

行政學報 第廿六期
民國八十四年十二月 第109-132頁
Public Administration No.26
Dec. 1995. pp.109-132

「專業職位——行政職位」之關係 與組織結構設計*

詹靜芬**

摘要

現代化的組織結構設計必須因應社會環境多元的變化及需求。在此專業主義盛行的時代，應用一元層級體系論（行政職位）、或二元層級體系論（包括行政職位、專業職位雙階梯系統）所設計的專業組織，並不能完全解決專業職位在組織管理中所面臨的諸種困境，因此論者（彭文賢）提出三元層級體系論，試圖在行政職位及專業職位之間，設置一獨立的協調職位，以整合行政層級及專業層級二者。

然而研擬中的三元體系論仍無法徹底解決二元層級體系論之缺失，甚且可能帶來更多問題，因此本文重新檢視二元層級體系論，並試圖提出「修正後的二元層級體系論」。

關鍵詞：專業職位、行政職位、協調職位、組織設計、二元層級體系論、三元層級體系論、修正後的二元層級體系論

* 特別感謝二位審查人費心審查，作者獲益良多；另有蔡秀涓、蕭鈺二位學長提供寶貴書面意見，謹此一併致謝。

** 中興大學公共行政系助教；政治大學公共行政研究所博士班研究生。

The Relationship between Specializational Department and Hierarchy Is Related to Organizational Structure Design

Abstract

A modern organizational structure design must adapt to multiple changes and demands of the external environment.

In the time of professionalism, neither a single hierarchy nor a dual hierarchy—consists of specializational department and hierarchy, the organization can resolve the problems of the specializational department. Thus, the scholar (Pen, Wen Shin) proposed the triple hierarchy—consists of specializational department, hierarchy and coordinating department to integrate the specializational department and hierarchy.

However, the triple hierarchy not only can't resolve the faults of the dual hierarchy completely but also brings more problems.

The purpose of this paper is to review advantages and disadvantages of the dual hierarchy, and tries to provide the modified dual hierarchy—an organization that is similar to dual hierarchy except a coordinating commission. And then we can find there are many advantages that the modified dual hierarchy may have.

Key Words: Specializational Department, Hierarchy, Coordinating Department, Organizational Design, Dual Hierarchy, Triple Hierarchy, Modified Dual Hierarchy.