

駐外主管管理政策與價值活動地區多元化策略之配合

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摘要

在先進國家，國際營運大多為跨國籍大型企業才能進行的活動，此與我國中小企業亦高度涉入國際營運的情形大不相同。近年來，台灣企業的直接對外投資正快速增加中，國際營運的涉入程度因而大幅提高。早期台灣企業國際化的研究探討，大多偏重在企業的基本活動，包括行銷策略、對外投資策略、進入策略、產品型態、市場定位等等，而屬於企業的支援活動者例如人力資源管理活動則較少提及。但外派人員的管理作為，不僅是企業國際人力資管理當中的一環，更往往在企業國際化的過程當中，扮演了關鍵的角色。本研究以個案訪談的方式探討我國中小企業及大型企業，其駐外人員管理政策與企業國際化政策間如何配合，以瞭解企業如何隨著國際化經驗的累積，而對駐外人員管理賦予不同的內容、以及不同管理重點的演進。經深入訪談若干企業高階及人事部門主管發現，企業的規模、產業特質、國際化的程度、企業主持人的企圖心等皆對其海外主管的用人政策大有關係。本研究提供若干實證，闡明企業在國際化活動中由萌芽期、成長期到成熟期，各階段因任務不同應以不同特質的主管掌理海外分支機構，希望對未來欲進行國際化的企業，在海外人事安排時能有所助益。

關鍵詞：管理政策；駐外主管；多元化策略

目錄

封面內頁 簽名頁 授權書 中文摘要 目錄 圖目錄 表目錄 第一章 緒論 第一節 研究背景與動機 第二節 研究目的 第三節 研究流程 第四節 章節架構 第二章 文獻探討 第一節 企業國化歷程的探討 第二節 多國籍企業「環境-策略-結構」之探討 第三節 策略性國際人力資源管理之涵義 第四節 國際人力資源管理策略與企業國際化階段、國際化策略之配合 第五節 駐外主管管理政策之探討 第六節 小結 第三章 研究方法 第一節 研究架構 第二節 變數定義與衡量 第三節 研究對象 第四節 研究限制 第五節 個案分析架構 第四章 個案介紹 第一節 精技電腦 第二節 浩鑫電腦 第三節 延華科技 第四節 大眾電腦 第五節 宏碁電腦 第五章 個案分析與命題發展 第一節 個案國際化現況分析 第二節 駐外主管管理政策分析 第三節 命題發展 第六章 結論與建議 第一節 研究發現 第二節 管理涵義及政策建議 第三節 後續研究建議 參考文獻

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