

企業組織

授課教師：

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National Taiwan University
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大綱

- 組織定義與重要性
- 工作設計 (Job Design)
- 部門化 (Departmentalization)
- 授權 (Delegation)
- 管理幅度 (Span of Management)
 - 指揮鏈與組織架構 (Chain of Command, organizational structure)
- 企業文化
- 委員會 (committees) 與工作小組 (task force)
- 非正式組織 (informal organization)

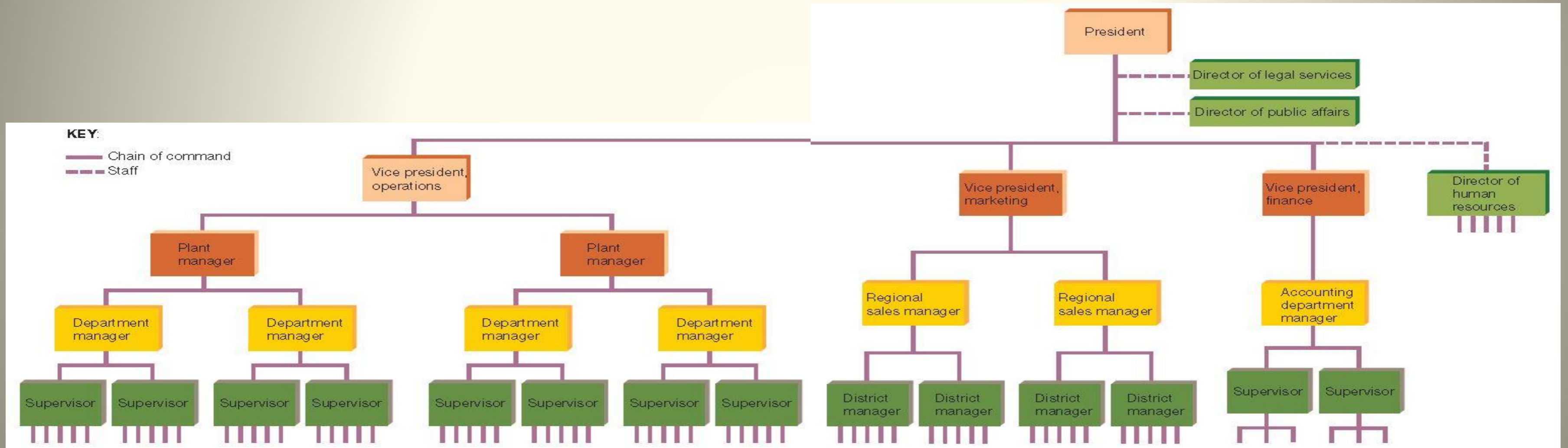
組織定義與重要性

- Organization: a group of two or more people working together to achieve a common set of goals.
- Organize/organizing
- 綜效(synergy)
 - 降低生產成本
 - 高品質產品
 - 專注特殊產品

組織程序與架構圖

- 企業目標
- 考慮因素
 - 工作設計(Job Design)
 - 部門化(Departmentalization)
 - 授權(Delegation)
 - 管理幅度(Span of Management)
 - 指揮鏈與組織架構(Chain of Command, organizational structure)
- 架構圖(organization chart)
 - 確認職位與工作內容
 - 配置資源
 - 建立指揮系統
 - 不同職位與工作間之協調

Chain of Command



工作設計(Job Design)

- The separation of all organizational activities into distinct tasks and the assignment of different tasks to different people
 - 專業(specialization)
 - 分工(division of labor)
- 優點：
 - 簡化工作量
 - 員工快速學習工作內容
 - 縮短員工被訓練時間
 - 減少浪費工作時間
 - 設備簡單化
- 缺點：員工認為工作內容單調、無聊，導致降低出席率、生產效率

專業分工替代方案

- 工作輪調(job rotation)
- 工作擴大化(job enlargement)：任務範圍
- 工作豐富化(job enrichment)：賦予自主權與控制權

部門化(Departmentalization)

