TOTAL 總量表	102	4.0089	.51945	.216	.239

- 若項目 (A1 至 A22) 的平均數落在「總量表」平均數上下 1 個標準差之外，則該項目相較之下鑑別力較差。A1 至 A22 中，鑑別力較差的項目共有 ① 0 個 ② 1-4 個 ③ 5-9 個 ④ 10-14 個 ⑤ 15 個以上。
- () 14. 承續上題，從偏態係數 (Skewness) 來看，A1 至 A22 中，「非近似常態分配」的項目共有 ① 0 個 ② 1-4 個 ③ 5-9 個 ④ 10-14 個 ⑤ 15 個以上。
- () 15. 內政部警政署欲進行「台灣地區民眾治安意象調查」，若在 99% 信心水準下，推論的誤差範圍要求控制在 1% 以下，則該次調查，必須完成的有效樣本數最少應達 ① 1067 ② 3007 ③ 9604 ④ 16641 ⑤ 27060。

貳、綜合題 40%

1. 將 1, 2, 3, 4, 5, 6 六個數字不重複地填入左圖，總共可計
 × 算出 _____ 個答案 (4 分)，其中最大值為 _____ (3 分)，
 最小值為 _____ (3 分)。

2. p 為某事件發生之機率， $1-p$ 為該事件不發生之機率， $\frac{p}{1-p}$ 稱為該事件之發生比， e 為指數函數之基底（ $=2.71828$ ）， x 為參數。試證式(1)與式(2)為對等函數（即其中一式可由另一式導出）（10分）。

$$\frac{p}{1-p} = e^x \dots\dots\dots (1) \qquad p = \frac{1}{1+e^{-x}} \dots\dots\dots (2)$$

3. 下列三表係以 90 年度台灣 23 縣市（含北高）環保局的「環保人力」對「空氣污染陳情件數」進行迴歸分析之結果。

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.649 ^a	.421	.393	293.420

a. Predictors: (Constant), 人力

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1312383.580	1	1312383.580	15.243	.001 ^a
	Residual	1808002.246	21	86095.345		
	Total	3120385.826	22			

a. Predictors: (Constant), 人力

b. Dependent Variable: 空氣

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	167.591	81.042		2.068	.051
	人力	.145	.037	.649	3.904	.001

a. Dependent Variable: 空氣

若我們將所有的樣本資料複製，貼在原樣本之後，讓樣本量擴大一倍（由23變成46），則分析結果，下列統計量會變大、變小還是不變？（請依變大、不變、變小之順序列出各統計量之標號，如左下角範例，共20分，答對一個得1分）

1. 「環保人力」平均數
2. 「空氣污染陳情件數」標準差
3. 判定係數 (R Square)
4. 調整後判定係數 (Adjusted R Square)
5. 迴歸變異數
6. 迴歸變異數自由度 (df)
7. 殘餘變異數
8. 殘餘變異數自由度
9. 總變異數
10. 總變異數自由度
11. 迴歸模型F值
12. 迴歸模型顯著水準 (Sig., 即p值)
13. 迴歸方程式常數項
14. 迴歸方程式常數項標準誤 (Std. Error)
15. 迴歸方程式常數項顯著水準 (p值)
16. 迴歸係數 (B值)
17. 迴歸係數標準誤
18. 迴歸係數顯著水準 (p值)
19. 「環保人力」與「空氣污染陳情件數」相關係數
20. 相關係數顯著水準 (p值)

本題答題範例：

答：變大：1, 2, 3, 4, 5, 6, 7, 8, 9

不變：10, 11, 12, 13, 14, 15

變小：16, 17, 18, 19, 20

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科目：社會學【人管所碩士班乙組】

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一、選擇題 20 題(共 40 分)

