出國報告（出國類別：其他）

越南碩士在職專班授課

摘要

此次出國至越南河內太原大學主要任務是支援碩士專班（英語教學）授課， 該專班是本校第一個境外碩士專班。

主要目的在促進國際學術合作，提升多元文化交流，除可提供越南太原大學學 生企業管理領域方面的學習外，對本校、本系亦助益良多。

藉由支援碩士專班英語授課，有助於增加英語授課教學經驗與能力，將能確保 未來全面英語教學，使本校成為一國際級大學，將能吸收更多國際學生至本校研究 與學習，並能增加本校與國際姐妹學校更多且更密切的師生學術交流與研究合 作。

目次

壹、目的

此次出國至越南河內太原大學主要任務是支援碩士專班（英語教學）授課，該 專班是本校第一個境外碩士專班。主要目的在促進國際學術合作，提升多元文化交流，除可提供越南太原大學學生企業管理領域方面的學習外，對本校、本系亦助益 良多。對本校、本系的預期效益有四項：

(1) 拓展本校知名度：藉由境外專班海外教學，學校的辦學名聲將有機會直接傳播至友好地區或國家。
(2) 國際化校園環境：外籍生來校就讀期間能提供更多在校師生接觸與學習外國文化之機會。藉由境外專班的開設，可提供本國師生到他國交換教師或學生之學習機 會。
(3) 增加招生機會：穩定的境外專班招生能增加學生總人數，多元招生管道能在少子 化的衝擊中開闢新契機。
(4) 提供師生交換學習機會：將學校的資源及專業知識分享到境外學校，強化學術外交。藉由支援碩士專班英語授課，有助於增加英語授課教學經驗與能力，將能確保未來全面英語教學，使本校成為一國際級大學，將能吸收更多國際學生至本校研究與學習，並能增加本校與國際姐妹學校更多且更密切的師生學術交流與研究合作。

其次，對太原大學的預期效益有：

(1) 交流台灣技職教育經驗：結合海外台商產業資源，建立技職教育跨國訓練課程，培訓專業管理人力，深耕技職教育交流深度。
(2) 吸取台灣高科技發展、教育輸出、中小企業成長之成功經驗。
(3) 提供越南在職生進修機會，增進其企業管理相關知能，並提昇其學術研究能力。
(4) 提供當地華人或台商進修及學習高階管理理論之機會，以提升華人或台商經營企業之知識及技能。 本人此行出差至越南河內太原大學國際學院，是為了支援此境外在職碩士專班之「企業品質策略管理專題」、「組織理論與管理」授課， 藉由支援碩士專班英語 授課，有助於本人增加「全英語授課」經驗與能力。

貳、過程

一、出國行程安排

1. 此次出國支援越南專班授課，隔週二仍有國內課程授課，為節省時間與精神體力，因此在 101 年 12 月 28 日週五下午從高雄搭乘港龍航空班機至越南河內，並於當地時間下午七點半左右抵達。
2. 接著 12 月 29 日與 12 月 30 日兩天上課 18 小時。
3. 12 月 31 日(週一)上午十點四十五分左右，經由太原大學司機接送至河內機場，搭乘班機回國至桃園機場，並於下午四點半左右抵達，剛好可以順利接續當週學校授課。

二、授課主題綱要（授課投影片請參見附件）

1. Introduction to T otalQ uality in O rganizations 組織全面品質簡介
2. Fram ew orks for O rganizationalQ uality 組織品質框架
3. O rganizations and O rganizationalE ffectiveness 組織與組織之效能

三、授課情形

1. 此次為本人第一次對越南學生上課，授課過程中老師與學生雙方都需要適應與調整，因此在速度上與進度上有稍為落後一些，時間上有拉長一些來補足，不致會有太大影響。
2. 在教學過程中發現有一定比例的越南學生的英語溝通能力較為不足，也請太原大學的負責老師做適度協助措施，提升學習效果。
3. 教學中需要教師與學生雙方能有良好的溝通，以利雙方相互的瞭解，才能有優異的教學成果。

