說明：本科目共有四題，每題分數均為 25 分，回答所詢各問題，由於題目甚多，故請好好把握分配答題時間。

《一》

經濟部中小企業處的調查顯示，有 33.8%的中小企業認為勞力不足， 11.8%認為員工工作態度不如以往積極， 9.0%指出員工流動率過高為目前中小企業經營中之主要難題。貴公司是一家雇用員工二十餘人之家族式資訊服務業，協助客戶開發並維護各種資訊管理系統，例如決策支援系統(EIS)、電子資料交換(EDI)及整合辦公室、工廠與電子商務(EC)的整體解決方案。請問如何規劃設計一套制度在強敵(各大資訊製造公司與服務公司)環伺下吸引並留住優秀之人才，設計制度時必須考慮貴公司之體質限制(規模小、財務負擔能力差……等)。 (25 分)

《二》

在過去的幾個月中，王武雄多次向公司請假去看醫生，他的主管張明順注意到，這段時間王武雄經常看上去不太好。他曾好幾次問他是否一切正常，王武雄總是回答說自己只是太累了，沒甚麼大毛病。

兩週後，該部門的經理李四海向張明順詢問王武雄請病假的情況，李四海提到，他從一個朋友那兒聽說，王武雄是因為可能染上了愛滋病才去看醫生的。當王武雄再次請病假時，張明順當面向他提到這件事，王武雄立即表示出抵抗態度，並聲稱他用不著告訴他他自己的「私事」。張明順與他進行了一次會談，並答應保守秘密。王武雄才承認，據診斷，他帶有愛滋病毒。

可是張明順並沒有信守諾言，他馬上把這件事告訴了另一名主管，請他就如何處理這一問題提些建議。不幸的是，王武雄的同事們不久就都知道了他的健康狀況，他們開始表現出害怕與他一起工作，王武雄慢慢被孤立了起來。他現在不僅要忍受健康方面的問題，還必須忍受同事們對他的態度，在這些壓力之下，王武雄最後辭去了他的工作。

問題討論 (25 分)

1.你對張明順處理這一事件的方法有甚麼看法？如果是你，你會怎麼做？

2.假如你是公司的人力資源部經理，你認為公司的政策中應該包括那些措施處理染有愛滋病之類疾病的僱員的問題？

《三》

During a case-gathering interview, Dr. Steele, an industrial psychologist, was asked to indicate what he considered to be the basic causes of worker dissatisfaction in his company's assembly plants. Following are some of his observations on the subject:

In my opinion, the question of how to provide work satisfaction defies any simplistic answer. We have had more work stoppages and poor-quality workmanship in some of our most modern plants than in some of our more antiquated ones. In some plants where we have the most problems, the work force is relative young, but in other plants where we have had fewer problems the workers are equally young. I believe

that individual differences have a great deal to do with the satisfaction a particular worker derives from a job.

For example, in one of our small plants where truck cab and chassis units are assembles, we experimented with four different assembly methods to determine which would be preferable from the standpoint of worker satisfaction and production efficiency. First, we used the traditional assembly-line method. Next, we tried making subassemblies and putting these assemblies together. Then we tried having the workers follow the vehicle down the line, performing the various assembly operations in sequence. Finally, we organized work teams to build the entire vehicle in a work area. What we discovered from this experience was that each of the methods was preferred by some of the workers.

Individual differences appeared to be a major factor in determining a particular worker's preferences. Unfortunately, because of our tremendous volume of production, we are forced to use the assembly-line method. We couldn't begin to meet the demand for our cars and trucks, for example, with the production methods used by Volvo. Consequently, I believe that by improving relations between people in our organization and by reducing adversarial relationships between employees and management we can perhaps make the greatest contribution to improving work satisfaction. In our organization, therefore, we are seeking to learn more about how people work together and how we can help them to work together better.

Questions (可以用中文作答，25 分)

1. According to Dr. Steele, what is the best way to improve work satisfaction in his company's assembly plants? Do you agree with him? Why or why not?

2. What is there in each of the four assembly methods that might have made these methods preferable to some of the workers?

3. Should management be concerned about job satisfaction for its employees? Why or why not?

《四》

Over the past 10 years, East Computer Company has grown from a domestic producer of IBM clones in Boston to a multinational company with assembly plants in four foreign locations. The company's personnel polices were developed five years ago, prior to East Computer's international expansion, by a task force headed by the vice president for human resource management in Boston. The company's CEO has just appointed a new task force to examine the extent to which current domestic personnel policies can be "exported" to East's new international locations. The essential elements of these polices are the following:

1. All job openings are posted to allow any employee to apply for a position.
2. Selection is based on merit. Appropriate selection devices (for example, tests, structured interviews, and the like) are used to ensure proper implementation of this policy.
3. Nepotism is expressly forbidden.
4. Promotion from within is the norm whenever feasibly.
5. Equal employment opportunities are available to all, regardless of sex, race, national origin, or religion.
6. Pay for various positions is established through a rational process that includes both job evaluation and market survey data.
7. There is equal pay for equal work, regardless of sex, race, national origin, or religion.
8. Goals are jointly set by supervisor and subordinate, with an annual formal appraisal session at which both parties have the chance to discuss progress toward goal achievement. This appraisal is used both to provide performance feedback to the employee and as a basis for merit pay decisions.

As a first step in evaluating these polices, the vice president for human resource management classified the countries where East's facilities are located according to Hofstede's dimensions. She came up with the matrix at the bottom of this page.

CULTURAL DIMENSIONS					
Facility Location	Power Distance	Individualism	Uncertainty Avoidance	Masculinity	Long-Term Orientation
Australia	Low	High	Medium	Medium	Low
Mexico	High	Low	High	High	Medium
England	Low	High	Low	High	Low
Norway	Low	Medium	Medium	Low	High

You have been hired by East Computer Company to help management develop personnel polices for each of the four international facilities. Ideally, management would prefer to use the same polices that it uses in the United States to maintain consistency and reduce administrative problems. However, the vice president for human resource management has made a strong case for "tailor-made" personnel polices that are suitable to the culture environment of each facility.

Questions (可以用中文作答，25 分)

1. Given East Computer Company's present personnel policies, what problem is the company likely to face in each facility if it transports its domestic policies abroad?

2. How would you change or adapt each of the company's current personnel policies to better fit the cultural environment of each international facility?

3. What could go wrong if your recommendations are implemented? In other words, what warnings would you give to East's management along with your recommendations?