

對台商進入中國市場模式之影響-兼論組織能力和地主國制度之干擾效應

楊家和、陳木榮

E-mail: 9222813@mail.dyu.edu.tw

摘要

在海峽彼岸的中國市場，由於風土民情、語文及文化均與台灣本土相近，較易成為台商進行海外直接投資(foreign direct investment; FDI)的海外市场。台灣廠商在中國市場開放初期，廠商以各種投資方式進入中國市場投資，經由中國政府循序地開放投資條例，台商不但可以採取獨資方式，也可以有限制地把生產之產品銷售於中國的內銷市場。在此一情況下台商所應採取的進入策略，將是本研究欲探討的重點。台灣經濟體是以中小型企業為其主體，本研究擬以中小型企業之製造業為研究對象，探討台商赴中國投資之進入模式影響因素。期能透過問卷調查研究，對台商赴中國投資之進入模式(entry mode)受市場營運型態(marketing operation types)、組織能力(organizational competence)及地主國制度(host country institution)之影響有更進一步的探討與認識。

關鍵詞：市場營運型態；地主國制度；組織能力；進入模式

目錄

目錄 封面內頁 簽名頁 博碩士論文電子檔案上網授權書 iii 博碩士論文授權書 iv 中文摘要 v 英文摘要 vi 誌謝 vii 目錄 viii 圖目錄 xii 表目錄 xiii 第1章 緒論 1 第1節 研究背景與動機 1 第2節 研究目的與問題 5 第2章 文獻探討 7 第1節 中國對外資企業市場營運型態之制度性干擾 7 一、 海峽兩岸政策的開放 8 二、 三資企業的法律規定 8 三、 中國政府逐步解除三資企業的營運限制 10 四、 台商投資中國之趨勢分析 12 五、 台商投資中國之市場營運型態分析 14 六、 小結 17 第2節 資源基礎觀點 18 一、 組織能力 20 二、 組織資源組配運用能力(combinative capabilities) 23 三、 小結 27 第3節 進入模式 28 一、 中國之進入模式 28 二、 合資及獨資 32 三、 小結 33 第3章 研究架構及方法 35 第1節 研究架構之建立 35 第2節 研究假設之建立 36 一、 市場營運型態對進入模式的影響 36 二、 組織資源組配運用能力對市場營運型態與台商進入模式之干擾影響 38 三、 地主國制度對市場營運型態與台商進入模式之干擾 40 第3節 研究方法與研究對象 42 一、 研究方法 42 二、 研究對象 42 第4節 問卷設計及操性定義 44 一、 問卷設計 44 二、 操作性定義 45 第5節 資料分析方法 46 第4章 實證研究分析 49 第1節 信度分析 49 第2節 問卷回收之基本資料分析 49 一、 廠商之基本資料 49 二、 廠商之市場營運型態及地主國制度 53 第3節 假設驗證統計分析 56 一、 市場營運型態與進入模式分析 56 二、 組織資源組配運用能力對市場營運型態與台商進入模式之干擾影響分析 59 三、 地主國制度對市場營運型態與台商進入模式之干擾影響分析 64 第5章 結論 69 第1節 實證分析結果 69 一、 市場營運型態與進入模式之結論分析 70 二、 市場營運型態、組織資源組配運用能力與進入模式之結論分析 70 三、 市場營運型態、地主國制度與進入模式之結論分析 72 第2節 管理實務上的意涵及建議 72 第3節 後續研究建議 74 參考文獻 76 中文部份 76 英文部份 81 附錄 94 附錄1 中華人民共和國中外合資經營企業法 94 附錄2 中華人民共和國外資企業法 98 附錄3 中華人民共和國中外合作經營企業法 102 附錄4 外商投資產業指導目錄 108 附錄4 問卷 112 圖目錄 圖 (1 1)開放投資後的投資件數 3 圖 (1 2)台商投資中國金額統計圖 3 圖 (1 3)台商投資中國金額佔我國對外總投資比重統計圖 4 圖 (3 1)研究架構 35 圖 (3 2)本研究之統計方法圖 47 表目錄 表 (2 1)能力定義彙總表 19 表 (2 2)組織能力定義彙總表 22 表 (2 3)三資企業之特性表 28 表 (2 4)海外市場進入模式之區隔變數彙總表 31 表 (3 1)研究假設彙總表 41 表 (3 2)組織資源組配運用能力的構面之衡量指標表 44 表 (4 1)問答廠商之行業別分析表 50 表 (4 2)問答廠商在中國單一工廠年營業額分析表 52 表 (4 3)受訪者處理中國事業年資分析表 52 表 (4 4)受訪者職稱之分析表 52 表 (4 5)問答廠商投資區位分析 54 表 (4 6)問答廠商成立年代表 54 表 (4 7)內銷之營業額佔公司年總營業額之比例表 56 表 (4 8)市場營運型態與進入模式交叉表 57 表 (4 9)卡方檢定表 58 表 (4 10)方向性量數表 58 表 (4 11)對稱性量數 59 表 (4 12)組織資源組配運用能力 * 進入策略 * 營運型態交叉表 60 表 (4 13)多重列聯表分析之結果摘要表 61 表 (4 14)地主國制度 * 進入策略 * 營運型態交叉表 64 表 (4 15)多重列聯表分析之結果摘要表 66 表 (5 1)研究假設結果彙總表 69