參、心得與建議

1. 一般而言，與亞洲學生類似，在課堂學習上越南學生較內向、謙恭有禮，學習態度佳。該國經濟尚屬低度發展或開發中國家之型態，國民所得水準較低，但未來高等教育之需求，將會隨其經濟發展成長而持續成長。
2. 境外專班之開設，增加本校師生與對方學校師生之間相互瞭解，有助於雙方進一步的學術交流與研究合作。
3. 國內高等教育正值國際化轉型之際，境外專班的招生開設可以提高本校在越南教育產業之知名度，亦可藉機吸引更多當地國學生來本校進修。

肆、附件(授課投影片)

附件一：Introduction to Total Quality in Organizations(共 37 頁)：

Principles of Total Quality

- Customer and stakeholder focus
- Process orientation
- Continuous improvement and learning
- Empowerment and teamwork
- Management by fact
- Visionary leadership that views TQ as a strategic organizational asset

Customer and Stakeholder Focus

- Customer is principal judge of quality
- Organizations must first understand customers' needs and expectations in order to meet and exceed them
- Organizations must build relationships with customers
- Customers are internal and external

Process Orientation

- A process is a sequence of activities that is intended to achieve some result

Cross-functional Perspective

Continuous Improvement and Learning

- Incremental and breakthrough improvement
  - Products and services
  - Work processes
  - Flexibility, responsiveness, and cycle time
- Learning – why changes are successful through feedback between practices and results

Learning Cycle

1. Planning
2. Execution of plans
3. Assessment of progress
4. Revision of plans based upon assessment findings

Empowerment and Teamwork

- Empowerment – giving people authority to make decisions and promote change
- Employees know their jobs best and therefore, how to improve them
- Empowerment better serves customers, and creates trust and motivation
- Teamwork must exist vertically, horizontally, and interorganizationally

Management by Fact

- Organizations need good performance measures to drive strategies and change, manage resources, and continuously improve
- Data and information support analysis at all levels
- Typical measures: customer, product and service, market, competitive comparisons, supplier, employee, cost and financial

Visionary Leadership and Strategic Orientation

- Leadership is the responsibility of top management
- Senior leaders should be role models for the entire organization
- Leaders must make long-term commitments to key stakeholders
- Quality should drive strategic plans

TQ and Agency Theory

- Agency relationship: a concept in which one party (the principal) engages another party (the agent) to perform work
- Key assumption: individuals in agency relationships are utility maximizers and will always take actions to enhance their self-interests.

Contrast With TQ (1 OF 2)

- TQ views the management system as one based on social and human values, whereas agency theory is based on an economic perspective that removes people from the equation.
- Agency theory profounds the belief that people are self-interested and opportunistic and that their rights are conditional and proportional to the value they add to the organization. TQ suggests that people are also motivated by interests other than self, and that people have an innate right to be respected.

Contrast With TQ (2 OF 2)

- Agency theory assumes an inherent conflict of goals between agents and principals, and that agent goals are aligned with principal goals through formal contracts. In TQ, everyone in the organization shares common goals and a continuous improvement philosophy, and goals are aligned through adoption of TQ practices and culture.
- TQ takes a long-term perspective based on continuous improvement, whereas agency theory focuses on short-term achievement of the contract between the principal and agent.
- TQ leaders provide a quality vision and play a strategic role in the organization; leaders in agency theory develop control mechanisms and engage in monitoring.

