

名詞解釋：(共 25 分)

1. 精簡生產 (lean production) (5分)
2. 權力距離 (power distance) (5分)
3. 組織能耐 (organizational capability) (5分)
4. 行為契約 (behavior-based contract) (5分)
5. 跨國結構 (transnational structure) (5分)

問答題：(共 75 分)

1. 何謂組織學習 (organizational learning) (5分)? 請舉例說明人力資源管理制度如何強化組織學習 (10分)?
2. 企業進行國際化管理時有哪些不同的中心導向 (心態) 或策略 (5分)? 請以人力資源管理各功能說明之 (5分)? 這些不同心態 (導向) 和「全球整合」、「地方回應」有何關係, 請以圖示說明之 (5分)? 這些心態導向隨著國際化進展可能有哪些演變 (5分)? 面對中國市場崛起, 台商各產業在中國的人力資源管理策略將如何演變 (10分)?
3. 請任列三種團體決策技術詳述之? 並就其效能給予比較與評估? (15分)
4. 「員工投入」係指能讓員工貢獻所長, 並進而激勵其能力致力達成組織目標之一種參與過程。請任列三種員工投入方案詳述之? 並說明其引用何種激勵理論的理念? (15分)

## 國立中山大學 99 學年度碩士班招生考試試題

科目：統計學【人管所碩士班甲組】

答案請寫在答案紙上。

壹、選擇題(每題均僅有一個最適選項，每題 2 分，共計 50 分)

註 1:  $P[|Z| > 1.282] = 0.20$ ;  $P[|Z| > 1.645] = 0.10$ ;  $P[|Z| > 1.96] = 0.05$ ;  $P[|Z| > 2.576] = 0.01$ ,  $Z$  呈標準常態分配;註 2:  $P[T > 1.31] = 0.1$ ;  $P[|T| > 1.69] = 0.05$ ;  $P[T > 2.03] = 0.025$ ,  $T$  呈  $t$  分配, 自由度=35;

- ( ) 1. 擲兩個公正骰子的隨機試驗中，令隨機變數  $X$  表兩個骰子出現點數差之絕對值，則  $P[X=0]$ ? (1)  $1/6$  (2)  $2/6$  (3)  $3/6$  (4) 以上皆非。
- ( ) 2. 當母體為常態分配而其變異數未知時，下列那一項不會影響信賴區間的寬度?  
(1) 樣本平均數 (2) 樣本大小 (3) 樣本標準差 (4) 顯著水準。
- ( ) 3. 假設全校男生身高為常態分配，今隨機抽取 36 個男同學，得到樣本平均值為 167 公分，標準差為 12 公分，已知全校男生身高平均值之 95% 信賴區間之下限 = 162.94，試求其上界=? (1) 170.38 (2) 170.92 (3) 171.06 (4) 以上皆非。
- ( ) 4. 欲檢定兩個以上獨立常態母體之平均值是否相等前應先檢定下列何者是否相等?  
(1) 變異數 (2) 中位數 (3) 百分位 (4) 全距。
- ( ) 5. 令顯著水準為  $\alpha$ ，則雙尾檢定中判定為顯著的標準為何(即 Reject  $H_0$ )? (1) 單尾  $p\text{-value} < \alpha$  (2) 單尾  $p\text{-value} < \alpha/2$  (3) 單尾  $p\text{-value} > \alpha/2$  (4) 以上皆非。
- ( ) 6. 假設檢定中  $H_0$  vs  $H_1$ ，令  $A$  表接受區、 $R$  表棄卻區，則  $P[R|H_1]$ ? (1) 型一誤機率  $\alpha$  (2) 型二誤機率  $\beta$  (3) 檢定力 Power of test (4) 以上皆非。
- ( ) 7.  $F$  分配下，令  $\alpha$  表示右尾機率， $v_1$   $v_2$  表示自由度，則  $F_{\alpha}(v_1, v_2)$ ? (1)  $F_{1-\alpha}(v_1, v_2)$  (2)  $1/F_{1-\alpha}(v_2, v_1)$  (3) 1 (4) 以上皆非。
- ( ) 8. 卡方分配的最小與最大可能值為 (1)  $(1, \infty)$  (2)  $(0, \infty)$  (3)  $(-\infty, \infty)$  (4) 以上皆非。
- ( ) 9. 下列何種分配可描述有限母體? (1) 常態 (2) 二項 (3) 超幾何 (4) 以上皆非。
- ( ) 10. Excel 中的函數 Rand() 所產生的隨機亂數應符合下列何種機率分配? (1) 常態 (2) 卜瓦松 (3) 二項 (4) 以上皆非。
- ( ) 11. 某校學生英文學期成績呈常態分配，成績平均數為 70 分，標準差 10 分，該校為響應政府提昇英文程度之教學政策，計劃對成績落後的 10% 進行課業輔導，請問需要輔導的門檻為低於幾分以下:(取至整數位) (1) 70 (2) 57 (3) 54 (4) 51。
- ( ) 12. 將任一隨機變數減平均值後再除以標準差，則此一新隨機變數的平均值與標準差分別為多少? (1)  $(0, 0)$  (2)  $(1, 1)$  (3)  $(0, 1)$  (4) 以上皆非。
- ( ) 13. 假設母體呈指數分配且其平均值為  $\mu$  變異數為  $\sigma^2$ ，今抽取  $n=40$  的隨機樣本並計算其樣本平均值，則  $\bar{X}_n$  的機率分配近似於 (1)  $N(0, 1)$  (2)  $N(\mu, \sigma^2/n)$  (3)  $N(\mu, \sigma^2)$  (4)  $N(\mu, \sigma^2/\sqrt{n})$ ，其中  $N$  表常態分配。
- ( ) 14. 已知百分比的信賴區間為  $\hat{p} \pm z_{\alpha/2} \sqrt{\frac{\hat{p}\hat{q}}{n}}$ ，某民意調查在 95% 信心水準下欲將抽樣誤差控制在三個百分點，請問樣本大小應抽多少? (1) 1024 (2) 1502 (3) 1844 (4) 1068。

