

# 國際策略聯盟之生涯資本、知識學習與動態能力之關係研究

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## 摘要

企業擁有動態能力以因應外部環境變動，才能即時、完整地提供組織面對快速變遷環境時的策略指導方針，進而建立與維持組織在產業內的競爭優勢。為了擁有動態能力則企業必須有效地運用員工Knowing-how、Knowing-why及Knowing-whom的三種生涯資本。而企業須以探索新知識與應用既有知識的知識策略來因應環境變動，為了發展獨特見解和創造更有價值的知識，需將組織內部的生涯資本藉由應用和探索學習的協同整合而成新知識，以尋求組織學習、實驗和創新的新領域，進而形成新的動態能力。所以探索型和應用型知識學習對於這三種生涯資本在形成動態能力的過程中是否扮演著關鍵性的角色是值得探討的課題。本研究經驗證後結果顯示(一)外派主管其生涯資本Knowing-how對國際策略聯盟之應用型知識學習有正向的影響；(二)外派主管其生涯資本Knowing-whom對國際策略聯盟之應用型與探索型知識學習皆有正向的影響；(三)外派主管其探索型知識學習對國際策略聯盟之動態能力有正向的影響。因此，本研究結果顯示Knowing-how、Knowing-why及Knowing-whom三種生涯資本對知識學習的影響程度並不相同；而應用型與探索型知識學習增進組織動態能力的顯著性也不相同，此為跨國企業在欲運用生涯資本和知識學習為手段，使組織得以開發並增進其動態能力，進而提升企業的競爭優勢時，提供一些參考。

關鍵詞：生涯資本、知識學習、動態能力

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