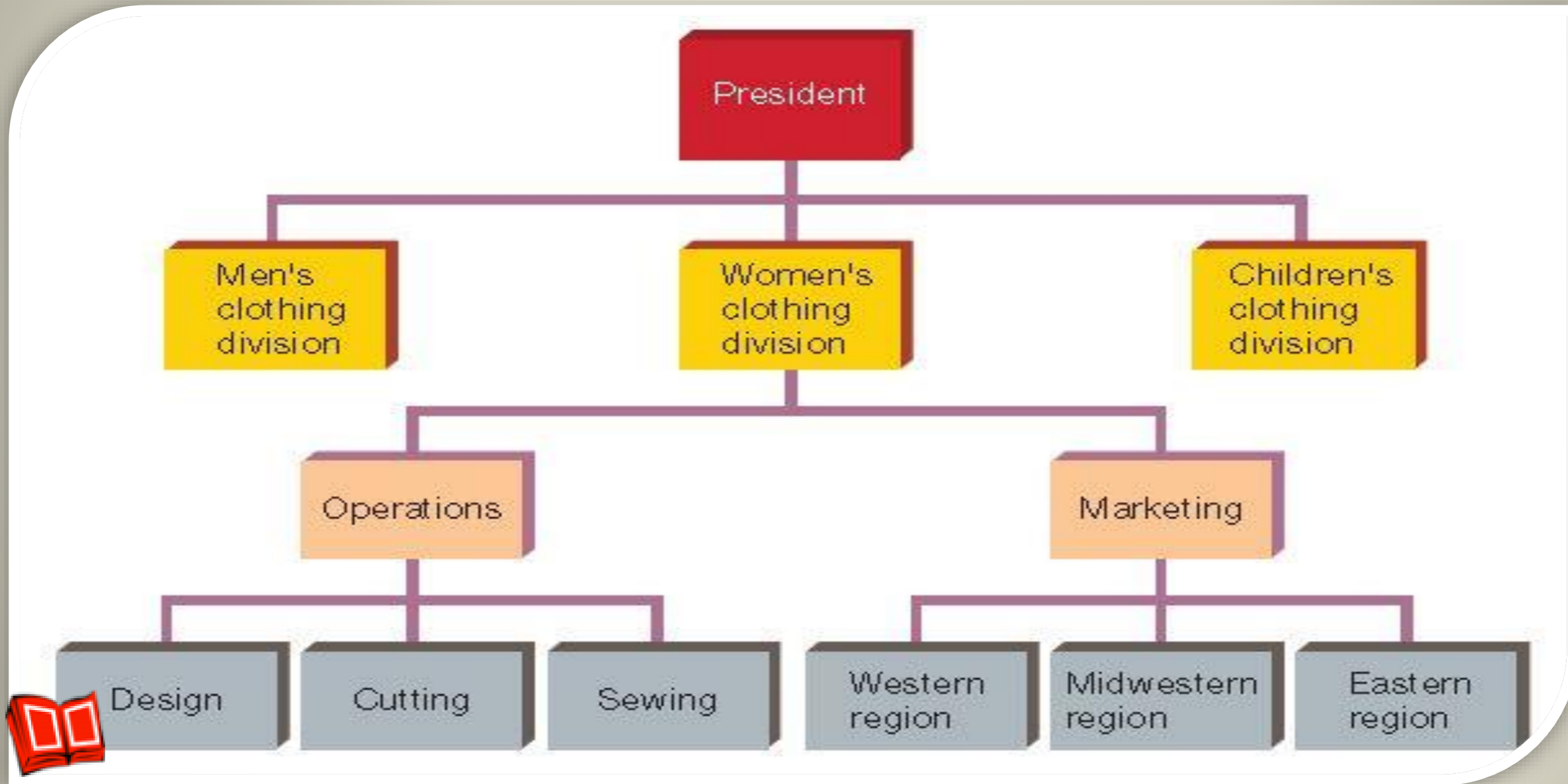
- 功能別(by function)：生產、行銷、財務、人事
- 產品別(by product)：電腦、印表機、軟體
- 地域別(by location)：國內、國外
- 顧客別(by customer)：家庭、企業、教育、政府
- 多重基礎(combinations of bases)

部門化(Departmentalization)-續

Basis	Type of Firm	Advantages	Disadvantages
Function	Smaller and newer	Simplified supervision and coordination	Slow decision-making Emphasizes department over company
Product	Older and larger	Easier decision-making Integration of related activities	Duplication of specialized activities Emphasizes product over company
Location	Decentralized with regional needs	Can respond to unique demands	Large administrative staff and control system
Customer	Service-based or market-specific	Can deal efficiently with unique customers	Larger-than-usual administrative staff



多重基礎部門化，New-Wave Fashions, Inc.