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- ( )15.民意調查中，欲檢定不同行政區間成功受訪樣本次數之分配比例是否符合母體人口數的分配比例，應採用下列何種檢定？(1)常態 (2)t (3)卡方 (4)無母數。
- ( )16.重複試驗雙因子變異數分析中，A 因子有 3 個水準，B 因子有 2 個水準，且有 3 個重複，則誤差自由度為多少？(1)16 (2)12 (3)8 (4)4。
- ( )17.拉丁方格設計中各因子之水準數必須均為？(1)3 (2)4 (3)5 (4)以上皆可。
- ( )18.某公司欲檢定 A 產品在不同生產線的品質是否有差異，今分別從三條生產線各隨機抽取 10 件產並量測其強度，經計算後得到總平方和  $SST=300$ ，誤差平方和  $SSE=270$ ，則此樣本所求得的 F 值=? (1)1 (2)1.5 (3)10 (4)以上皆非。
- ( )19.令上題所求的 F 值=f，則其相對應的 p-value=? (1) $P[F(v_1=1, v_2=29)>f]$  (2) $P[F(v_1=27, v_2=2)<f]$  (3) $P[F(v_1=2, v_2=27)>f]$  (4)以上皆非。
- ( )20.簡單迴歸方程式  $Y=\alpha+\beta X+\varepsilon$  會經過哪一點？(1)(0,0) (2)(0,  $\bar{y}$ ) (3)( $\bar{x}$ , 0) (4)( $\bar{x}$ ,  $\bar{y}$ )。
- ( )21.若欲以迴歸模式進行預測，則下列何者會有最小的預測區間？(1) $X=\bar{x}$  (2) $X=0$  (3) $X=\infty$  (4)以上皆非。
- ( )22.於統計線性模式分析中採用 0 或 1 之虛擬變數來轉換間斷型自變數，主要目的是可以克服甚麼問題？(1)共線性 (2)等斜率 (3)等差截距 (4)以上皆是。
- ( )23.所有統計線性模式(如變異數分析、迴歸分析等)之中誤差的假設條件均為？(1)iidN( $0, \sigma_{ij}^2$ ) (2)iidN( $0, \sigma^2$ ) (3)iidN( $0, \sigma_i^2$ ) (4)以上皆非，其中 N 表常態分配。
- ( )24.若 X 與 Y 兩隨機變數間之皮爾森相關係數  $r = S_{xy} / \sqrt{S_{xx}S_{yy}} = 0$ ，則表示兩者之間為？(1)無任何關係 (2)有曲線關係 (3)有直線關係 (4)無直線關係。
- ( )25.令隨機變數 X 表身高，則其平均值可以與下列何者進行加或減的數學運算？(1)標準差 (2)變異數 (3)變異係數(coefficient of variation) (4)以上皆非。