- 在古典社會學理論家中，並稱三大家的是
(A) 馬克思(Karl Marx)、盧卡奇(G.Lukacs)、涂爾幹(E.Durkheim)
(B) 韋伯(M.Weber)、紀登斯(A.Giddens)、涂爾幹
(C) 馬克思、韋伯、涂爾幹
(D) 韋柏、涂爾幹、哈柏瑪斯(J. Habermas)。
- 關於權威的說法何者正確？
(A) 若權威得不到社會的贊同，則此權威稱為「強制力」
(B) 權力是控制別人行為的能力，則權威是控制別人行為的權力
(C) 涂爾幹將權威分成三種類型：法理的、感召的、傳統的
(D) 當一個人因為有英雄事蹟的表現而得到權威，這通常是可以世襲的。
- 下列何者非研究社會問題所採用的主要理論
(A) 情境理論 (B) 衝突論 (C) 互動論 (D) 結構功能論。
- 中產階層的興起原因不包含下列何者？
(A) 教育普及 (B) 職業的多元 (C) 社會的理性化 (D) 普羅階級的盛行。
- 認為人類生活在科層制牢籠的社會學家是？
(A) Karl Marx (B) Anthony Giddens (C) Emile Durkheim (D) Max Weber
- Social Embeddedness 理論認為經濟行為會受持續進行的_____所影響？
(A) 權力 (B) 社會網絡 (C) 金錢 (D) 衝突
- 下列哪一個學者屬於 Symbolic interactive perspective?
(A) Talcott Parsons (B) Robert Park (C) George Mead (D) Williams Somner
- 資訊革命是哪一種社會的特徵？
(A) 農業社會 (B) 工業社會 (C) 後工業社會 (D) 園藝社會
- 台灣地區的人口特殊現象為
(A) 人口老齡化 (B) 人口密度高 (C) 勞工短缺 (D) 以上皆是
- 費孝通將中國人的社會運作與西方的社會運作做比較，若西方的社會運作稱為團體格局，則中國社會的群己關係則稱為？
(A) 倫理格局 (B) 差序格局 (C) 家庭格局 (D) 網絡格局
- 下列哪一個概念為 Max Weber 所用的？
(A) dramaturgy (B) ideal type (C) functionalism (D) macrosociology
- 如果一個人的職業地位的取得是受到其家庭社經地位的影響，那我們會稱家庭社經地位為：
(A) 相關變項 (B) 自變項 (C) 應變項 (D) 因果變項
- Culture lag 這個概念是誰提出的？
(A) Karl Marx (B) Max Weber (C) Talcott Parsons (D) William Ogburn
- Charles Horton Cooley 以 the looking-glass self 的理論來說明：
(A) 兒童如何逐漸瞭解他們有一獨立的自我
(B) 一個人如何經驗到從他人的眼光來看自己的困難
(C) 一個人的自我概念是建立在他們如何看他
(D) 一個人的自我概念是受到他外表的影響
- 從 Robert K. Merton 之迷亂理論來看，考試作弊的行為是一種：
(A) innovation (B) ritualism (C) retreatism (D) rebellion

16. 就社會互動的敘述，何者為非？
- (A) 肢體與臉部表達常用以擴展我們的語言表達及「洩漏」我們實際沒有說出來的意義
 - (B) 高夫曼 (E. Goffman) 指出，每一個相遇(encounter)都可能透過「書籤/記號(markers)」的使用在同一情境中做互相的連結，以結合前一互動與後一互動
 - (C) 葛芬柯(H.Garfinkel)之民俗方法論/俗民論(ethnomethodology)指出，人們經歷的生活之所以有秩序，係因他們共同有某些視為當然的假定，而且根據普通的日常常識及想法來進行互動
 - (D) 私人空間的界定是有文化差異的
17. 下列對於世界都市發展歷史的敘述，何者為非？
- (A) 十九世紀歐洲工業化帶動都市快速發展，並帶動都市規模與都市人口比例的成長
 - (B) 開發中國家的都市發展經驗有明顯差異，其中亞洲都市發展速度最快，南美洲與非洲相對較慢
 - (C) 西方都會隨著早期工業化的發展而產生都市中心化現象，但當社會進入去工業化階段時，都市開始衰退，大量人口移居鄉村，而形成反都市化現象
 - (D) 全球化的發展帶動全球都市層級體系—世界都市、區域都市與國家都市—的出現，同時，過去在各國佔重要位置的都市可能喪失其重要性，而在較廣泛地區間或交通網中佔一席之地之都市可能取得新的重要地位。
18. 下列對於產業結構變遷的相關敘述，何者為非？
- (A) 台灣在產業結構調整下，工業提供的工作機會雖然逐漸變少，但以服務業為主的經濟結構對於下層階級的就業機會來說，較有正面影響
 - (B) 台灣政府自1989年以限業、限量方式，正式合法引進外籍勞工
 - (C) 外籍勞工是區域工資差異化的結果，且同時為工業資本主義最新的剝削對象
 - (D) 台灣在公共服務、經濟資源及就業機會的區域性差異，形成「區域發展」的階層化現象
19. 以下與文化相關的敘述，何者為非？
- (A) 種族哀心主義及種族歧視是不重視文化相對性的表現
 - (B) 以社會學的觀點，世界上的不同語言可依其使用的普遍性而判斷其優劣性
 - (C) 許多學者指出，在全球化的發展之下，文化多元性與文化相對性會因為文化帝國主義的發展而受到挑戰
 - (D) 符號的影響力符號的意義與存在價值與社會演變有關。例如黃色的古代中國社會與現代中國社會所指的意義即不同。
20. 對於社會學在後工業社會 (postindustrial society) 經濟發展特色的觀察，下列敘述何者為非？
- (A) 具有適應性高且具有彈性的勞力市場
 - (B) 強調彈性生產以面對競爭性強且不穩定的國際市場
 - (C) 泰勒主義/泰勒式管理模式成為企業管理的主流
 - (D) 經濟生產以知識與服務為主，製造產業與服務業萎縮