授權 (Delegation)

- 管理者指派任務給下屬時，應同時授與下屬相對應的權力；
- 下屬需對指派的任務負責，也應對被受與之權利負責。
- 職權(authority)：因管理職位而產生的權力
 - 直線職權(line authority)
 - 幕僚職權(staff authority)：協助、支援直線職權之管理者
- 職責(responsibility)：對被指派的任務負責
- 負責任/承擔後果(Accountability)：對被受與之權利負責

The Delegation Process



授權 (Delegation)-續

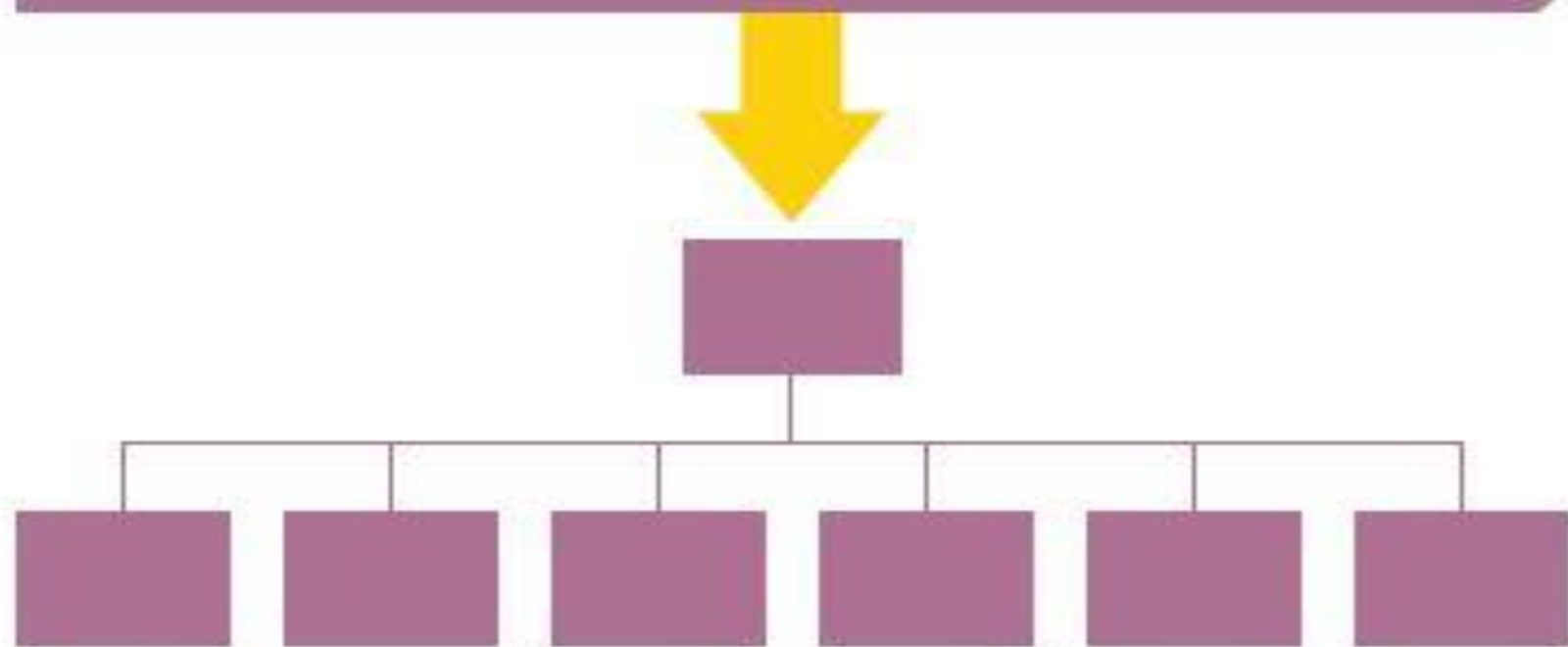
- 組織權力分配
 - 集權(centralization)：高階管理者有系統地保留決策權
 - 低階管理者欠缺決策技能
 - 分權(decentralization)：高階管理者有系統地將決策權授與中低階管理者
 - 商業環境複雜或不可預測
- 影響高階管理者授權因素
 - 不信任下屬
 - 擔心工作成效良窳
 - 欠缺組織力