## 貳、綜合題 (共計 50 分)

一、變項的常態分配是許多統計分析方法的假設前提；但我們蒐集到的經驗資料，通常都不是一種絕對的常態分配，此時您應如何解決？請問表 1 中「形象」、「競選活動」、「政見訴求」與「得票率」四個變項是否為近似常態分配？(10 分)

表1

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
形象	76	27.633	24.7070	.716	.276	-.589	.545
競選活動	76	27.629	26.9910	.571	.276	-.900	.545
政見訴求	76	27.632	24.3426	.599	.276	-.806	.545
得票率	76	27.6343	20.36899	-.085	.276	-1.487	.545

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二、下列三表係以 96 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 <sup>a</sup>	.421	.393	293.420

a. Predictors: (Constant), 人力

ANOVA<sup>b</sup>

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

a. Predictors: (Constant), 人力

b. Dependent Variable: 空氣

Coefficients<sup>a</sup>

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兩次，貼在原樣本之後，讓樣本量擴大為 3 倍（由 23 變成 69），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

三、層級線性模型 (hierarchical linear model, HLM) 與結構方程式模型 (structural equation modeling, SEM) 是近年來社會科學研究最常使用的兩種高等統計分析方法，請就您所知，分別簡要說明這兩種分析方法之特性及適用時機。（每種方法各 10 分，共 20 分）

一、請閱讀以下之文章，並且回答以下之問題：

- (1). 請你說明這篇文章的核心論點是什麼？(10分)
- (2). 請問陳博士論點的推論證據是什麼？(15%)
- (3). 陳教授的論點是從政治社會學角度探討派系，假如你從新古典經濟學或者後殖民論述角度來看(以上兩者任選一理論)會如何討論？(25分)

二月底4名立委補選結果揭曉，民進黨拿了3席，國民黨只得1席。選後馬總統和金溥聰口徑一致，稱：「會繼續堅持改革。」言下之意，國民黨因未推舉地方派系屬性的候選人而落敗，以白話文來講，地方派系等於反改革。

曾幾何時，地方派系已被標籤為台灣民主的惡瘤。不論傾綠和傾藍論述，常把「地方派系」和「黨推的形象候選人」對立起來，彷彿前者選舉靠利益裙帶關係，後者靠清新政見和幹才；支持前者是不自主選民，支持後者是自主選民；推出後者的候選人是堅持改革，前者是反改革。

其實「黨推形象候選人」經營的裙帶和扈從關係，一點都不比地方派系遜色。師生關係、長官部屬、親戚聯姻、校友同學、同鄉、同單位、世交、學歷背景、政商往來，官僚體系的共同利益等，五花八門衍生的綿密裙帶體系，都是「形象候選人」在黨內利益蜿蜒媾和的藤蔓。

或許我們應稱多數「形象候選人」為都市型派系，他們的利益裙帶和扈從關係，相較地方派系，更為個體化、小家庭化、彈性化，錯綜交疊化和官僚化。兩種派系都以社會空間的地緣裙帶關係，分配利益，不同之處僅在於兩者社會空間屬性的差異。都市型派系利益結盟的社會空間，是以小家庭、求學和工作等現代官僚體系，為裙帶利益衍生的藤蔓主軸。而地理和家族因素，則是地方型派系構成的重要元素。因為社會空間屬性的差異，都市型派系更為隱密、錯綜和綿延不絕，因此更難被公共監督。地方派系則是鄰里和家族之間的分野，清清楚楚，容易成為社會批評的箭靶。台灣都市型的選民和從政者，常在檢討地方派系，卻鮮少檢討自己也附會在各種派系糾結的社會空間裡。這是台灣社會最大的偽善。

