

系所組別： 工業與資訊管理學系在職專班

考試科目： 工業管理概論（專班）

考試日期：0225，節次：3

1. Suppose you are a manager leading several operation assembly lines, how can you have each assembly line be an effective team? (14%)
2. Please identify three types of organizational structure and compare the advantages and disadvantages for each of them. (18%)
3. According to Michael Porter of Harvard, competitive advantage stems from a company's being able to create value in its production process. Value can be created in one of two ways.
 - a. What are the two ways of creating value proposed by Porter? (6%)
 - b. Please give an example to describe how Porter's strategies can be applied in companies. (12%)
4. (24%) Please explain the following terms.
 - (a) (4%) Bullwhip effect
 - (b) (6%) Critical path method (CPM) in project management
 - (c) (4%) Lean production
 - (d) (6%) Line balancing
 - (e) (4%) Enterprise resource planning (ERP)
5. (10%) Please explain the five phases of 6 Sigma used for projects that aim to improve an existing process?
6. (16%) Inventory is often considered as one of the major issues in manufacturing industries, in which parts, modules, and products are produced. Here, we are to explore inventory issues in the service sector. Please answer the following questions:
 - (a) (4%) Please specify an example in the service sector that (you think) has an inventory issue.
 - (b) (4%) What is the inventory issue in the example given in (a)?
 - (c) (4%) Shall the inventory in (b) be considered as independent-demand inventory or dependent-demand inventory? Please explain why.
 - (d) (4%) How to manage the inventory considered in (c)?