管理幅度(Span of Management)

- 直屬下屬人數
 - 英文：the number of workers who report directly to one manager
 - 寬幅度(Wide span)：人數多
 - 窄幅度(Narrow span)：人數少
- 組織高度(Organizational height)：管理者層級
- 高聳式組織(Tall Organizations)
- 扁平式組織(Flat Organizations)

WIDE SPAN

- High level of competence in managers and workers
- Standard operating procedures
- Few new problems

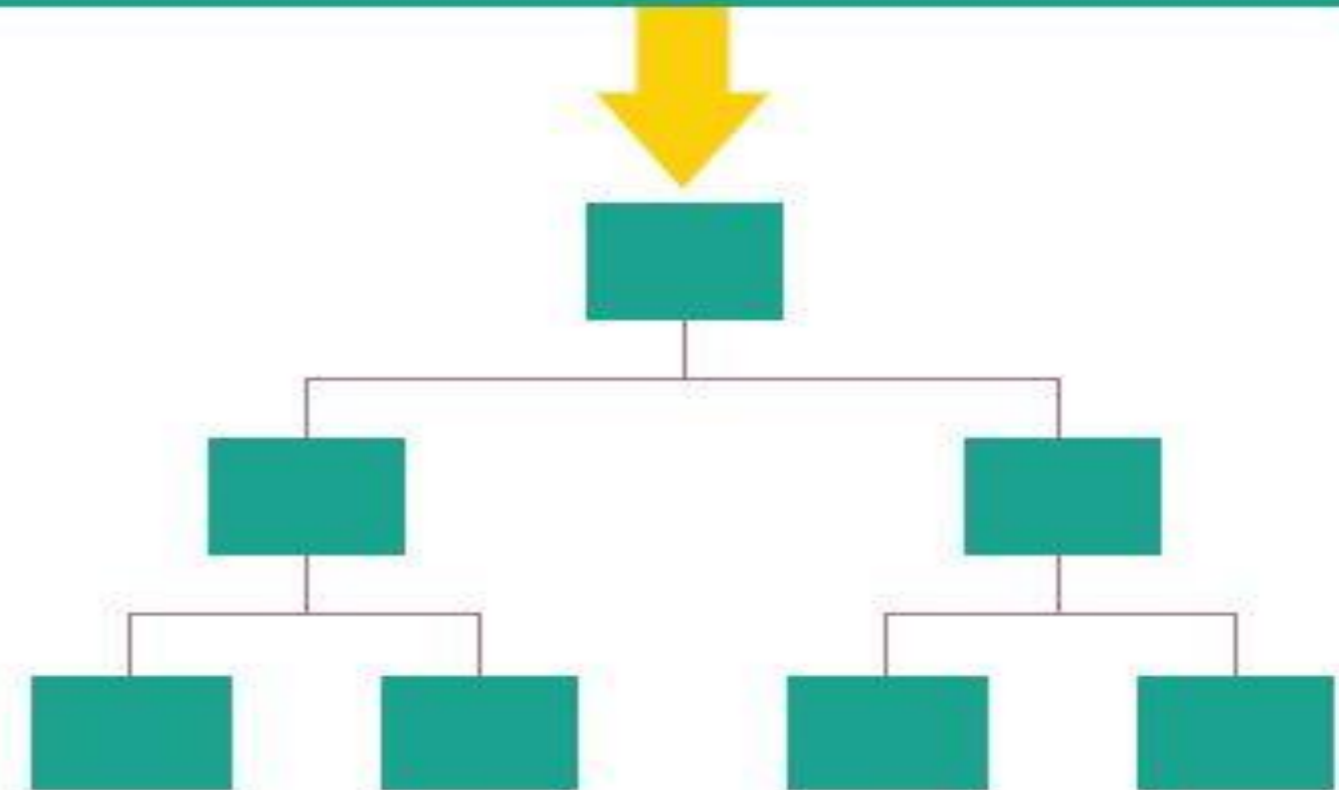


Flat organization



NARROW SPAN

- Physical dispersion of subordinates
- Manager has additional tasks
- High level of interaction required between manager and workers
- High frequency of new problems