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二、簡答題5題(共20分)請簡述下列概念，並試舉一例

- (1) resocialization
- (2) bureaucracy
- (3) significant others
- (4) subculture
- (5) role conflict

三、申論題2題(共40分)

(一) 請用你所熟悉的社會學理論來分析卡奴與燒炭自殺的現象。

(二) 台灣貧富差距擴大，大學畢業生就業困難。試以下列理論觀點分析，並比較其優缺點。

- (1) 從人力資本論分析
- (2) 從文化資本論分析
- (3) 從社會資本論分析

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科目：英文【人管所碩士班丙組】

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English

Please number the items on your answer sheet.

I. Cloze test: Questions 1-10. Choose the best answer that completes the sentence. (20%)

(1) Here is the latest report on the (1) of the earthquake. (2) most of you know, the earthquake has caused a great deal of damage and disruption (3) our area. A lot of the houses near the epicenter of the quake are badly damaged. (4) number of trees (4) uprooted in that area also, so be careful if you are driving. All the electricity will shut off for the time being. None of the freeways in the vicinity is currently open to traffic. The police is directing traffic at major intersections. (5), the number of deaths resulting from the earthquake is two.

- | | | | |
|---------------------|------------------|----------------------|------------------|
| 1. (A) aftershock | (B) afterthought | (C) afterlife | (D) aftermath |
| 2. (A) Since | (B) While | (C) As | (D) Though |
| 3. (A) from | (B) to | (C) on | (D) among |
| 4. (A) A...has been | (B) A... has | (C) The ... has been | (D) The ...has |
| 5. (A) However | (B) To date | (C) Interestingly | (D) Nevertheless |

(2) Everyone knows what happens if you give a full bottle of coke a vigorous (6) and then unscrew the top. So the children of Benchill primary school in Manchester dived for (7) when visitor Kim Wade flexed her muscles. Wade, head of Manchester Schools Behaviour and Support Service, (8) the temptation to open the bottle and let the fizz drench the pupils. She had made her point; the frothing of the drink was a metaphor for the build-up and explosion of temper.

Benchill's children were having a session on anger management. There is no (9) that they are any more angry than children at other schools in the city, and the lesson was part of a scheme intended to help children identify and (10) with the rages that life in the classroom and playground can provoke.

- | | | | |
|--------------------|---------------|----------------|----------------|
| 6. (A) shake | (B) stir | (C) rattle | (D) wobble |
| 7. (A) shelter | (B) cover | (C) safety | (D) protection |
| 8. (A) denied | (B) rejected | (C) declined | (D) resisted |
| 9. (A) inclination | (B) reception | (C) conviction | (D) suggestion |
| 10. (A) cope | (B) bear | (C) handle | (D) manage |

II. Structure and vocabulary (50%)

Part (A): In questions 1-10 each sentence has four underlined words or phrases. The four underlined parts of the sentence are marked (A), (B), (C), and (D). Choose the **one** underlined word or phrase that must be changed in order for the sentence to be correct. (20%)

