

- 一、(35%) Take a single case about a company that you are personally familiar with and answer the following questions.

*Please provide short answers for each question (limit to **5 lines** each; just give the **key points**). Your answers should be **consistent**, based on the **same single case**. (The analysis unit may be at an organization level within a company or at the company level.)*

- (1) What is the company/organization's business? (what industry & what product and/or service?) What is company/organization's position in the value chain or supply chain?
- (2) What are the employee's position/role and contributions to the organization's operation? What is the immediate organization structure related to the employee's work?
- (3) Using the organization structure described in (2) as a basis, describe the key management process or work flow of the organization that create value. What are the key factors that influence the value creation?
- (4) What important interactions would the position or organization described in question (2) have with the outside organizations in the value chain or supply chain? How important are these interactions?
- (5) What are the core competencies and key performance measures for the position and for the organization in (2)? What are the key factors that would influence the performance and competencies of the position and the organization?
- (6) What are the two main management challenges in the organization described in (2)? What are the possible approaches/solutions to handle the challenges?

- 二、(20%) Product test can be very costly. If you are a test engineering manager, how would you reduce test time and efforts without sacrificing product quality? (Hint: the basic principle of test time reduction is understanding of product behavior)

- 三、(15%) List the critical factors that would lead to inventory reduction.

- 四、(30%) 經過前年金融海嘯，原本很多公司減產或裁員，但至去年年底有些公司開始陸續接到訂單甚或急單，請你以某一產業¹的工廠主管為角色，短期內你會面臨那些最重要且馬上要解決的問題²？你又有何對策³來解決？(請依 1,2,3 重點回答)