派系對民主有利有弊，弊多於利，我們要拿出正確的方法面對它。民主政治的理想，要求所有重要資源都要按照公平普遍的原則來分配；而派系則是以差序格局為本的裙帶關係，分配公共資源，本質上違背普遍公平原則。就此來看，派系有害民主。台灣公共建設品質的低劣，和派系分贓政治有密切關係，以都市型派系為軸心的台北市也不例外。

派系對民主的些微益處是，宣稱普遍公正的資源競爭分配原則，往往獨利於某些社會階層，這時蒙受不利的階層，常常只得透過特殊利益結盟成派，勉強保護自

己，以因應偽善不公的社會政策。更基進一點，我們可能永遠沒有一個阿基米德點，找到對所有人都公正的資源競爭分配原則，所有宣稱公平的普遍原則都會持續被挑戰，這時特殊利益的結盟和彼此之間的協商，或許必須是民主永遠的一部分。

民主社會不可能完美，社會不公就會有派系分配資源，派系帶來的安全網難以取代。因此，緩解派系政治弊端的方法，不是否定派系、寄望政黨推出的都市型派系「形象候選人」，而是輔以更綿密的直接民主的監督、協商和決策機制，例如公民組成的委員會和公投等制度，迫使政府的每個政策作成和作為裡的派系因素，更透明和合理化，以濟選舉民主無法處理派系弊端之窮。(本文選自蘋果日報2010/3/3 蘋果論壇，作者陳嘉銘博士)

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二、下列的段落摘自一篇關於冰島金融危機的評論，請先仔細閱讀，並試著回答以下的問題：

- (1) 請問 Gissurarson 教授的主要論點是什麼？(10 分)
- (2) Gissurarson 教授推論證據是什麼？(10 分)
- (3) Gissurarson 教授的政策建議可能是什麼？(15 分)
- (4) 對於 Gissurarson 教授的看法，請提出你的反駁論點。(15 分)

### ICELAND'S MESSAGE: DON'T BAIL THEM OUT (不要對他們紓困)

Some 98% of voters rejected a deal to pay for making British and Dutch depositors whole.

In the national referendum Saturday, Icelanders sent a resounding message to the rest of the world: We are not paying the debts of reckless financiers. While we are few and powerless, we refuse to be bullied by our European neighbors. Some 98% said "No" to a recent deal negotiated by their government with its British and Dutch counterparts; only 2% voted for it.

The deal concerned the so-called Icesave accounts that an Icelandic bank, Landsbanki, operated from 2006 in the U.K. and later also in the Netherlands. When the Landsbanki collapsed in October 2008, the British and the Dutch governments rushed in to pay depositors in their respective countries the amount insured under EEA (European Economic Area) regulations. They then demanded reimbursement (償還) from the Icelandic government, which reluctantly agreed to pay, against the wish of the great majority of Icelanders.

The Icelanders argued that there was no legally binding government guarantee of the deposits. The Icelandic government had fully complied with EEA regulations and set up a Depositors' and Investors' Guarantee Fund. If the resources of that fund were not sufficient to meet its obligations (which was almost certainly the case), then the Icelandic government was not legally bound to step in with additional resources. Thus the British and the Dutch governments had no authority to create new obligations on the part of the Icelandic government by paying their nations' depositors.

This legal position is indeed also that of the Norwegians, who are, with Iceland and Liechtenstein, the only non-EU members of the EEA. Arne Hyttnes, chairman of the Norwegian Depositors' and Investors' Guarantee Fund, is adamant that there is neither by law nor international agreements a government guarantee of deposits in Norwegian banks; there is only the guarantee of the fund itself.