1. Rastafarians can be described to a religious group popularly characterized by their special hairstyle, music, and ganja.
A B C D
2. With Republicans deeply divided, the Judiciary Committee voted on Monday to legalize the nation's 11 million illegal immigrants and ultimately to grant them citizenship, providing that they hold jobs, pass criminal background checks, learn English and pay fines and back taxes.
A B C D
3. While the history of film acting is relatively short, acting itself can trace back to 4000 BC, when it is believed that Egyptian priests worshiped the dead by remembering them in performance.
A B C D

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4. Back in 1998, the federal government declared that its landmark antitrust suit against the
A B
Microsoft Corporation was not merely a matter of law enforcement, and a defense of innovation.
C D
5. The largest study ever of asking whether a low-fat diet reduces the risk of getting cancer or
A B
heart disease has found that the diet has no effect.
C D
6. By the 1880's, steam power has shortened the journey to America dramatically. Immigrants
A B
poured in from around the world: from the Middle East, the Mediterranean, Southern and
C
Eastern Europe, and down from Canada.
D
7. College students have always been graded on exams, but there were relatively few standardized
A
measures of the skills they had when they left college, except licensing exams and graduate
B C
school admissions tests.
D
8. On arriving at the Harvard University, the long history of the college, which was founded in 1636,
A B C
can be sensed.
D
9. New York City's Parks Department has created fifteen "quiet zones" at city parks and beaches. And
A B C
declared them off-limits for radio and tape-deck playing.
D
10. In America the vowel sound in the word "out" is pronounced differently from in boot. But in
A B C
Canada many people pronounce shout basically like shoot.
D

Part (B): Questions 21-35. Choose the best answer that matches the underlined words (phrases) or completes the sentence. (30%)

Frayed (21) relations between Iraq's Shiite leadership and the American authorities came under increased strain on Monday as Shiite leaders angrily denounced (22) a joint American-Iraqi raid on a Shiite compound and suspended negotiations over a new government.

21. (A) annoyed (B) bilateral (C) benevolent (D) altruistic
22. (A) formally denied (B) formally claimed (C) formally endorsed (D) declined

An entire library of children's literature could be built around the secret life of classroom pets, those ubiquitous (23) frogs, turtles, gerbils and other creatures that must wonder at the cyclical comings and goings of the giant beings who linger outside their glassed-in worlds.

23. (A) ambiguous (B) unique (C) ambivalent (D) omnipresent

24. HBO has for some time kicked around the idea of finding a way to recapture the appeal of "Sex and the City," at one point even contemplating resurrecting the show with four different actresses having new sexual adventures in New York.

- (A) comprehending (B) conjecturing (C) considering (D) complimenting

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Even with just modest growth in emissions (25) of the greenhouse gases, almost all of the summer sea ice is likely to disappear by late in the century. Some of the simulations (26), including those run on an advanced model at the National Center for Atmospheric Research in Boulder, Colo., show much of the summer ice disappearing by 2050, said Marika Holland, a scientist there who is working on the sea-ice portion of that model.

25 (A) discharge (B) admissions (C) excess (D) devastation

26 (A) centers (B) imitations (C) assimilations (D) institutions

27. While the Internet has placed a wealth of research papers at the fingertips of students, a new Web site could help professors catch plagiarizers red-handed.

--persons who (A) spread a terrible disease (B) present ideas or words of others as one's own
(C) make a loud noise (D) bother someone with questions

The question of how to assess(28) higher education has been simmering for years. In the mid-1980's, the Department of Education directed the groups that accredit (29) colleges and universities to include assessments of student academic achievement.

28. (A) estimate (B) appreciate (C) excess (D) obliterate

29. (A) veto (B) administer (C) govern (D) certify

30. He didn't know anything about business, so starting his own was _____

(A) a leap into the clouds (B) a leap into the whole
(C) a leap in the jungle (D) a leap in the dark

31. Her boss is always coming into her office to _____ her. He thinks she doesn't work hard enough.

(A) check off (B) check on
(C) check up on (D) checked her over

32. The winner of an event receives a gold medal, the competitor in second place receives silver and the competitor in third position is _____ a bronze medal.

