

An Exploratory Research of Management Knowledge Infusion

陳銘嘉、沈介文

E-mail: 9418530@mail.dyu.edu.tw

ABSTRACT

The research hope to make head or tail of the influence factors of management knowledge infusion by organizational learning theory inside of " dynamic persecution ", and establish management knowledge infusion model, and then to use as infusion model to confer knowledge infusion the process inside possibility produce of study indentation. Therefore, concrete however talk. The major objectives of this research are: 1.According to references study and in-depth interviews to understand the influence factors of management knowledge infusion; 2.Investigate by the questionnaire, examinant the management knowledge of the consequence factors and construct the first-step management knowledge's infusion model; 3.By way of focal point group discussion, then make head or tail of to management knowledge infusion the possible study indentation, and join together purpose two of result, revise management knowledge infusion model, then provide the more complete conclusion. The conclusions to presented here are: 1.Function direction of process variables and condition variables function direction, because of having the characteristic that time divides therefore different point, will be the different consequence. 2.The different condition variables will influence the different process stages of management knowledge infusion. 3.In this study, management knowledge infusion can be divided into process study indentation and condition study indentation.

Keywords : Organization learning、 Management knowledge、 Management knowledge infusion、 Infusion model

Table of Contents

封面內頁 簽名頁 授權書iii 中文摘要iv 英文摘要v 誌謝vii 目錄viii 圖目錄x 表目錄xi 第一章緒論1 第一節研究背景與動機1 第二節研究目的6 第三節研究步驟7 第四節重要名詞解釋9 第二章文獻探討12 第一節組織學習之相關研究12 第二節管理知識導入之相關研究27 第三節學習缺口之相關研究51 第三章研究設計59 第一節研究架構59 第二節資料收集與分析方法64 第三節研究對象73 第四節研究假設與問卷設計81 第四章結果分析100 第一節深度訪談結果分析100 第二節問卷調查結果分析111 第三節焦點座談結果分析122 第五章結論與建議133 第一節研究結論133 第二節研究限制142 第三節研究建議144 參考文獻150 一、中文文獻150 二、英文文獻153 附錄一 深度訪談題綱161 附錄二 深度訪談逐字稿162 一、UBOT01162 二、TAI01167 三、UNI01174 附錄三 調查問卷178 附錄四 項目分析表186 附錄五 焦點座談議程189 附錄六 焦點座談逐字稿190 一、FG1190 二、FG2210

REFERENCES

一、中文文獻 1.FG1(民89),「陳銘嘉之第一場焦點座談逐字稿」,彰化縣,89.11.28,PM20:00~22:00 2.FG2(民89),「陳銘嘉之第一場焦點座談逐字稿」,彰化市,89.12.04,PM15:00~17:00 3.TAI01(民89),「陳銘嘉對乙先生深度訪談之逐字稿」,彰化市,89.06.26,PM14:00~15:30 4.UBOT01(民89),「陳銘嘉對甲先生深度訪談之逐字稿」,台中市,89.06.19,PM12:40~14:00 5.UNI01(民89),「陳銘嘉對丙先生深度訪談之逐字稿」,南投縣,89.07.04,PM18:30~19:50 6.尤敏君、林曉芬(民87),「台灣於亞太市場高科技產業出口競爭力之分析研究」,台灣經濟院國科會計劃 7.王石番(78),「傳播內容分析法--理論與實證」,幼獅文化。 8.王士峯、王士紘(民82),「管理的意義」,企業管理,五南圖書 9.文崇一(民88),「調查訪問法」,摘自楊國樞主編,社會及行為科學研究法(下,十三版),台北:東華書局頁,pp550-553。 10.司徒達賢(民86),「一窺企管理論發展原貌」,台北:商業週刊 11.朱愛群(民86),「學習型組織意涵之探索」,警學叢刊第 27卷第5期 12.江文瑜(民85),「口述史法」,摘自胡幼慧主編,質性研究:理論、方法及本土女性研究實例,台北:巨流 13.汪仲譯,John Micklethwait & Adrian Wooldridge著(1998),「企業巫醫---當代管理大師思想、作品、原貌」,商業週刊 14.沈介文(民87),「台灣企業的環境倫理觀之分析 以資訊電子業為例」,台灣大學商學研究所未出版博士論文 15.沈介文(民88),「台灣科技公關公司核心能力之研究」,1999中華民國科技管理論文研討會論文集,中山大學 16.李國光、丁上發、白榮吉(1999),「組織知識管理建構模式之探討 以資訊業為例」,1999中華民國科技管理論文集 17.呂昆儒(民83),「美國多國籍企業駐台經理人員跨文化調整之研究」,大同工學院事業經營研究所未出版碩士論文。 18.吳萬益(民84),「中美日在台企業經營環境、組織結構及策略運作互動關係之研究」,管理科學報,第十三卷第一期。 19.邵敏華(民86),「建構開放性之企業知識管理系統 以行銷公司為例」,政治大學資訊管理研究所未出版碩士論文 20.洪千惠(民82),「企業教育訓練制度與經營績效之相關研究及評估」,淡江大學管科所未出版碩士論文 21.洪勝利(民88),「高科技產業實施全面品質管理與提昇競爭力關係之研究」,國防管理學院資源管理所未出版碩士論文 22.高協聖(民85),「高科技事業組織學習類型與環境回應能耐關聯之研究」,政治大學企業管理研究所未出版碩士論文 23.梁進祥(民88),「組織學習機制建