參考文獻

- 中文部份 1. North, Douglass C., (1990), “Institution, Institutional Change, and Economic Performance”, Cambridge University Press. 劉瑞華譯, (1994) “制度、制度變遷與經濟成就”，時報文化出版股份有限公司。2. 于卓民、莊如松, (2002), “矽島新苗---善於運用政府資源的新創企業”，中華民國管理科學學會執行，台北:經濟部中小企業處，12月，第一版。3. 白於山, (2002), “入世後大陸內銷法令解析”，台商張老師月刊，第五十二期。4. 朱顯龍, (2002), “兩岸經貿合作出現新契機”，華夏經緯網專稿 2002/7/25。
<http://big5.huaxia.com/>。5. 何華倫, (2003), “大陸台商資源組合類型對經營績效之影響 - 進入策略與組織能力之干擾效應”，大葉大

學國際企業管理學系碩士班碩士論文。6. 吳思華，(1993)，"策略九說一總論:策略管理的內涵"，世界經理文摘，第85期，第60頁至第70頁。7. 吳思華，(1996)，"策略九說 - 策略思考的本質"，台北:臉譜。8. 吳思華、許總雲，(1999)，"服務業中知識資源建構與維持策略之研究"，中華管理評論，第二卷第一期。9. 吳萬益、程永明，(2000)，"台資企業投資中國大陸市場所有權進入模式之研究"，Chiao Da Management Review，20(2)，第47 - 77頁。10. 李文瑞、曹為忠、陳旭銘，(2001)，"台商赴大陸投資進入模式影響因素之研究 中小企業之實證分析"，中山管理評論，第九卷第一期，第61 - 86頁。11. 林信義，(2001)，"台商登陸在入會後將續快速成長"，經濟日報，2001/09/13。12. 林美霞，(1997)，"台商透過跨國策略聯盟進行大陸投資的可行性分析"，經濟情勢暨評論季刊，第三卷第一期，第153 - 168頁。13. 林晉寬，(1995)，"從資源基礎理論探討資源特性與成長策略的關係"，政治大學企業管理研究所博士論文。14. 林清山，(1992)，"心理與教育統計"，台北:東華出版社。15. 侯山林，(1997)，"加入WTO對兩岸經貿關係發展之影響"，經濟情勢暨評論季刊，第三卷第二期，第67 - 91頁。16. 香港貿易發展局，(1979)，"中華人民共和國中外合資經營企業法"。

