

題目	影響企業選擇核心職能與核心組織能耐因素之探討
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摘要	人類經濟時間的經濟理論演化，從原始經濟時代到農業經濟時代、工業經濟時代，目前則演進到強調知識重要性的知識經濟時代。在競爭激烈的環境中，所有的企業無不積極尋找如何在其產業中尋找利基市場，目的都是期望找到自身的競爭優勢。無論企業培植核心職能或是厚植核心組織能耐，即為了追求立於不敗之地的競爭優勢，但其都牽涉到企業重大資源分配議題。為了瞭解企業選擇核心職能以及核心組織能耐的影響因素，本研究透過文獻探討，並藉由專家意見，歸納出企業選擇核心職能以及核心組織能耐選擇過程中之影響因素，再以層級程序分析法 (Analytic Hierarchy Process ; AHP)，透過產業專家與學者進行問卷調查，導出影響因素評估準則的權重分析與排序，藉以可以進一步了解企業資源規劃之方向，並建立選擇過程中的系統思維，以提供企業進行決策的邏輯參考。
關鍵字	層級程序分析法、核心職能、核心組織能耐
Title	The Study of Prioritizing the Influential Factors of Choosing Core Competency and Core Organizational Capability
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Abstract	Recently, strategy scholars have reached a consensus that non-imitable and non-substitutable competencies and organizational capabilities are a key source of inter-firm performance differences, and witnessed increased interest in the notion of the competency and organizational capabilities – important source of competitive advantage. Enterprises have all aggressively seeking for a niche market when facing a fierce competition in the market so as to discover their own competitive advantages. Enterprises have cultivated their core competencies or core capability for the pursuit of unparalleled competitive advantages, however, those major resource allocation issues will inevitably be involved in. To maintain competitive advantage, enterprises first focus on their own competencies and organizational capabilities, deeply cultivating and converting them into those capabilities based on the functional activity or hierarchical knowledge. Most of the past studies with emphasis on competencies and organizational capabilities are context or interface based, with discussions on effects of organizational performance on competencies and organizational capabilities, or effects of core functions on organizational performance or competencies /organizational capabilities, or relationship between competencies /organizational capabilities and strategies. While the majority of studies emphasize competencies /organizational capabilities on attributes or comprehensive perspectives, various studies have examined the influence of externally focused competencies and organizational capabilities on the generation of proactive environmental strategies under contingent uncertainty effects in the general business environment. In order to understand the determinants of core competencies and core capabilities within the business, this study has

	<p>summarized the determinants when choosing the core competencies and core capabilities within the business through literature review and comments from the experts, with a questionnaire survey proceeded on industry talents and scholars through Analytic Hierarchy Process (AHP), and weighted analysis and sequence of guidelines for determinants derived in order to further acknowledge the direction of enterprise resource planning, with a systematic mindset established during the process and provided as a logical reference for decision makings within the business. The AHP is a kind of multi-criteria decision-making methodology. The AHP appears to be a promising support tool for shared decision making between evaluation and selection of influencing factors on choosing core competencies and organizational capability.</p>
Key Words	Analytic Hierarchy Process, Core Competency, Core Organizational Capability