國 立 臺 北 科 技 大 學

九十二學年度商業自動化與管理研究所入學考試

管理資訊系統試題

注意事項：

1. 本試題共【17】題，配分共 100 分。
2. 請按順序標明題號作答，不必抄題。
3. 全部答案均須答在答案卷之答案欄內，否則不予計分。

第一部份 選擇題 每題 3 分, 共 30 分

(本部分未標示單選者為**多選題**，答案可能<u>一個或一個以上</u>，每題要答案全對才給分。)

1. 策略資訊系統（SIS）支援或改變何種層次管理活動？(a)策略規劃 (b)管理控制 (c)作業管理 (d)交易處理。

2. 當公司的資訊科技投資突然大幅增長，引進新科技的時候是進入 Nolan 的電腦化階段性理論的什麼時期？(a)起始 (b)整合 (c)成熟 (d)擴散 (e)資料管理 (f)管制。

3. 行銷通路成員發起與控制跨組織資訊系統（IOS），可以產生哪些權力基礎？(a)專家權 (b)獎酬權 (c)法定權 (d)強制權(e)系統權 。

4. 高階主管資訊系統(EIS)主要利用何種管理原則設計？(a)目標管理 (b)走動管理 (c)權變管理 (d)風險管理 (e)例外管理。

5. 決策支援系統與專家系統的主要差異為 (a)使用者介面之互動 (b)模式庫 (c)問題結構性 (d)決策替代性 (e)應用領域範圍。

以下是日本 7-11 公司，所有關於<u>顧客知識管理</u>的活動，請依據 Nonaka and Takeuchi (1995) 知識創造觀點說明該活動屬於共同化(socialization)，外部化(externalization)、結合(combination)、內化(internalization)。

6. 透過銷售點(POS)資訊系統及圖形化的使用介面及訂購終端機分析資訊。例如，商品經過統計調查後，發現銷路不好商品便可以馬上下架。(a)共同化 (b)外部化 (c)結合 (d)內化。<u>(單選)</u>

7. 日本 7-11 透過其龐大的連鎖店面，顧客的需求、反映與抱怨，都能透過店員、申訴機制、服務機制、在適當的場合或每個禮拜的會議快速的反應出來，強調員工一定要隨時去觀察店面的情況。(a)共同化 (b)外部化 (c)結合 (d)內化。<u>(單選)</u>

8. 每週的經理會議及地方性協調會議，將所有看到的問題反應出來，並相互討論，並將討論所獲得的結果與知識化成策略與行動。(a)共同化 (b)外部化 (c)結合 (d)內化。<u>(單選)</u>

9. 高階管理階層的午餐會議，會嘗試所有的新產品，來幫助新產品及概念的產生。(a)共同化 (b)外部化 (c)結合 (d)內化。<u>(單選)</u>

10. 新進的員工店面的訓練，這一連串有系統的職業生涯訓練可讓近員工晉升到管理階層。(a)共同化 (b)外部化 (c)結合 (d)內化。<u>(單選)</u>

第二部分　個案分析，共 50 分

<u>Please read the following case and answer question 11, 12, 13:</u>

Mrs. Fields cookies stores were typically divided into two areas. The oven faced the retail area, fronted by an island of counter space used to fill and unload cookie sheets. Customers were drawn into the store by the openness of the design, and by the aroma of hot cookies fresh from the ovens plainly in view under the Lucite covered display. The back room contained the mixers, a work space, a small office area with a personal computer, and sufficient storage for ingredients. This was Mrs. Fields' at the level of the friendly, inviting retail outlets located in high-density shopping areas around the world. But these was another level to Mrs. Fields'- the level of the sophisticated management information system that tracked the financial performance of each company owned outlet and provided comprehensive scheduling of activities within stores, including marketing support, hourly sales projections, and even candidate interviewing for prospective employees.