TQ and Organizational Models

附件二：Frameworks for Organizational Quality (共 26 頁) ：

Frameworks for Organizational Quality

Chee-Cheng Chen
Dec., 2012

1

Malcolm Baldrige National Quality Award

- Help improve quality in U.S. companies
- Recognize achievements of excellent firms and provide examples to others
- Establish criteria for evaluating quality efforts
- Provide guidance for other American companies

Malcolm Baldrige,
former U.S. Secretary
of Commerce

2

Criteria for Performance Excellence

- Leadership
- Strategic Planning
- Customer and Market Focus
- Measurement, Analysis, and Knowledge Management
- Human Resource Focus
- Process Management
- Business Results

Baldrige
Award trophy

3

The Baldrige Framework – A Systems Perspective
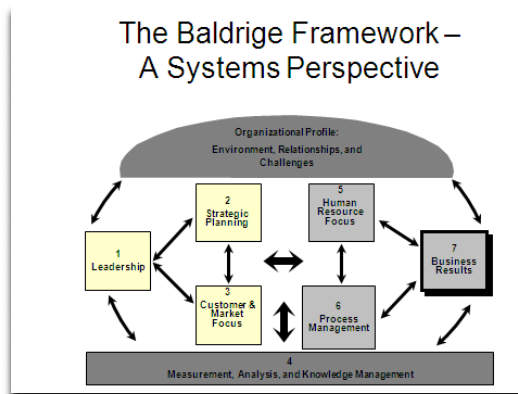
Baldrige Web Site

www.baldrige.org

- Links to award recipients and application summaries
- Updated criteria versions
- CEO issue sheets
- Other information

Baldrige Award Evaluation Process
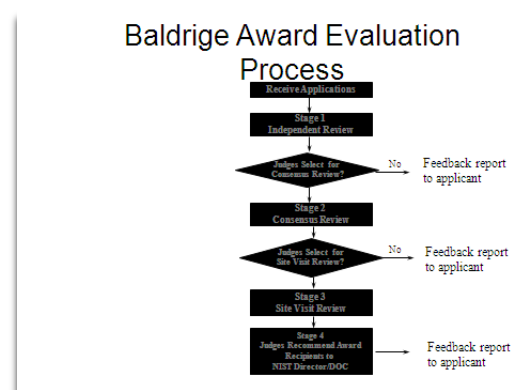
Approach

- Appropriateness of methods
- Effectiveness of use of the methods. Degree to which the approach is
  - Repeatable, integrated, and consistently applied
  - Embodies evaluation/improvement/learning cycles
  - Based on reliable information and data
- Alignment with organizational needs
- Evidence of innovation

Deployment

- Extent to which the approach is applied to all appropriate work units

Results

- Current performance
- Performance relative to appropriate comparisons and benchmarks
- Rate, breadth, and importance of performance improvements
- Linkage of results measures to key customer, market, process, and action plan performance requirements

Criteria Evolution (1 of 2)

- From quality assurance and strategic quality planning to a focus on process management and overall strategic planning
- From a focus on current customers to a focus on current and future customers and markets
- From human resource utilization to human resource development and management
- From supplier quality to supplier partnerships

Criteria Evolution (2 of 2)

- From individual quality improvement activities to cycles of evaluation and improvement in all key areas
- From data analysis of quality efforts to an aggregate, integrated organizational level review of key company data
- From results that focus on limited financial performance to a focus on a composite of business results, including customer satisfaction and financial, product, service, and strategic performance

Self Assessment

A primary goal of the Baldrige program is to encourage many organizations to improve on their own by equipping them with a standard template for measuring their performance and their progress toward performance excellence.

Boeing Airlift & Tanker Programs – 1998 winner

Deming Prize

- Instituted 1951 by Union of Japanese Scientists and Engineers (JUSE)
- Several categories including prizes for individuals, factories, small companies, and Deming application prize
- American company winners include Florida Power & Light and AT&T Power Systems Division

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Other Quality Awards

- European Quality Award
- Canadian Awards for Business Excellence
- Australian Business Excellence Award

ISO 9000:2000

- Quality system standards adopted by International Organization for Standardization in 1987; revised in 1994 and 2000
- Technical specifications and criteria to be used as rules, guidelines, or definitions of characteristics to ensure that materials, products, processes, and services are fit for their purpose.