<http://www.tdctrade.com/airlaws/national/7907080011101.htm>。17. 香港貿易發展局，(1983)，"中華人民共和國中外合資經營企業法實施條例"。<http://www.tdctrade.com/airlaws/national/8309200041101.htm>。18. 香港貿易發展局，(1986)，"中華人民共和國外資企業法"。<http://www.tdctrade.com/airlaws/national/8604120031101.htm>。19. 香港貿易發展局，(1988)，"中華人民共和國中外合作經營企業法"。<http://www.tdctrade.com/airlaws/national/8804130051101.htm>。20. 香港貿易發展局，(1990)，"中華人民共和國外資企業法實施細則"。<http://www.tdctrade.com/airlaws/national/9012120041101.htm>。21. 香港貿易發展局，(1995)，"中華人民共和國中外合作經營企業法實施細則"。<http://www.tdctrade.com/airlaws/national/9509040011101.htm>。22. 高長，(1997)，"台商在大陸投資趨勢及其對大陸經濟之影響"，經濟情勢暨評論季刊，第三卷第一期，第153 - 168頁。23. 高長，(2001)，"製造業赴大陸投資經營當地化及其對台灣經濟之影響"，經濟情勢暨評論季刊，第七卷第一期。24. 高長、吳世英，(1995)，"兩岸經貿對台灣產業發展之影響"，台灣產業發展與政策，台北:中華經濟研究院，第391 - 432頁。25. 高長、陳威如，(1998)，"台商赴大陸投資所有權進入模式決定因素的分析"，管理學報，15(3)，第393 - 418頁。26. 張紹?、張紹評、林秀娟，(2000) "SPSS For Windows 統計分析 初等統計與高等統計"，(上、下兩冊)，台北:松崗電腦圖書資料股份有限公司。27. 陳代美，(1995)，"台商的時代焦慮 兩岸關係"，投資中國，第十三期。28. 湯明哲，(2003)，"策略精論:基礎篇"，台北:天下文化。29. 程永明，(2002)，"中國大陸市場進入模式權變模型建構之研究 - 臺灣製造業之實證分析"，國立成功大學企業管理學系博士論文。30. 楊豐碩，(1996)，"台商企業運用國際策略聯盟前進大陸市場之分析"，經濟情勢暨評論季刊，第二卷第三期，第56 - 64頁。31. 格?戈?? W 科勒德克，(2000)，"From Shock to Therapy: the political economy of post-socialist transformations"。??勇、?春子等?，(2000)，"休克到治? - 后社?主???的政治??"，上海:??文?。32. 經濟部投資業務處，(2002)，"台商在大陸投資現況---冬季版"，<http://www.idic.gov.tw/winter.html>。33. 董輔初，(2001)，"走向市?化的中???"，北京:經濟科學出版社。34. 潘偉華、翁玉娟、謝明珠，(2000)，"大陸投資先進與後進優勢之研究 以台灣櫻花與豪山廚具為例"，雲林科技大學全國經營專題研討會論文集。35. 稻垣清，(2002)，"大陸經商必備指南"台北:華文網股份有限公司。36. 蔡敦浩，(1998)，"技術創造力與開發研究-子計劃(七):組織特徵、體制特性與產業創新成果的關係之研究"，行政院國家科學委員會，計劃編號:NSC 88-2519-S-110-002。37. 蔡新豐，(1996)，"集團企業赴大陸之經營模式與其影響因素之研究 以食品業為例"，中原大學企業管理研究所碩士論文。英文部份 1. Agarwal, S. and N. Ramaswami. (1992), "Choice of foreign market entry mode: Impact of ownership, location and internalization factors." Journal of International Business Studies. 23(1), pp.47-54. 2. Amit,R. And P. J. H. Schoemaker, (1993), "Strategic Assets And Organizational Rent." Strategic Management Journal, Vol.14, pp.33-46. 3. Anderson, E. and H. Gatignon., (1986), "Mode of foreign entry: A transaction cost analysis and proposition." Journal of International Business Studies. 17(1), pp.1-26. 4. Andrew, K.R. (1971), "The Concept of Corporate Strategy: An Analytic Approach to Business Policy for Growth and Expansion." IL: Irwin Homewood. 5. Ansoff, H.I., (1965), "Corporate Strategy." McGraw-Hill, New York. 6. Ansoff, I. and Steward,I. M., (1967), "Strategies for a Technology Based Business." Harvard Business Review, pp.71-83, Nov.-Dec. 7. Barkema, H. G., J. H. J. Bell and J. M. Pennings, (1996), "Foreign Entry, Cultural Barriers, and Learning." Strategic Management Journal, 17(2), pp.151-166. 8. Beamish, P. W. and J. C. Banks (1987), "Equity Joint Ventures and the Theory of the Multinational Enterprises." Journal of International Business Studies, 18(2), pp.1-16. 9. Brouthers, K. D. (2002), "Institutional, Cultural and Transaction Cost Influences on Entry Mode Choice and Performance." Journal of International Business Studies, 33(2), pp.203-221. 10. Brouthers, K. D. and L. E. Brouthers (2001), "Explaining the National Cultural Distance Paradox." Journal of International Business Studies, 32(1), pp.177-189. 11. Brouthers, K. D., (1995), "The Influence of International Risk on Entry Mode Strategy in the Computer Software Industry." Management International Review, 35(1), pp.7-28. 12. Buckley, P.J. and M. Casson. (1981), "The Optimal Timing of a foreign direct investment." The Economic Journal, May, pp.34-50. 13. Caves,R.E. and Mehra, K., (1986), "Entry of Foreign Multinationals into US Manufacturing Industries." In M. E. Porter(Ed.) "Competition in Global Industries" Boston: Havard Business School Press, pp.20-38. 14. Chandler A.D.(1990), "Scale and Scope: The Dynamics of Industrial Capitalism." Harvard University Press, Cambridge, MA. 15. Chandler, A. D. Jr. (1977), "The Visible Hand: The Managerial Revolution in American Business." Cambridge, MA: The Belknap Press of Harvard University Press. 16. Chang, D. C. (1989), "Transaction Cost Analysis of Foreign Market Entry Strategy." Tunghai Journal, 30, pp.347-366. 17. Clague, C. (1997)., "Institutions and Economic Development: Growth and Governance in Less-developed and Post-socialist Countries, Baltimore." Johns Hopkins University Press. 18. Cohen, W. M and Levinthal, D. A.(1990), "Absorptive Capability: A New Perspective on Learning and Innovation." Administrative Science Quarterly, 35, pp.128-152. 19. Collis, D. J., (1991), "A Resource-Based Analysis Of Global Competition: The Case Of The Bearings Industry." Strategic Management Journal, Vol.12, pp.49-68. 20. Collis, D.J. and Montgomery, C.A., (1995), "Competing On Resources: Strategy In The 1990s." Harvard Business Review, July-August, pp.118-128. 21. Contractor, F.J. and S.K. Kundu., (1998), "Modal choice in a world of alliances: Analyzing organization forms in the international hotels sector." Journal of International Business