Each store's personal computer accessed a sophisticated store management system designed by the MIS organization. Menu-driven applications included day planning, time clocks, store accounting and inventory, interview scheduling, skill testing, and electronic mail. One application dialed the headquarters' computer, deposited the day's transactions, and retrieved any mail for store employees. A store manager's day began in the back room at the personal computer. After entering workday characteristics, such as day of the week, school day or holiday, weather condition, etc., the manager answered a series of questions that caused the system to access a specific mathematical model for computing the day's schedule. The manager was subsequently advised to bake per hour and the projected sales per hour. The manager would enter the types of cookies to be made that day and the system would respond with the number of batches to mix and when to mix them. As store sales were periodically entered through the day, either manually by the manager or by an automated cash register, the system would revise its projections and offer recommendations. From sales and inventory information stored in the computer, the information system computed projections, and prepared and generated orders for supplies. A single corporate database tracked sales in each store and produced reports that were reviewed daily. Headquarters thus learned immediately when a store was not meeting its objectives and was able to respond quickly.

The most efficient way for managers to communicate was via E-mail, but they also called their phone mailbox in Park City for audio messages on a daily basis. Mrs. Fields, who had from the outset promised to respond within 48 hours to electronic and voice mail directed to her. Thus, the manager did not simply read memos from the president, but often personally heard her voice.

The information system also helped the manager make hiring decisions. After conducting initial interviews, the manager entered information from the handwritten applications into the computer, which compared it with stored information on previous applicants who had been hired. The system thus helped the manager to narrow the field to applicants who were " Mrs. Fields' kind of people," people who possessed attributes the company valued highly.

11. 你覺得 Mrs. Fields 導入資訊系統後，員工流動率會不會增加，公司該正視此問題嗎？為什麼?(10 分)

12. 你覺得 Mrs. Fields 的總裁，有了這套系統，應該採取什麼樣的管理模式？為什麼？(10 分)

13. 請問 Mrs. Fields 的資訊系統的角色為何，你認為可以產生競爭優勢嗎?為什麼?(10 分)

<u>請閱讀以下個案，回答問題 14,15：</u>

    玫琳凱化粧品公司，採人員直銷方式銷售，透過獨立的美容顧問來進行產品銷售，而掌管獨立美容顧問的是指導員，在指導員之上又有全國銷售指導員。指導員必須掌握美容顧問的業績，給予適當的獎勵。為了讓指導員能夠方便掌握美容顧問的績效以及美容顧問作業效率的提高，所以從 1982 年開始，玫琳凱公司進行業務自動化，利用 Tandy 電腦，配上顧客接觸管理、庫存管理、財務管理的系統。顧客接觸管理可以對顧客進行管理，並且提供產品資訊。庫存及財務管理則讓美容顧問可以管理訂貨與計價。然而此系統並未進行連線，美容顧問還是必須在每月將報表印出後寄回公司，因此並未提供即時的效率。而且因為美容顧問大多對電腦不熟悉，加上系統設計不夠友善，設計師並未站在使用者的立場設計，整個業務電腦化宣告失敗。

    有了第一次失敗的經驗，玫琳凱公司後來又進行 InTouch 系統的開發，這次開發原則強調是在增加銷售的生產力，而非只是增加作業的生產力，同時把自己也當成顧客來開發系統，另外也強調系統操作的簡單化。基本上系統主要希望達成：加速溝通、改善服務成本效益、更有價值與即時資訊、無附加價值活動的自動化。InTouch 系統初期主要是給指導員使用，以方便利用此系統推行內部行銷。

14. 請你規劃這套 InTouch 系統，包含哪些子系統？各子系統的功能為何?並驗證這些系統是否可以達成期望的目標,請依下列表格完成(10 分)

子系統名稱	功能描述	預期效益（須解釋為何有此效益）
.....	.....	.....

15. 你覺得上述這套系統要外包或是自製？請解釋原因(10%)

第三部份 問答題 共 20 分

16. 差異化是需要成本的，你覺得資訊科技是否可以使得企業兼顧低成本與差異化的競爭策略？有哪些技術可以達成?(10 分)

17. 傳統媒體與 Internet(WWW)媒體的溝通模式有何不同？請從廠商及消費者觀點分析(10 分)