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Rationale for ISO 9000

- ISO 9000 defines quality system standards, based on the premise that certain generic characteristics of management practices can be standardized, and that a well-designed, well-implemented, and carefully managed quality system provides confidence that the out-puts will meet customer expectations and requirements.

Objectives of ISO Standards *(1 of 2)*

- Achieve, maintain, and continuously improve product quality
- Improve quality of operations to continually meet customers' and stakeholders' needs
- Provide confidence to internal management and other employees that quality requirements are being fulfilled

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Objectives of ISO Standards *(2 of 2)*

- Provide confidence to customers and other stakeholders that quality requirements are being achieved
- Provide confidence that quality system requirements are fulfilled

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Structure of ISO 9000 Standards

- 21 elements organized into four major sections:
  - Management Responsibility
  - Resource Management
  - Product Realization
  - Measurement, Analysis, and Iimprovement

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ISO 9000:2000 Quality Management Principles

1. Customer Focus
2. Leadership
3. Involvement of People
4. Process Approach
5. System Approach to Management
6. Continual Improvement
7. Factual Approach to Decision Making
8. Mutually Beneficial Supplier Relationships

Six Sigma

- Six Sigma – a business improvement approach that seeks to find and eliminate causes of defects and errors in manufacturing and service processes by focusing on outputs that are critical to customers and a clear financial return for the organization.
- Based on a statistical measure that equates to 3.4 or fewer errors or defects per million opportunities
- Pioneered by Motorola in the mid-1980s and popularized by the success of General

Key Concepts of Six Sigma
(1 of 2)

- Think in terms of key business processes, customer requirements, and overall strategic objectives.
- Focus on corporate sponsors responsible for championing projects, support team activities, help to overcome resistance to change, and obtaining resources.
- Emphasize such quantifiable measures as defects per million opportunities (dpmo) that can be applied to all parts of an organization

Key Concepts of Six Sigma

- Ensure that appropriate metrics are identified early and focus on business results, thereby providing incentives and accountability.
- Provide extensive training followed by project team deployment
- Create highly qualified process improvement experts ("green belts," "black belts," and "master black belts") who can apply improvement tools and lead teams.
- Set stretch objectives for improvement.

Six Sigma as a Quality Framework (1 of 2)

- TQ is based largely on worker empowerment and teams; Six Sigma is owned by business leader champions.
- TQ activities generally occur within a function, process, or individual workplace; Six Sigma projects are truly cross-functional.

Six Sigma as a Quality Framework (2 of 2)

- TQ training is generally limited to simple improvement tools and concepts; Six Sigma focuses on a more rigorous and advanced set of statistical methods and a structured problem-solving methodology DMAIC—define, measure, analyze, improve, and control.
- TQ is focused on improvement with little financial accountability; Six Sigma requires a verifiable return on investment and focus on the bottom line.

Transactional Six Sigma

- Applications in service organizations
- Issues:
  - The culture of services is usually less scientific and service employees typically do not think in terms of processes, measurements, and data. The processes are often invisible, complex, and not well defined or well documented.
  - The work typically requires considerable human intervention, such as customer interaction, underwriting or approval decisions, or manual report generation.

**Organizations
and
Organizational Effectiveness**

Chee-Cheng Chen
Dec., 2012

2013/11/15

Learning Objectives

- Explain why organizations exist and the purposes they serve
- Describe the relationship between organizational theory and organizational design and change, and differentiate between organizational structure and culture

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Learning Objectives

- Understand how managers can utilize the principles of organizational theory to design and change their organizations to increase organizational effectiveness
- Identify the three principal ways in which managers assess and measure organizational effectiveness

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Learning Objectives

- Appreciate the way in which several contingency factors influence the design of organizations

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What is an Organization?