(A) awarded (B) honored
(C) commissioned (D) prized

33. Today the "Langue d'Oc" is still spoken but Modern French is now the dominant language.

(A) best (B) big (C) dominant (D) learnt

34. Everyone else panicked when the emergency light went on, but not Nick. He was calm, relaxed and as _____ as usual..

(A) semi-detached (B) level-headed (C) open-minded (D) market-led

35. Computers have become part of our lives, with millions of people using computers every day to _____ data, create documents, or access the Internet.

(A) manifest (B) manufacture (C) manoeuvre (D) manipulate

III. Reading comprehension: Questions 36-50. (30%)

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(I) Questions 36~40

- Line The International Space Station is different from other laboratories on Earth because of its very low, or micro-gravity. Much of the research designed to take place on the ISS utilizes the micro-gravity on the station in one way or another. Special kinds of experiments can be done in micro-gravity, which could never be done properly on Earth.
- (5) One area of research involves protein crystal studies. Proteins are the basic element of life. In micro-gravity, it is possible to grow crystal proteins that are much more pure than those that can be grown on Earth. These crystals could help scientists understand protein, enzymes, and viruses better. This research could lead to the development of new drugs, which could treat viral infections, such as HIV, as well as other kinds of diseases.
- (10) Tissue *cultures* from various parts of the human body, such as skin, are useful for testing new medical treatments without the possibility of harming real patients. The micro-gravity on the ISS will allow the growth of stronger and more natural tissue cultures than on Earth. These can be tested more thoroughly and will probably show more natural reactions than Earth-based tissue cultures. The result could be new treatments for cancer, diabetes, and other serious illnesses.
- (15) Flames, fluids, and molten (liquid) metals behave differently in micro-gravity. This is because there is no *convection*. In convection, warm air or fluid rises, while cool air or fluid sinks. Without convection, liquids and molten metals may be mixed more completely than on Earth. The result could be better alloys (combinations of metals) as well as better materials for manufacturing.
- (20) There are many other kinds of research which can only take place on the ISS. All of this research has the potential to improve life on Earth. However, no one can tell what will eventually come of all this research.

36. What is the main topic of this reading?
(A) The International Space Station
(B) The research projects about micro-gravity
(C) The possible benefits of research making the use of micro-gravity
(D) Material differences in micro-gravity
37. In line 10 the word "*cultures*" most nearly means
(A) customs (B) cells
(C) organs (D) very thin, almost transparent papers
38. The word "*convection*" in line 17 is related to
(A) the transmission of heat (B) the act of transporting
(C) the assembling of air (D) the horizontal transport of atmospheric properties
39. What is true about this article?
(A) The author praises the research outcomes done in ISS without hesitation.
(B) The growth of crystal proteins or tissues on the ISS can never be done on Earth.
(C) The purpose of conducting biological research on the ISS is to develop new drugs and to cure illnesses.
(D) There are some drawbacks of doing research on the ISS.
40. Why can better alloys be made on the ISS?
(A) To make better alloys require lower temperatures in micro-gravity.
(B) Convection helps liquids and molten metals mix at the ISS.
(C) Liquids and molten metals are hard to be blended completely on the ISS.
(D) The lack of the transport of atmospheric properties, molten metals can be mixed more effectively on the ISS.

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(II) Questions 41-46

Line Talking about what adjective, other than 'permissive', would describe our society today, someone suggested it should be called 'the *unreticent* age'. If that is taken to mean an age in which people do not know when to keep their mouths *shut* and *bawl* what should not even be *whispered*, the *cap* certainly fits.

(5) *The Victorians* are accused of being hypocritical because they regarded so many subjects as 'unmentionable'. What, I wonder, will be the verdict a century hence on us, who have gone to the opposite extreme and even in our own homes allows our ears and eyes to be battered with the crudest *explicitness*? 'Not in front of the children' has ceased to be anything but a comic idea from a previous age. Could there be anything more (10) hypocritical than our shocked surprise at the outcome? We take immense care nowadays to protect bodies from infection but precious little to protect minds.

You may do yourself and your children irreparable damage by propagating lies, half-truths, and foul-mouthed indecencies as well as perverted ideas of the most intimate and sacred things in human experience without being indictable before any earthly judge. (15) There is nothing to stop you, except your own sense of decency and values, and your own awareness of the feelings and sensibilities of other people.

