

※ 考生請注意：本試題不可使用計算機。請於答案卷(卡)作答，於本試題紙上作答者，不予計分。

1. Organizations have different cultures. Countries have different cultures, too. Organizational culture has been described as the shared values, principles, traditions, and ways of doing things that influence the way organizational members act and that distinguish the organization from other organizations. National culture includes the values and attitudes shared by individuals from a specific country that shape their behavior and their beliefs about what is important. Please describe how to assess both organizational and national cultures, i.e., the dimensions that can create significantly different cultures, and state that which one has a greater effect on employees in organizations. Why? (17%)
2. After completing the SWOT analysis, managers are ready to formulate appropriate strategies. Please describe the types of organizational strategies for top-level and middle-level managers, and state how to manage these two organizational strategies. Note that the evaluation processes for adopting appropriate strategies should be discussed. (17%)
3. Human resource management (HRM) is an important task that involves having the right number of the right people in the right place at the right time. A major HRM challenge for managers is ensuring that their company has a high-quality workforce. However, there are some contemporary issues facing today's manager in managing human resources, such as managing downsizing, managing sexual harassment (LGBT), managing work-life balance, and managing Internet effects. Please discuss these issues for HRM. (16%)
4. (15%) What challenges do managers face in motivating today's workforce?
5. (10%) "Leadership should be born out of the understanding of the needs of those who would be affected by it." Which style(s) of leadership can support the above quote?
6. (10%) Describe the managerial decisions in the control process.
7. (15%) As a manager of operations management, the "mass customization" strategy is important in the value chain management. Answer the following questions:
 - (1) (3%) Briefly describe the mass customization
 - (2) (6%) Provide the possible competitive advantages when a firm performs mass customization.
 - (3) (6%) Provide the available ways for mass customization.