- Organization: A tool people use to coordinate their actions to obtain something they desire or value
- Entrepreneurship: The process by which people recognize opportunities to satisfy needs and then gather and use resources to meet those needs

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How Does an Organization Create Value?

- Value creation takes place at three stages: input, conversion, and output
- Each stage is affected by the environment in which the organization operates
  - Organizational environment: The set of forces and conditions that operate beyond an organization's boundaries but affect its ability to acquire and use resources to create value

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Figure 1 - How an Organization Creates Value

Organization's Inputs	Organization's Conversion Process
Organization obtains inputs from its environment	Organization transforms inputs and adds value to them
• Raw materials	• Machinery
• Money and capital	• Computers
• Human resources	• Human skills and abilities
• Information and knowledge	
• Customers of service organizations	

Organization's Environment	Organization's Outputs
Sales of outputs allow organization to obtain new supplies of inputs	Organization releases outputs to its environment
• Customers	• Finished goods
• Shareholders	• Services
• Suppliers	• Dividends
• Distributors	• Salaries
• Government	• Value for stakeholders
• Competitors	

Why do Organizations Exist?

- To increase specialization and the division of labor
  - Division of labor allows specialization
  - Specialization allows individuals to become experts at their job

Why do Organizations Exist? (cont.)

- To use large-scale technology
  - Economies of scale: Cost savings that result when goods and services are produced in large volume on automated production lines
  - Economies of scope: Cost savings that result when an organization is able to use underutilized resources more effectively because they can be shared across different products or tasks

Why do Organizations Exist? (cont.)

- To manage the organizational environment
  - An organization's environment is the source of valuable input resources and is the marketplace into which it releases outputs
  - It is the source of economic, social, and political pressures that affect an organization's ability to obtain these resources

Why do Organizations Exist? (cont.)

- To economize on transaction costs
  - Transaction costs: The costs associated with negotiating, monitoring, and governing exchanges between people
- To exert power and control
  - Organizations can exert great pressure on individuals to conform to task and production requirements in order to increase production efficiency

Why do Organizations Exist? (cont.)

- The five factors help explain why more value can be created when people work together, coordinating their actions in an organized setting, than when they work alone

Figure 3 - Why Organizations Exist
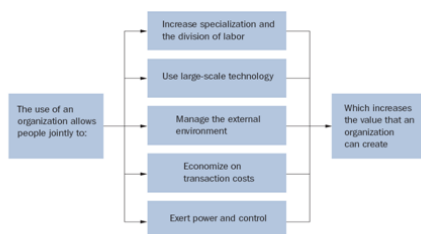
Organizational Theory, Design, and Change

- Organizational theory: The study of how organizations function and how they affect and are affected by the environment in which they operate
- Organizational structure: The formal system of task and authority relationships that control how people coordinate their actions and use resources to achieve organizational goals

Organizational Theory, Design, and Change (cont.)

- Organizational culture: The set of shared values and norms that controls organizational members' interactions with each other and with suppliers, customers, and other people outside the organization

Organizational Theory, Design, and Change (cont.)

- Organizational design: The process by which managers select and manage aspects of structure and culture so that an organization can control the activities necessary to achieve its goals

Organizational Theory, Design, and Change (cont.)

- Organizational change: The process by which organizations redesign their structures and cultures to move from their present state to some desired future state to increase their effectiveness
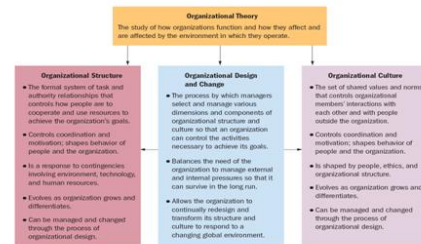
Figure 4 - The Relationship Among Organizational Theory, Structure, Culture, Design, and Change

Organizational Theory
The study of how organizations function and how they affect and are affected by the environment in which they operate.