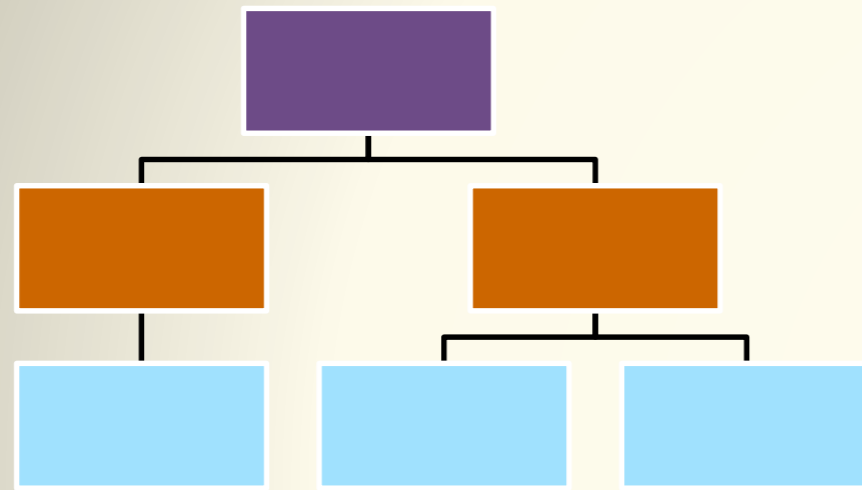


Tall organization

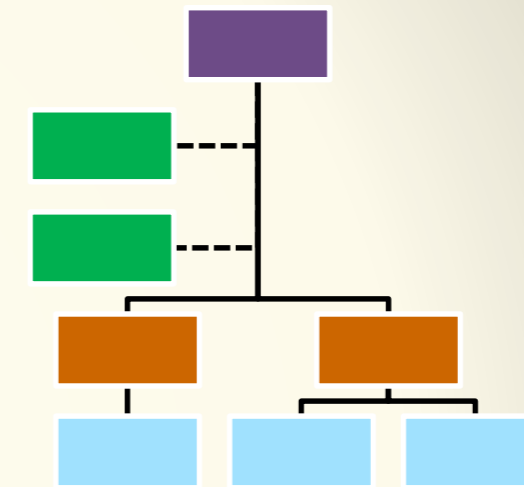


Forms of Organizational Structure

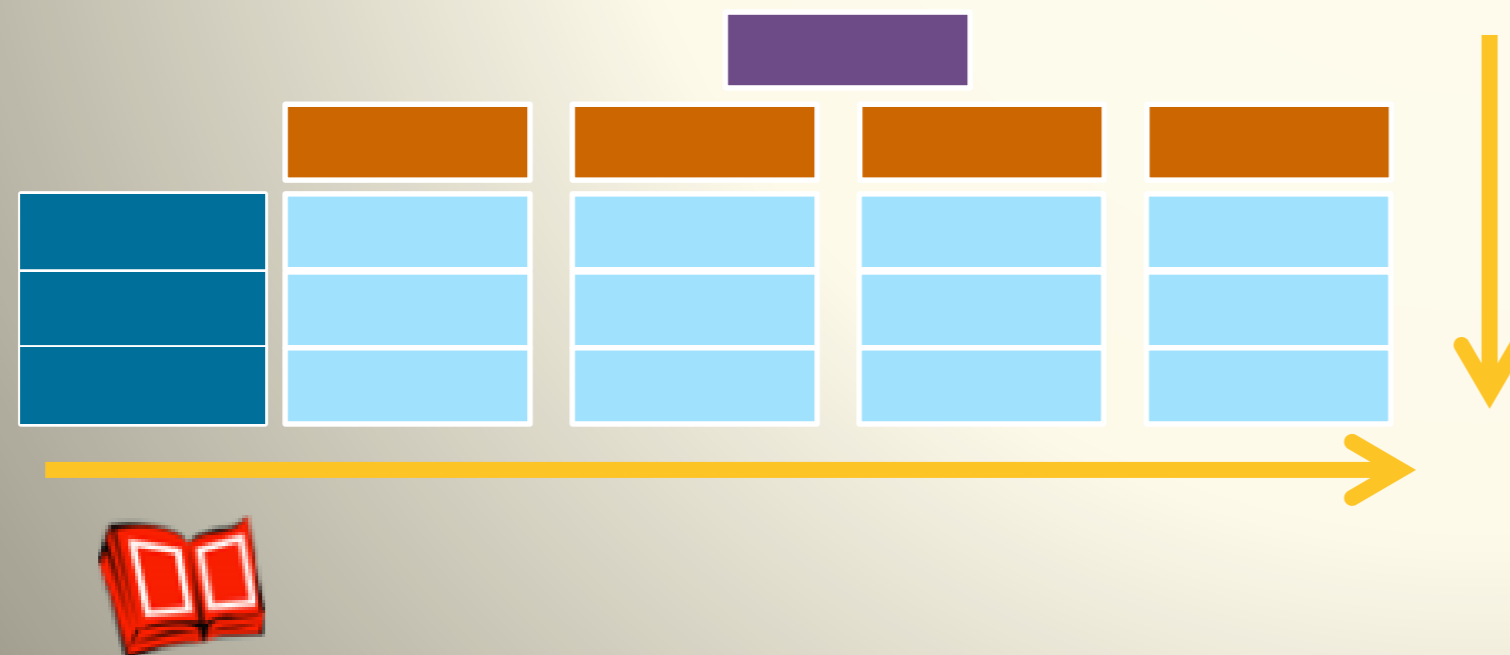
Line Structure



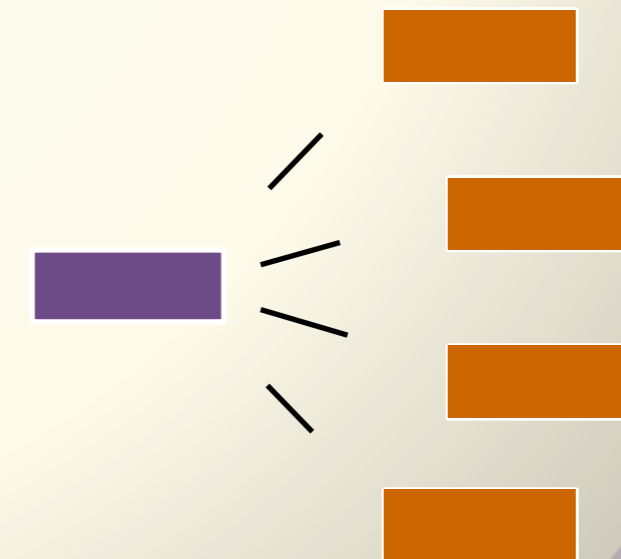
Line-and-Staff Structure



Matrix Structure



Network Structure



指揮鏈與組織架構

(Chain of Command, organizational structure)

- 直線結構(line structure)：指揮鏈直接串連管理者(line manager)與其下屬，管理者承擔所有職權，適用小型企業。
- 直線與幕僚結構(line and staff structure)：幕僚提供專業建議，由直線管理者執行。
- 矩陣結構(matrix structure)：水平整合與直線職權形成專案計畫(project)
- 網路結構(network structure, virtual organization)

企業文化

- 企業內部儀式、典範、價值
 - 英文：inner rites, rituals, heroes, and values of a firm
 - 影響員工思考與行為
 - 外部形象(消費者忠誠度、M & A)
- Goffee, R. and G. Jones
 - 社交性(sociability)
 - 團結性(solidarity)
- Networked (NPO), fragmented (research institutes), mercenary(large banks and investment firms), communal



Solidarity

委員會(commitees)與工作小組(task force)

- Ad hoc committees：特定短期目的
- Standing committees：常設性
- task force：以調查、評估為主要目的
- 優點：腦力激盪、有效解決問題
- 缺點：被少數人操控、不必要妥協、商議時程長

非正式組織(informal organization)

- 因人際關係而產生
 - 成員有共同特質或共同利益
 - 意見領袖
 - 組織鬆散、無權責、行動力強
 - 對企業產生影響
- Grapevine
 - 如何面對？

