

## 供應鏈管理的系統觀點與動態系統供應鏈 認知方法的發展

蘇桓彥

嘉南藥理科技大學資訊管理系

### 摘 要

由於資訊科技的快速發展、全球化趨勢的影響、產品上市時間縮短的要求、回應顧客要更好與更快的需求、以及企業間策略聯盟的增加，供應鏈的管理越來越受到重視。本文從文獻的探討出發，討論關於供應鏈的內涵及範圍與供應鏈管理等議題。接著本論文引用系統思考法的觀點來討論供應鏈以及供應鏈的管理，並指出文獻中尚待進一步探討的領域；這個領域就是文獻當中隱含了供應鏈目的和活動範圍與供應鏈管理的目的皆可從某種特定觀點事先決定(predetermine)的意義，因而僅強調如何將該特定觀點最佳化。本論文則主張這種事先便採用對供應鏈問題的某種特定觀點可能與供應鏈成員的觀點及立場相衝突，因此建議應讓供應鏈成員自己決議(resolve)是要將哪一種觀點最佳化，並且在他們的情形下，決議適合他們的供應鏈目的和活動範圍與供應鏈管理的目的。最後，本論文針對該文獻中尚待進一步探討的領域發展了“動態系統供應鏈認知方法”(Systemic Supply Chain Appreciation Method)，希望能運用系統思考法來協助供應鏈的成員建立屬於他們的跨企業有目的的供應鏈活動系統(interorganizational purposeful supply chain activity system)的一個整體形象；協助各成員從自己的世界觀與立場來發表所看到的對於供應鏈片面的理解並向彼此相互學習；協助各成員共同決議出在他們的情形下，適合他們的供應鏈目的和活動範圍、供應鏈管理的目的、與目前供應鏈管理的可能改善方案；並協助供應鏈成員推動這些方案。

關鍵詞：供應鏈管理、系統思考法、世界觀、詮釋、有目的的活動、參與者決議

### 前 言

本文從文獻的探討出發，討論了關於供應鏈的內涵及範圍以及供應鏈管理等議題。接著本論文引用系統思考法的觀點來討論供應鏈以及供應鏈的管理，並指出文獻中不足而尚待進一步探討的領域。最後，本論文針對該文獻中尚待關注的領域發展了“動態系統供應鏈認知方法”，希望能引起學界對這個領域的討論與關注。

## ABSTRACT

# A Systemic View on Supply Chain Management and the Development of Systemic Supply Chain Appreciation Method (SSCAM)

Hwan-Yann Su

*Department of Management Information Science,  
Chia-Nan University of Pharmacy and Science,  
Tainan, Taiwan 71710, R.O.C.*

## ABSTRACT

Because of the rapid development of information technology, globalization, severe global competition, the shortening of time for launching new products, the need to respond to the customers' demand for the quicker and the better, and the increasing strategic alliances between businesses, supply chain management is now more and more emphasized. This paper starts with reviewing the literature and discussing the issues regarding the content and scope and the management of supply chain in the literature. This paper then applies systems thinking to the discussion of supply chain and its management and points out the area that is not concerned enough and should be further explored in the literature. This area is that it is implied in the literature that the purpose, content and scope of the activities, of supply chain and the purpose of its management could be predetermined from a specific viewpoint. If this implication holds, what is needed to be emphasized in the literature is how to optimize that viewpoint. However, this paper argues that the predetermined and adopted viewpoint might conflict with the viewpoint and position of the members of a specific supply chain and that the members should be given the opportunity to resolve under their situation what viewpoint is to be optimized and what is to be the purpose, content and scope of the activities, of their supply chain and the purpose of their supply chain management. Finally, this paper develops for that needed-to-be-further-concerned area a method named Systemic Supply Chain Appreciation Method (SSCAM). It is expected that SSCAM may facilitate the members of a supply chain to apply systems thinking to building a holistic picture of their interorganizational purposeful activity system, to express their one-sided understanding of their supply chain from their worldview and position, and to learn from one another. Through SSCAM, it is expected that the members may resolve under their situation what is to be the purpose, content, scope of the activities, of their supply chain and the purpose of their supply chain management and what improvement could be made for their current supply chain management. It is also expected that SSCAM may facilitate the members to implement the resolved improvement project.

**Key words:** Supply Chain Management, Systems Thinking, Worldview, Interpretation, Purposeful Activity, Participants' Resolution.