

# 國際企業人才管理之研究

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## 摘要

摘要 近年來「人才管理 (Talent management)」一詞，於國內外學術研究、商業調查報告中開始頻繁出現且成為管理趨勢；尤其在複雜環境下，實施正確的人才管理對國際企業而言，更是成功的關鍵因素與一大挑戰。但於管理學術研究領域中，仍屬新興議題，實有待學者將其理論與實務進行結合與探討，以增加、完善並拓展此理論文獻之完整度。本研究主要透過深度訪談與企業內部檔案資料；其次為相關次級資料(公司簡報或年報、相關期刊/非期刊資料、書籍、報章雜誌、公司網站等)，匯整後並進行個案X公司之研究分析。分析結果將進行「三角檢測(triangulation)」，以提高質性研究的信度。執行上述步驟，期建立較嚴謹之個案研究，期能深刻描繪出中國大陸國際企業個案X公司人才管理的實務作法，希望能把理論與實務結合，提出具體建議以供未來研究與業界參考之用。本研究發現，中國大陸的國際企業渴望建立完善的人才管理體系與流程，也願意接受人才挑戰並尋找適合的管理方法；但事實上，中國大陸企業在人才管理與應用上，雖期許自身像西方國家企業一般，建立領導人才發展系統或完善的接班人計劃，卻缺乏厚實的理論基礎和企業實務，仍需從一般員工與關鍵人才兩方面著手紮實人才管理之實踐基礎。關鍵字：國際企業，人才管理，中國大陸高科技業，個案研究

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