

是非簡答題 (5% Each):

請依題號順序答“是”或“非”;並以一至二行說明理由。

若認為是依狀況而定則可分別以一至二行說明“是非”。

(Please state True or False and explain in one to two lines. If you think that it is conditional, you may state both and explain in one to two lines for each situation of True and False.)

1. The term “operations management” refers to tracking and controlling production costs.
2. The easier it is to maintain a working product or fix a broken product, the more reliable that product is.
3. Factors such as the company’s strategy, top-management characteristics, organization design and corporate culture strongly influence company success.
4. If employees perceive that their outcomes are unfair, but that the decisions and procedures leading to those outcomes were fair, then they are much more likely to seek constructive ways of restoring equity.
5. Nearly all technology cycles follow a typical U-curve pattern of innovation.
6. Technology standards reduce uncertainty, expand network externalities, and reduce customer lock-in.
7. In the information economy, the technology infrastructure makes information more accessible and hence less valuable.
8. An organization should reach out and try to control external sectors that threaten needed resources.
9. Because reengineering focuses on work processes that cut across functional boundaries, it leads to changes in organization structure, organization culture, and information systems.
10. A value trend in the network age is that more value will be created at the core with generic, scale-intensive functions, rather than at the end close to the customers with customized connection to the users.

個案分析

請針對下列之個案，依據你個人經驗及常理判斷作簡短分析。

某公司生產一系列之電子產品，分別在桃園、深圳等地製造。其中一項產品牽涉到較複雜之技術，需要研發和製造、採購等密切配合，故一直在台灣生產。此項產品必需使用某些由日本進口之關鍵零組件，佔成本約三成，前置期約三到六個月。

去年有一客戶表達採購此產品之意願，量非常大，四個月後交貨，價格約現行售價之六成，功能必須與目前之產品相同，但產品之設計規格可由該公司自訂。公司高階主管已感受到此產品之降價趨勢，頗想冒賠損之風險接下訂單，並促使研發、製造和採購等部門協力進行成本降低的努力。

目前中階經理人員和工程人員均尚不知降低成本四成之終極目標，預期會有非常大的排斥與抗拒。

- 1、公司應不應該接這個訂單？若你是總經理，你會怎樣看待這個問題？(10%)
- 2、若公司高層已決定要這個訂單，而你是業務副總，你要如何讓各單位配合？(10%)
- 3、什麼情況下，產品的成本可以大大降低？什麼情況下會讓我們過去沒有去做？(10%)
- 4、如果你是專案負責人，要如何執行這個幾乎是不可能的任務？(20%)