Part A 【34%】

(1) 有人說「Oxford teaches you nothing about everything; Cambridge teaches you everything about nothing.」(a) 請從這句話，解讀牛津大學和劍橋大學，對人才培育這個議題，在理念上有何基本差異？(b) 試從此兩種理念的對比，提出你對企業培育未來領導管理人才的看法。【19%】

(2) 何謂公司重整？【5%】

(3) 何謂 effective？何謂 efficient？兩者在管理上的意義有何差異？【5%】

(4) 何謂 M-型社會？【5%】

Part B 【33%】

(5) 管理者應具備有那些能力、知識與技能，以及人格特質？請自評你在這些方面的準備度【11%】

(6) 創新是企業發展的驅力。「如何塑造有創造力的企業文化？」【11%】

(7) 風險決策 (risk decision making) 有那些特性？如何改善風險決策？【11%】

Part C 【33%】

(8) Case Study: What is a Constraint

After five hours of discussion Jack was still claiming that Pharaoh Printing has no less than five real constraints. Pharaoh Printing produces large variety of plastic packages to food producers. I was trying to convince Jack, the COO of Pharaoh that the market demand is their sole constraint. Jack insisted they have four additional constraints.

"How did you define a constraint? Anything that limits the performance of the company, right? "Now, the extruder machine known as Zero, has to produce five different basic materials. The setup is very long and there are frequent downtime of Zero. We work on it 7 days a week 3 shifts a day. How can it be non-constraint?"

"Our printing machine has excess capacity, BUT it is the weakest link regarding quality. Look, I could get 30% more market without sweating, if we'd be capable of doing the color printing in a higher level. Josef-Industries take the cream of the market because their printing has the right shining quality. They charge 50% more than our price, and we are lucky that they are not ready to reduce their prices. Otherwise we won't have any market demand left. Do you call quality a market constraint? We still have more market than M9 could do, but we have the low price market."
"Now, let's talk about M9. We lose sales because too many orders are stuck behind M9. Our due-date performance is only 84.2%, and 77% of the late orders are stuck behind M9.

And, last but not least constraint is my beloved union people. I cannot ask the operator of M9 to do one hour overtime without having to pay overtime to 10 more people who would do nothing during that hour. The union prevents M9 and Zero operators from activating the machines during the lunch break. They make me crazy. 75% of my time is to deal with the union. To my mind they are a special nasty constraint."

Question: So, how many constraints Pharaoh Printing has at the moment? Please explain your answer.