立之研究」，政治大學企業管理研究所未出版碩士論文 24.章英華、齊力(民88)，「量表的發展」，弘智文化 25.崔延紘(民85)，「企業管理的基本概念」，企業管理，國立編譯館主編，五南圖書印行 26.黃峰蕙、陳彥銘(民88)，「ISO9000系列驗證與製造績效之關係:實證研究」，亞太管理評論，第四卷第二期，六月 27.張君強(民88)，「專業服務業知識管理之研究 以會計師事務所為例」，政治大學企業管理研究所未出版碩士論文 28.楊孝燦(民88)，「內容分析」，摘自楊國樞主編，社會及行為科學研究法(下，十三版)，台北:東華書局頁，pp809-831. 29.陳定國(民70)，「企業管理」，三民書局 30.陳建銘(民83)，「全面品質管理方法在人力資源發展部門應用之研究」，大葉大學事經所未出版碩士論文 31.陳伯俞(民85)，「企業推動ISO9000系列活動之研究 以組織學習觀點分析」，輔仁大學管理學研究所未出版碩士論文 32.陳銘薰(民86)，焦點團體研究在管理之應用，第二屆管理學術定性研究研討會，台灣大學 33.榮泰生(民77)，「組織學習論之探討 企業實施辦公室自動化之實證研究」，政治大學企業管理研究所未出版博士論文 34.蔡樹培(民83)，「人群關係與組織管理」，五南書局 35.賴威龍(民87)，「組織知識流通之研究 以台灣資訊硬體業為例」，政治大學科技管理研究所未出版碩士論文 36.盧偉斯(民76)，「組織學習理論之研究 行動理論觀點與行政組織應用的探討」，政治大學公共行政研究所未出版碩士論文 37.盧偉斯(民85)，「組織學習的理論性探究」，政治大學公共行政學系未出版博士論文 38.盧偉斯(民86)，「組織學習論基本議題的分析與比較」，政治大學公共行政學報，第一期，八十六年一月版，pp103-136 39.龔湘蘭(民88)，「高科技產業組織學習模式建構之研究」，台灣師範大學工業科技教育學系未出版碩士論文 二、英文文獻 1.Argyris, C. & D. A. Schon(1978). "Organizational Learning A Theory of Action perspective", Reading, Mass: Addison-Wesley. 2.Argyris, C. & D. A. Schon(1996). Organizational Learning II---Theory, Method, & Practice. N.: Addison-Wesley. 3.Ayas, Karen, Wil Foppen & Floris Maljers(1998). "Exploring Organizational Learning: Some Observations on Resistance and Leadership", <http://www.orglearn.nl/ayfoma.html> 4.Bardaracco, J. L. Jr.(1991). The knowledge link-how firms compete through strategy alliances. Harvard Business School Press 5.Bleicher, K. & Herbert Paul(1983). Managerial Framework for Innovative Responses in High-Tech Organizations, Business Horizons, Nov.-Dec., pp69-78 6.Blumer, Herbert(1969). Symbolic Interactionism, Englewood Cliffs, NJ: Prentice-Hall. 7.Cohen, D.(1998). "Toward a knowledge context: Report on the first annual U.C. Berkeley forum on knowledge and the firm", California Management Review,40.,3, pp22-39 8.Cyert, R. & J. G. March(1963). A Behavioral Theory of the Firm, New Jersey 9.Davenport, Thomas H. & Laurence Prusaka(1998). Working knowledge: how organizations manage what they know, Harvard Business School Press 10.Davenport, T. H.(1998). "Putting the enterprise into the enterprise system", Harvard Business Review, July/August, pp121-131 11.Dery, David(1986). "Knowledge and Organizations", Policy Studies Review, Vol.6 No.1, pp.14-25 12.DeVellis, Robert F.(1991). Scale Development: Theory and Applications, Sage Publications, Inc. 13.Drucker, P.F. (1995). "The Information Executives Truly Need", Harvard Business Review, January, pp.54-62. 14.Duncan, R. & A. Weiss(1979). "Organizational Learning: Implications For Organizational Design", Research in Organizational Behavior, Vol.1, pp75-123 15.Edvinsson, I. & Malone. M.(1997). Intellectual capital, Harper Collins Publishers, Inc. 16.Fiol, C. M. & M. A. Lyles(1985). "Organization Learning. Harvard", Business Review,71(4), pp78-91 17.Forrester, Jay W. (1986). Principles of Systems, 6ed, Pegasus Com, Inc. 18.Grant, R. M.(1996). "Toward to a knowledge-based theory of the firm", Strategic Management Journal, 17, winter, pp109-122 19.Gilbert, Myrna & Gordey-Hayes, (1996). "Understanding The Process Of Knowledge Transfer to Achieve Successful Technological Innovation", Technovation, Vol.16, NO.6, Jun, pp.301-312 20.Haeckel, Stephan H. & Richard L. Nolan(1993). "Managing by wire", Harvard Business Review, Sep/Oct, Vol. 71, Iss. 5; pp.122-133 21.Hamel, G. & C. K. Prahalad(1994). Competing for the future - breakthrough strategies for seizing control of your industry and creating the markets of tomorrow, Harvard Business School. 