

國立中央大學九十學年度碩士班研究生入學試題卷

所別: 資訊管理學系 戊組 科目: 管理學 共 1 頁 第 1 頁

Instructions:

- 答案卷必須以橫式書寫，違者扣十分。
- At the end of this session, make sure ALL the material should be handed to the proctor of the exam. Any violation of the rules of this exam will lead to serious reduction of points.

Part I. 簡答題

- 請比較「管理科學」與「科學管理」。(10%)
- Goldratt, E. M. 藉著「目標」這本書提出他的「限制理論」(TOC: Theory Of Constraints)，令他揚名歐美，很多企業實行了 TOC，並視之為改造企業最有效的方法。TOC 最重要的貢獻在於指導企業如何集中利用有限的資源，把有限的資源用在整個系統中最重要的地方，以求達到最大的效益。請簡述 TOC 的步驟。(10%)
- TOC 和其他的管理理論或學說的主要差別為何？請就存貨在 TOC 和成本會計中的不同來說明。(15%)
- 請比較「限制理論」和線性規劃(LP: Linear Programming)二者的異同點。(15%)
- Describe the three common organizational designs: simple structure, bureaucracy, and matrix structure. What are the implications of organizational design on employee behavior? (10%)
- Compare and contrast Fiedler's contingency model, Hersey and Blanchard's situational leadership theory, and House's path-goal theory. (10%)

Part II. 個案研究題

Mary Murray had not had much experience working as part of a team. When she interviewed with ThinkLink, an educational software firm out of Gainesville, Florida, she did not give much concern to the fact that ThinkLink made extensive use of cross-functional teams. After on-site interviews, Mary joined ThinkLink as an assistant marketing manager for the company's high school core programs. These are essentially software programs designed to help students learn algebra and geometry. Mary's boss is Lin Chen (marketing manager). Other members of the team she is currently working with include Laura Willow (advertising), Sean Traynor (vice president for strategic marketing), Joyce Rothman (cofounder of ThinkLink and the formal leader of this program), and Harlow Gray (educational consultant). After her first week on the job, Mary was seriously thinking about quitting. "I've never imagined how difficult it would be working with people who are so opinionated and competitive. Every decision seems to be a power contest." The projects team that Mary is working on has a deadline to meet that is only six weeks away. Currently the team is at least two weeks behind schedule. Everyone is aware that there's a problem but no one seems to be able to solve it. "What makes my job particularly difficult, is that I don't have any specific job responsibilities. Our team has six members-five chiefs and me!" What is especially frustrating to Mary is that neither Lin Chen nor Joyce Rothman is showing any leadership. Lin is passive and quiet. He rarely speaks up in meetings and appears to want to avoid any conflicts. Lin is preoccupied with a number of other projects. Joyce can't seem to control Sean and Harlow's strong personalities.

- Please summarize the case. (5%)
- Discuss cross-functional teams in terms of their propensity to create conflict. (15%)
- What techniques or procedures might help Mary reduce conflict on cross-functional teams? (10%)