For Icelanders, the stakes are high--possibly as much as \$6 billion. This is an enormous sum for a nation of only 330,000 people, while relatively small by British and Dutch standards. The Icelandic government was forced to sign the deal by not-so-veiled threats of financial isolation and by the use of the IMF as a bounty collector, as the Icelanders put it, for the British and the Dutch: The IMF refused, in effect, to render any assistance to the beleaguered Icelanders unless they signed the deal.

There is however a more general point: If you reward recklessness, you will fill the world with reckless people. Why should any government accept the "Too Big to Fail" argument about banks? Why should depositors be able to shift the risk they take over to the public? In the case of Icesave, the British and Dutch governments chose to bail out their fellow countrymen for their own reasons, with an eye toward stemming a panic within their own banking system. This they were free to do, but it wasn't done to benefit Iceland or its banks, and Icelanders are right to question whether they should have to pay for decisions made in Amsterdam and London.

This in turn raises the broader question implicated in all the bailouts around the world during the panic that started in 2008: Should taxpayers have to cover the losses of reckless bankers, and their customers, while not sharing but indirectly in their possible profits? For their part, the Icelanders have answered: No.

(引自美國華爾街日報, March 8, 2010, 作者 Gissurarson 教授)

## NATIONAL SUN YAT-SEN UNIVERSITY

MA Entrance Examination  
Subject: English  
Human Resource Management Department  
March 2010

This exam consists of a Grammar and Vocabulary part, and a Reading Comprehension part. The total number of questions is 50 (2 points per correct answer). You have 100 minutes for this exam.

- For the Grammar and Vocabulary 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.

**Grammar and Vocabulary**

- A skillful politician knows how to \_\_\_\_\_ the mood of the crowd he is about to address.  
a. check                      b. gauge                      c. query                      d. quiet
- According to Rousseau, it is one's ridiculous and shameful, not one's criminal actions, that \_\_\_\_\_ the hardest to confess.  
a. it is                      b. he finds                      c. is                      d. one needs
- The airline pilot \_\_\_\_\_ with ground staff in stealing passengers' luggage.  
a. collided                      b. collapsed                      c. elided                      d. colluded
- Although an experienced animal trainer, \_\_\_\_\_.  
a. the killer whale attacked and killed her  
b. no one could save her from the killer whale's attack  
c. she fell victim to the killer whale's sudden attack  
d. her co-workers declared she was not to blame for the killer whale's sudden attack
- \_\_\_\_\_ you expected *Avatar* to lose out in this year's Oscars?  
a. Have                      b. Did                      c. Could                      d. Had
- He bravely \_\_\_\_\_ his disappointment when the woman he loved married his greatest rival.  
a. oppressed                      b. depressed                      c. repressed                      d. suppressed
- There is so much wrong with Toyotas these days: I \_\_\_\_\_ I never had bought one!  
a. don't think                      b. wish                      c. thought                      d. swear
- Notwithstanding her warning, \_\_\_\_\_.  
a. the children carefully checked for cars before crossing the road  
b. but the children still ran across the road  
c. even though no cars were coming  
d. the children almost got themselves killed in crossing the road
- How beautiful! I have never seen such \_\_\_\_\_ on plant leaves before!  
a. variety                      b. variance                      c. variegation                      d. variousness





