

The Fitness of Internationalization Strategy and Expatriate Manager Policy

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ABSTRACT

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。

Keywords : 管理政策 ; 駐外主管 ; 多元化策略

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