應用模糊計劃評核術於供應鏈管理決策分析之研究

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摘 要

在全球化競爭的壓力下，企業除了要具備高品質的產品開發 製造及多樣且快速的產品設計能力外，更重要的是能快速反應市 場的變化，滿足消費者的需求，提高企業的競爭力。因此，回應 市場變動的能力與速度已成為在激烈競爭環境中的致勝因素。然 而，供應鏈體系的運作流程常缺乏足夠的透明度，每個成員的前 置作業時間常常因為內外在環境變動的影響而不易精確掌握，進 而影響整個供應鏈體系的運作績效。為此，本研究結合模糊理論 與計劃評核術，提出一個供應鏈流程的管理決策分析模式，以進 行計算供應鏈體系運作流程的週期時間，分析履行顧客訂單的能 力，進而考量時間與成本參數，並以此分析模式為基礎構建一個 供應鏈管理決策評估系統，提供企業在決策時參考。藉由系統模 擬結果發現，本研究所提出的分析模式，可有效掌握每個成員影 響供應鏈體系運作的關鍵程度，整個供應鏈體系網路結構的關鍵 要徑，以及分析供應鏈體系履行顧客訂單的能力。進而，可清楚 定義每個成員在不同趕工時間下所產生的趕工成本，有助於供應鏈體系進行資源的規劃與調整，並在互信合作的理念之下訂定合 作策略，以達到供應鏈體系成員願意共同均擔成本與共享利潤的 最終目的。

關鍵詞 : 供應鏈體系、模糊理論、模糊計劃評核術、前置作業時 間

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