科目：英文【人管所碩士班丙組】

26. Cynthia worked two jobs for a year \_\_\_\_\_ she could buy herself a new car.  
a. because                      b. however                      c. so that                      d. otherwise
27. Frederic hates his ex-wife so \_\_\_\_\_ that he practically only talks about her to his new girlfriend.  
a. extensively                      b. expansively                      c. exclusively                      d. intensively
28. Some people are always lucky \_\_\_\_\_ others never.  
a. compared to                      b. whereas                      c. ;                      d. unfortunately
29. After a hard day's work, \_\_\_\_\_.  
a. home should be a place where you can relax  
b. home should be a place where one relaxes  
c. you should find home a place where you can relax  
d. relaxing should be done at home
30. Yvonne absolutely hated that preacher: his \_\_\_\_\_ especially made her distrust him.  
a. sanctimoniousness                      b. sanctity                      c. sanctuary                      d. sanctitude
31. Doctors say it can be \_\_\_\_\_ to your health to drink two glasses of red wine a day.  
a. good                      b. healthy                      c. conducive                      d. beneficial
32. \_\_\_\_\_ a foreigner, Taiwan looks intriguing but chaotic.  
a. For                      b. Unlike                      c. To                      d. By
33. For many developed countries, immigration is the main \_\_\_\_\_ of population growth.  
a. reason                      b. source                      c. chance                      d. advantage
34. Will solar power ever \_\_\_\_\_ the need for fossil fuel burning electricity plants?  
a. eliminate                      b. fulfill                      c. replace                      d. overtake
35. You never get a straight answer out of him: every question you ask him only leads to new \_\_\_\_\_.  
a. equipartition                      b. equivocation                      c. equivalency                      d. equanimity
36. I wish I \_\_\_\_\_ ten years younger and knew what I know now.  
a. have been                      b. had lived                      c. should be                      d. were
37. \_\_\_\_\_, he reads many books, but they don't seem to make him much wiser.  
a. Fortunately                      b. True                      c. However                      d. Lately
38. I have \_\_\_\_\_ understood why so many people like the Harry Potter books.  
a. never                      b. almost                      c. ever                      d. quite
39. Since his mate died, the male bird \_\_\_\_\_ calls out for her.  
a. incurably                      b. incredibly                      c. incessantly                      d. incandescently
40. There is such a \_\_\_\_\_ of talented television entertainers that most shows are mind-numbingly dull.  
a. poverty                      b. plenitude                      c. provision                      d. paucity

### Reading Comprehension

In India a local non-governmental organization has invented something that it hopes will leave everyone better off: the zero-rupee note. The note is not legal tender. It is simply a piece of paper the color of a 50-rupee note with a picture of Gandhi on it and a value of nothing. Its aim is to shame corrupt officials into not demanding bribes. The idea was dreamed up by an expatriate Indian professor who, traveling back home, found himself harassed by endless extortion demands. He gave the notes to importuning officials as a polite way of saying no.

Vijay Anand, president of an NGO called 5<sup>th</sup> Pillar, thought it might work on a larger scale. He had 25,000 zero-rupee notes printed and publicized to mobilize opposition against corruption. They caught on: his charity has distributed 1 million of the notes since 2007.

One official in Tamil Nadu was so stunned to receive the note that he handed back all the bribes he had solicited for providing electricity to a village. Another stood up, offered tea to the old lady from whom he was trying to extort money and approved a loan so her granddaughter could go to college.

Mr. Anand thinks the notes work because corrupt officials so rarely encounter resistance that they get scared when they do. And ordinary people are more willing to protest since the notes have an organization behind them and they do not feel on their own.

(Adapted from *The Economist*, Jan 30th-Feb 5<sup>th</sup>, 2010, p. 30)

41. It is hoped that the zero-rupee notes will leave everyone better off because
- poor people can pay bribes with them without losing actual money
  - although not legal tender, corrupt officials will accept them
  - they will make corrupt officials pay back all the money they extorted
  - their circulation mobilizes opposition against corruption
42. The zero-rupee notes caught on because
- the notes resemble 50-rupee notes
  - the notes have proven effective in counteracting corruption
  - the idea of the notes was dreamed up by an Indian professor
  - some 1 million of them were distributed by 2007
43. Corrupt Indian officials
- have no sense of shame
  - offer tea in exchange of the zero-rupee note
  - are not used to seeing their extortion demands rebuffed and get scared when this happens
  - extort more and more zero-rupee notes in exchange for services such as providing electricity
44. Ordinary people
- trust the zero-rupee notes because there is a whole organization behind them
  - dare to stand up against corruption because they feel part of an entire movement
  - trust the zero-rupee notes because an Indian professor dreamed them up
  - use the zero-rupee notes in order to get loans approved
45. The large-scale issuing of zero-rupee notes is an initiative of
- 5<sup>th</sup> Pillar, and NGO headed by Mr. Vijay Anand
  - The Indian government
  - an expatriate Indian professor
  - corrupt Indian officials

When it comes to online networking, cyberspace often mimics the real world. There are networks such as Facebook and MySpace that are mainly for socializing with friends, and there are others such as LinkedIn that concentrate on work-related matters. The sites aimed at professionals, although much smaller than the ones for hanging out with friends, are already having a big effect on labor markets.