Organizational Structure
- The formal system of task and authority relationships that controls how people are to cooperate and use resources to achieve the organization's goals.
- Controls coordination and motivation; shapes behavior of people and the organization.
- Is a response to contingencies involving environment, technology, and human resources.
- Evolves as organization grows and differentiates.
- Can be managed and changed through the process of organizational design.

Organizational Design and Change
- The process by which managers select and manage various dimensions and components of organizational structure and culture so that an organization can control the activities necessary to achieve its goals.
- Balances the need of the organization to manage external and internal pressures so that it can survive in the long run.
- Allows the organization to continually redesign and transform its structure and culture to respond to a changing global environment.

Organizational Culture
- The set of shared values and norms that controls organizational members' interactions with each other and with people outside the organization.
- Controls coordination and motivation; shapes behavior of people and the organization.
- Is shaped by people, ethics, and organizational structure.
- Evolves as organization grows and differentiates.
- Can be managed and changed through the process of organizational design.

Importance of Organizational Design and Change

- Dealing with contingencies
  - Contingency: An event that might occur and must be planned for
  - The design of an organization determines how effectively an organization is able to respond to various pressures in its environment and so obtain scarce resources
  - Challenges organizations must be ready to face
    - Globalization
    - Changing technology

Importance of Organizational Design and Change (cont.)

- Gaining competitive advantage
  - Competitive advantage: The ability of one company to outperform another because its managers are able to create more value from the resources at their disposal
  - Core competences: Managers' skills and abilities in value-creating activities
  - Strategy: The specific pattern of decisions and actions that managers take to use core competencies to achieve a competitive advantage and outperform competitors

Importance of Organizational Design and Change (cont.)

- Managing diversity
  - Differences in the race, gender, and national origin of organizational members have important implications for organizational culture and effectiveness
  - Learning how to effectively utilize a diverse workforce can result in better decision making and more effective workforce

Importance of Organizational Design and Change (cont.)

- Promoting efficiency, speed, and innovation
  - The better an organization functions, the more value it creates
  - The correct organizational design can lead to faster innovation and quickly get new products to market

The Consequences of Poor Organizational Design

- Decline of the organization
- Talented employees leave to take positions in growing organizations
- Resources become harder to acquire
- The process of value creation slows down

How do Managers Measure Organizational Effectiveness?

- Control - Having control over the external environment and having the ability to attract resources and customers
- Innovation - Developing an organization's skills and capabilities so the organization can discover new products and processes

How do Managers Measure Organizational Effectiveness? (cont.)

- Efficiency - Means developing modern production facilities using new information technologies that can produce and distribute a company's products in a timely and cost-effective manner

Table 1 - Approaches to Measuring Organizational Effectiveness

Approach	Description	Goals to Set to Measure Effectiveness
External resource approach	Evaluates the organization's ability to secure, manage, and control scarce and valued skills and resources	• Lower costs of inputs • Obtain high-quality inputs of raw materials and employees • Increase market share • Increase stock price • Gain support of stakeholders such as government or environmentalists
Internal systems approach	Evaluates the organization's ability to be innovative and function quickly and responsively	• Cut decision-making time • Increase rate of product innovation • Increase coordination and motivation of employees • Reduce conflict • Reduce time to market
Technical approach	Evaluates the organization's ability to convert skills and resources into goods and services efficiently	• Increase product quality • Reduce number of defects • Reduce production costs • Improve customer service • Reduce delivery time to customer

Measuring Effectiveness: Organizational Goals

- Official goals: Guiding principles that the organization formally states in its annual report and in other public documents
- Mission: Goals that explain why the organization exists and what it should be doing
- Operative goals: Specific long-term and short-term goals that guide managers and employees as they perform the work of the organization

Summary

- Organizations are a tool people use to achieve their goals
- Organizational theory is the study of how organizations function and how they affect and are affected by their environment
- Organizational effectiveness must be monitored by managers

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