22.Hanssen-Bauer, J. & C. C. Snow(1996). "Responding to Hypercompetition: The Structure and Processes of a Regional Learning Network Organization", Organization Science, Special Issue Hypercompetition, Vol.7, No4, July-August, pp.413-427 23.Hedlund, Gunnar(1994), "A model of knowledge management and the N-form corporation", Strategic Management Journal, Chichester, Summer, Vol. 15; pp73-91 24.Hope, Jeremy & Tony Hope(1997). Competing In The Third Wave: The Ten Key Management Issues Of The Information Age, Harvard Business School Press 25.Huber, G. P.(1991). "Organizational learning: the Contributing processes and the literatures", Organization Science.2, pp88-115 26.Inkpen, A.(1998). "Learning, knowledge acquisition and strategic alliances", European Management Journal,16,2, pp223-229 27.Inkpen, A. C. & M. M. Crossan(1995). "Believing is Seeing: Joint Ventures and Organization Learning", Journal of Management Studies, Vol.32, No.5, September, pp.595-618 28.Kim, D. H.(1993). "The link between individual and organizational learning", Sloan Management Review, fall, pp.37-50 29.Koontz, Harold & Heinz Weihrich(1990). "Essentials of Management", New York, NY: McGraw-Hill, pp205-206 30.Kotter, John P.(1995). "Leading Change", Harvard Business Review, March/April. 31.Krippendorff, K.(1980). Content analysis: An introduction to its methodology, Beverly Hills, CA: Sage. 32.Krogh, G.(1998). "Care in knowledge creation", California Management Review, 40,3. pp.133-153 33.Lant, T. K. & S. J. Mezias(1992). "An Organizational Learning Model of Convergence and Reorientation", Organization Science, Vol.3, No.1, February, pp.47-71 34.Leonard-Barton, Dorothy(1995). Wellsprings of Knowledge, Harvard Business School Press 35.Levitt, B. & J. G. March(1990). "Chester I, Barnard and the Intelligence of Learning, In Oliver E. Williamson(ed.), Organization Theory: From Chester Barnard to the Present and Beyond", New York: Oxford University Press, pp.11-37 36.March, J. G. & J. P. Olsen(1976). "The Uncertainty of the Past: Organizational learning under Ambiguity", European Journal of Political Research,3, pp147-171 37.March, J. G.(1991). "Exploration and Exploitation in Organizational Learning", Organization Science, Vol.2 No.1, February, pp.71-87 38.Miner, A. S. & S. J. Mezias(1995). "Ugly Duckling No More: Pasts and Futures of Organizational Learning Research", Organization Science, Vol.7, NO.1 39.Miner, A. S. & S. J. Mezias(1996). "Ugly Duckling No More: Pasts and Futures of Organizational Learning Research", Organization Science, Vol.7, No.1, January*-February, pp.88-99 40.Nahapiet, J. & Ghoshal S.(1998). "Social capital, Intellectual capital and the organizational advance", Academy of Management Review,23, pp242-266 41.Nonaka, I. & H. keuchi(1995). The knowledge-creating company, Oxford University Press. 42.Nonaka, I. & Hirotaka, T. (1995).