Doing business boils down to managing a complex web of relationships with customers, suppliers, and others. Professional networks make it easier for people to maintain such relationships and forge new ones. Such connections may prove useful later on: research shows that the more distant members of people's networks are often the best source of new job leads.

Online networks have attracted plenty of attention from corporate recruiters. For employers the networks have several advantages over online job boards. One is that people visit them frequently, so profiles on the sites tend to be more up-to-date than those on job boards. Another advantage is that the networks' rich profiles help recruiters get a good feel for a candidate without having to delve into a detailed curriculum vitae. But perhaps the biggest attraction is that the networks help firms to cut search costs. Many human resource managers find that using networks such as LinkedIn produces good candidates much faster and cheaper than traditional recruitment channels such as using headhunters or advertising positions.

(Adapted from *The Economist*, Jan 30th-Feb 5<sup>th</sup>, 2010, p. 14)

46. In networking, cyberspace mimics the real world in that in cyberspace, just as in the real world,

- a. people keep apart their social life and work life
- b. people try to use networks to their own advantage
- c. people's main interest is socializing with friends
- d. professional networks have a big effect on labor markets

47. Professional networks may prove useful in finding a job because

- a. one gets to become friends with influential people
- b. they help you manage a complex web of relationships
- c. they extend one's network of relationships to include people one otherwise would not get to know
- d. doing business boils down to using such professional networks

48. Corporate recruiters

- a. use professional networks to delve into detailed curricula vitae
- b. enjoy the possibility of posting openings on online job boards
- c. visit professional networks frequently without having to pay search costs
- d. prefer professional networks as a recruiting tool over online job boards and traditional channels

49. Profiles on professional networks are so rich because

- a. people present themselves as wealthier than they really are
- b. people frequently update their profiles
- c. use of graphics and templates allow profiles to give site visitors a good feeling
- d. they allow recruiters to cut search costs

50. Human Resource managers find that

- a. using sites such as LinkedIn makes job candidates better prepared for jobs in today's firms
- b. sites such as LinkedIn are much faster and cheaper than networks such as Facebook or MySpace
- c. suitable job candidates are found much faster and cheaper via sites such as LinkedIn than via traditional channels
- d. suitable job candidates found via websites such as LinkedIn work faster and for a lower salary

## 國立中山大學99學年度碩士班招生考試試題

## 科目：人力資源管理個案分析【人管所碩士班丁組】

個案一：(50分)

齊虹電腦是一家從事個人電腦製造與銷售的公司，公司人力資源部門對針對2009年的人力數量與2010年人力預估進行調查，統計結果如下表。

職位分類與層級	2009 人力數量	2010 人力需求	2010 人力供給	差距
S1 (業務代表)	100	110	71	A
S2 (業務經理)	20	15	22	B
CS1 (客服代表)	200	250	140	C
CS2 (客服經理)	15	25	22	D
總計	335	400	253	E

1. 請計算出差距欄位中 A、B、C、D、E 等 5 格內的數字？(15 分)
2. 若你是齊虹的人資部主管，依據這些數據你會針對 S1、S2、CS1、CS2 等四類職位提出哪些行動方案？並請說明理由(35 分)

個案二：(50分)

績效評估一直是公務機關和企業組織非常重要的工作，據報載，公務人員考績法修正草案明列未來公務人員年終考績「丙等比例」的規定，即是未來公務人員考績法將公務人員丙等比率訂為 3%，三次拿到丙等的公務人員應該退休或資遣。

1. 請問績效評估的目的為何？規定 3% 的丙等比例是否合理？是否可行？請從人力資源管理相關理論論述。(25 分)
2. 請問企業組織和公務機關對於員工應該如何進行績效評估，請就績效評估的內容與方式說明？並論述企業組織和公務機關之績效評估應否有差異？差異何在？(25 分)