We have certainly been silent too long on this subject. For the sake of our children it is time we became our own censors and made plain where we insist that the line is drawn. 'A society' said an eminent judge 'is to be measured by the level of its disgustability'. We (20) must admit our level looks remarkably low at present.

41. Which state of saying mentioned in the article is related to the meaning of *unreticent* in line 2?

- (A) 'bawl' in line 3 (B) 'whisper' in line 4
(C) 'shut up' in line 3 (D) 'explicitness' in line 8

42. Which is true according to the article?

- (A) Children are easily infected because the parents do not protect their minds.
(B) People are bombarded with rude speech everywhere.
(C) The idea of speaking anything in front of the children becomes criticized by the modern society.
(D) An eminent judge considers the current society disgustful.

43. What is the purpose of mentioning 'the Victorians' in the second paragraph?

- (A) To criticize the hypocrisy of the Victorians
(B) To show that the current society is the opposite of the Victorians
(C) To praise their refined manners
(D) To conclude a verdict on the Victorians

44. What is tone of the article?

- (A) optimistic (B) modest
(C) satirical (D) critical

45. What are the indecent verbal expressions compared to?

- (A) viruses (B) a censor
(C) a line (D) a cap

46. What can cause irrecoverable damage to others according to the author?

- (A) hypocritical manners (B) disgusted society
(C) unabashed talks about intimate sex relation (D) unawareness of other's feelings

III. Questions 47~50

The American Red Cross, the largest recipient of donations after Hurricane Katrina, is investigating wide ranging accusations of *impropriety* among volunteers after the disaster. John F. McGuire, the interim president and chief executive of the Red Cross, and Senator Charles E. Grassley, the Iowa Republican who is chairman of the Senate Finance Committee, said some of the actions might have been criminal.

Line
(5)

The accusations include improper diversion of relief supplies, failure to follow required Red Cross procedures in tracking and distributing supplies, and use of felons as volunteers in the disaster area in violation of Red Cross rules.

(10)

There are no known official estimates of the cash or the value of supplies that might have been misappropriated, but volunteers who have come forward with accusations said the amount was in the millions of dollars. The Red Cross received roughly 60 percent of the \$3.6 billion that Americans donated for hurricane relief. Mr. McGuire said the investigation started "a number of weeks ago" and was continuing.

(15)

Among the specific problems identified by volunteers were the disappearance of rented cars, generators and some 3,000 of 9,000 air mattresses donated by a private company, as well as the unauthorized possession of Red Cross computer equipment that could be used to add money to debit cards and manipulate databases.

(20)

In interviews over the last two weeks, more than a dozen Red Cross volunteers from around the country described an organization that had virtually no cost controls, little oversight of its inventory and no mechanism for basic background checks on volunteers given substantial responsibility.

Though there was little direct evidence of criminal activity, the volunteers said the magnitude of the missing goods had convinced them that Red Cross operations were being manipulated for private gain.

47. According to this article, the Red Cross rules forbid

- (A) a criminal to be recruited as the volunteer.
- (B) volunteers to provide relieves in disaster areas.
- (C) volunteers to receive relief supplies.
- (D) volunteers to use donated cars.

48. The investigation of the Red Cross

- (A) has led many volunteers jobless.
- (B) has indicted many volunteers for felony.
- (C) has questioned many volunteers for details.
- (D) has spotted the criminals.

49. Which behavior is **not** included in those that have been accused?

- (A) unauthorized use of Red Cross computer equipment
- (B) improperly tracking and allocating goods
- (C) being negligent in supervising the inventory
- (D) lacking supervising checks on volunteers who are granted responsibility

50. In which page of the English newspapers is this article likely to appear?

- (A) Business
- (B) International
- (C) Editorials
- (D) National

(1)

一、個案研討 (50%)

Weyerhaeuser 公司是全球最大的紙業木材公司之一，每年營業額約兩百億美金，員工人數全球約有 57,000 人分布在全球各地。在 1995 年時，在全國經濟蕭條和住宅產業衰退的同時，全球和國內競爭激增，產能過剩波及造紙業。突然間，公司的大型商品木材和紙品事業的成功策略卻不敵較專注在顧客的新進小型速速的競爭者，面對生死攸關的危機，高層管理將公司的組織重整為 3 個主要的事業部：木材產品、紙品和房地產，同時也將公司的核心價值具體化，強調顧客、人力、責任、公民和財務責任的重要性。