作業—調調查菜價異常情況

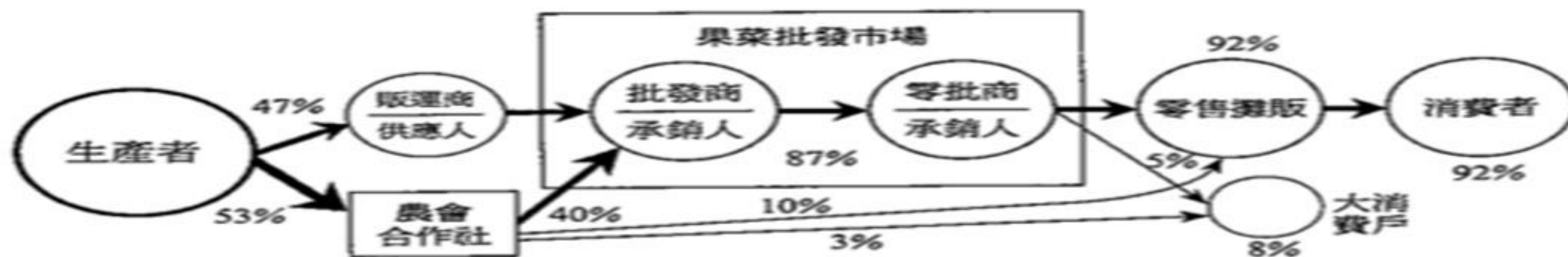


圖 74 現階段的果菜運銷通路圖

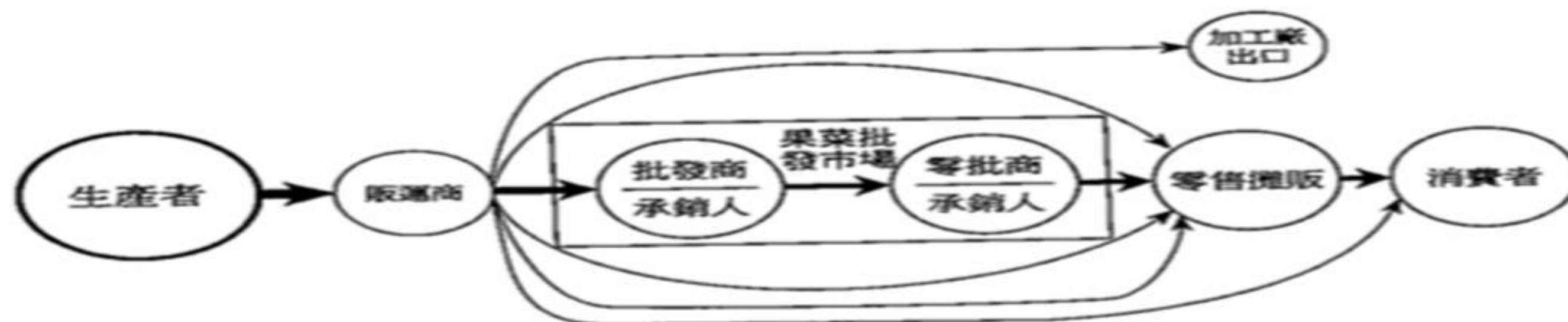


圖 75 早期的果菜運銷通路圖



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9	<table border="1" data-bbox="536 1271 932 1422"> <thead> <tr> <th>Basis</th> <th>Type of Firm</th> <th>Advantages</th> <th>Disadvantages</th> </tr> </thead> <tbody> <tr> <td>Function</td> <td>Smaller and newer</td> <td>Simplified supervision and coordination</td> <td>Slow decision-making Emphasizes department over company</td> </tr> <tr> <td>Product</td> <td>Older and larger</td> <td>Easier decision-making Integration of related activities</td> <td>Duplication of specialized activities Emphasizes product over company</td> </tr> <tr> <td>Location</td> <td>Decentralized with regional needs</td> <td>Can respond to unique demands</td> <td>Large administrative staff and control system</td> </tr> <tr> <td>Customer</td> <td>Service-based or market-specific</td> <td>Can deal efficiently with unique customers</td> <td>Larger-than-usual administrative staff</td> </tr> </tbody> </table>	Basis	Type of Firm	Advantages	Disadvantages	Function	Smaller and newer	Simplified supervision and coordination	Slow decision-making Emphasizes department over company	Product	Older and larger	Easier decision-making Integration of related activities	Duplication of specialized activities Emphasizes product over company	Location	Decentralized with regional needs	Can respond to unique demands	Large administrative staff and control system	Customer	Service-based or market-specific	Can deal efficiently with unique customers	Larger-than-usual administrative staff		台灣大學農業經濟學系雷立芬教授。 本作品依據 創用CC「姓名標示-非商業性-相同方式分享 3.0」 分享。
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