The Knowledge Creating Company, N.Y.: Oxford University Press. 43. Nonaka, I. (1994). "A Dynamic Theory of Organizational Knowledge Creation", *Organization Science*, 15(1), pp.14-37. 44. Nonaka, I., Takeuchi, H. & Umemoto, K. (1996). "A Theory of Organizational Knowledge Creation", *International Journal of Technology Management*, Vol. 11, pp.833-845. 45. North, D. (1990). *Institutions, institutional change & economic performance*, Cambridge University Press. 46. Nystrom, P. C. & H. W. Starbuck (1984). "To Avoid Organizational Crises, Unlearn", *Organizational Dynamics*, Spring, pp.53-65. 47. Ott, J. Steven (1989). *The Organizational Culture Perspective*, Monterey, CA: Brooks/Cole Publishing. 48. Papows, J. (1998). *Market leadership in information age*, William Morris Agency, Inc. 49. Patton, Michael Quinn (1990). "Basics of Qualitative Research: Grounded Theory Procedures and Techniques", Anselm Strauss and Juliet Corbin, by Sage Publications, Inc. P150. 50. Quinn, Judy (1992/1996), *Publishers Weekly*, New York; Dec 51. Quintas, Paul, Paul Lefrere & Geoff Jones (1997), "Knowledge Management: A Strategic Agenda", *Long Range Planning*, Vol. 30, No. 3, pp. 385-391. 52. Ruggles, R. (1998). "The state of the notion", *California Management Review*, 40,3, pp80-89. 53. Romme, G. & R. Dillen (1997). "Mapping the Landscape of Organizational Learning", *European Management Journal*, Vol.15, No.1, pp.68-78. 54. Senge, P. (1990). "The fifth discipline-the art and practice of the learning organization", *The Society for Organizational Learning*, <http://www.sol-ne.org>. 55. Schein, Edgar H. (1985). "How Culture Forms, Develops, and Change", *Gaining Control of the Corporate Culture*, Ralph H. Kilmann et., pp27-30. 56. Schein, Edgar H. (1995). "Learning Consortia: How to Create Parallel Learning Systems for Organization Sets", *The Society for Organizational Learning*, <http://www.sol-ne.org>. 57. Shrivastava, Paul (1983). "A Typology of Organizational Learning Systems", *Journal of Management Studies*, 20(1), pp8-28. 58. Simon, H. (1957). *Administrative Behavior*, Third Edition, The Macmillan Company. 59. Stewart, T. A. (1997). *Intellectual Capital*, Currency Doubleday. 60. Stewart, David W. & Prem N. Shamdasani (1990). *Focus Groups: Theory and Practice*, Sage Publications, Inc. 61. Tapscott, D. (1996). *The digital Economy*, McGraw-hill Int'l Enterprises Inc. 62. Tetenbaum, T. J. (1998). "Shifting paradigms: From Newton to chaos", *Organizational dynamics*, Spring, pp21-32. 63. Teece, D. J. (1998). "Capturing Value from knowledge assets: the new economy, markets for know-how, and intangible assets", *California Management Review*, 40,3, pp55-79. 64. Tocacco, R. J. (1999). "A theory of Knowledge management", *Proceedings of 1999 Academy of Human Resource Development International Conference Virginia, U.S.A., March 4-7*. 65. Ulrich, Dava (1998), "Intellectual capital = competence x commitment", *Sloan Management Review*, Cambridge; Winter, Vol. 39, Iss. 2, pp.15-27. 66. Watkins, Karen E. & Victoria J. Marsick (1994). "The learning organization: An integrative vision for HRD", *Human Resource Development Quarterly*; San Francisco; Winter, pp353-358. 67. Walsh J. P. & G. R. Ungson (1991). "Organization Memory", *Academy of Management Review*, Vol.16, No.1, pp.57-91. 68. Weick, K. E. (1979). "The Social Psychology of Organizing, Second Edition", Random House, New York.