為實踐這些價值，員工必須改變行爲；為維持新的新行爲，需有一套新的人力資源管理制度，針對如何管理新事業單位，經理人接受訓練課程來了解此項新的策略及其意涵，績效考核和薪酬也都作了修訂來評估和獎勵環境責任、顧客專注和團隊合作。

隨著企業環境持續改變，Weyerhaeuser 公司的策略和組織也會慢慢形成，也需要進一步調整人力資源政策和作法。持續性的人力資源規劃包含公司的持續性過程之系統性大環境的觀察、策略性事業規劃和目標設定

在 Weyerhaeuser 公司裡，在全球環境中的變革對策略性變革成果來說，是一項重大的推動力。為了在新競爭環境中成功，公司改變了願景、價值、組織、策略，甚至公司文化，所有的變革都對組織內人員所需的行爲和能力有重大的意義，為鼓勵並支持在新組織內所需的行爲，許多公司的人力資源政策和作法都必須改變。經過了幾年之後，Weyerhaeuser 公司成功地重新將公司定位成爲高度成功的全球競爭者，組織調整和變革之人力資源規劃的投入和努力，對公司在產業內重新定位的策略有極大的幫助。

如同 Weyerhaeuser 公司所進行的重大的環境變動和組織行動不斷地在各產業各公司中發生，引起重大組織行動的環境變動包含：變動的全球勞動市場狀況、新顧客需求、漸增的競爭、新法令、新科技技術、網際網路的成長和組織內的重要變革和產業動態。

1. 面對經營環境與策略的演變，請用策略性人力資源管理的 5 P 模式來分析該公司需如何因應？(25%)
2. 就人力資本而言，該企業應如何建構人力資本系統，請圖示並說明之(20%)；面對重大環境變動，企業應如何領導？(5%)

二、人力資源管理個案 (2) (50%)

T 公司是一家中型的汽車零件製造商，地處北部一個傳統的工業區。公司已經成立近 30 年，有自有員工約 400 人，外籍及派遣勞工約 200 人。憑藉創辦人（目前的經營者，個人及家族佔近 60% 股權）的人脈及一家合作下游汽車廠商（佔 T 公司 10% 股權）的支持，以及在水準之上的生產技術，過去的獲利一直都相當穩定。由於長久以來經營環境不確定性低，員工也樂於久任，離職率甚低；另外，由於有穩定的合作廠商，所以在技術的研發上，除了配合該合作廠商的需求外，比較缺乏主動創新的文化，人員（不含外籍）的結構，在學歷上以專科及高工畢業為主，約 70%，直接/間接人員比例則為 3:1，平均年齡約 43 歲。

近兩年，雖然仍與下游的廠商保持不錯的關係，但是下游合作廠商因為台灣汽車市場的需求成長不大，且隨著加入 WTO 所帶來的競爭壓力，間接擠壓到 T 公司的獲利；T 公司經營者已經感受到莫大的經營壓力與危機感，深怕一旦有其他競爭者強力介入，提供更好且更便宜的產品，可能會失去主要的顧客，則公司的生存與員工的生計將毀於一旦。

T 公司的人力資源管理功能目前是極度簡化的，只有一位管理部的行政人員兼辦一些員工資料處理、保存及更新的工作，以及其他相關的人事行政事務。對於其他的人力資源管理實務，如員工問題處理、員工訓練等，都交由各單位主管自行負責，員工與主管的抱怨都時有所聞。最近管理部主管即將退休，他的專長原是財務會計方面；公司有鑑於需要更進一步強化公司的競爭力，協助轉型以因應環境變化，擬聘請一位有人力資源管理經驗且兼有會計專長的主管，只是還沒有適當的人選。

請回答以下問題：

1. 如果您是經營者，您該如何引導企業轉型？請簡單的為 T 公司進行策略規劃流程。(15 分)
2. 管理部門主管對於 T 公司的轉型，可能有極大的影響。請問在人力資源管理的功能方面，他可以扮演哪些角色？請舉例說明之。(15 分)
3. 就人力資源的現況而言，如果您是新聘的管理部主管，您會怎樣面對目前的組織情境？請說明您的策略。(20 分)