Studies. 29(2), pp.325-358. 22. Corden, W.M. (1974). " The theory of international trade ", Economic analysis and The Multinational Enterprise. " George Allen and Unwin. pp.184-210. 23. Davidson, W. H. and D. G. McFetridge (1985), "Key Characteristics in the Choice of International Technology Transfer Mode," Journal of International Business Studies, 16(2), pp.5-21. 24. Davidson, W.H. (1980), " The location of foreign direct investment activity: Country Characteristics and experience effect. " Journal of International Business Studies, pp.9-22. 25. Delios, A and P. W. Beamish (1999), " Ownership Strategy of Japanese Firms: Transactional, Institutional, and Experience Influences, " Strategic Management Journal, 20(10), pp.915-933. 26. Dose, G., Teece, D. and Winter S., (1992), " Toward a Theory of Corporate Coherence: Preliminary Remarks. " New York: Oxford University Press,pp. 185-211. 27. Erramilli, M. K. and C. P. Rao (1990), " Choice of Foreign Market Entry Mode By Service Firms: Role Of Market Knowledge. " Management International Review, 30(2), pp.135-150. 28. Erramilli, M. K. and C. P. Rao (1993), " Service Firms ' International Entry Mode Choice: A Modified Transaction-Cost Analysis Approach, " Journal of Marketing, 57, pp.19-38. 29. Erramilli, M. K. S. Agarwal and C. S. Dev (2002), " Choice between Non-Equity Entry Modes: An Organizational Capability Perspective, " Journal of International Business Studies, 33(2), pp.223-242. 30. Gaba, V., Y. Pan and G. R. Ungson (2002), " Timing of Entry in International Market: An Empirical Study of U.S. Fortune 500 Firms in China. " Journal of International Business Studies, 33(1), pp.39-55. 31. Gleason, K. C., C. I. Lee and L. Mathur (2002), " Dimensions of International Expansions by US firms to China: Wealth effects, Mode Selection, and Firm-Specific Factors. " International Review of Economics and Finance, 11(2), pp.139-154. 32. Grant, R. (1991), " The resource-based theory of competitive advantage: Implications for strategy formulation. " California Management Review, pp.114-135. 33. Grant, R. M., (1996) " Toward a knowledge-based theory of the firm. " Strategic Management Journal, 17, Special Issue, pp. 109-123. 34. Hamel, G. and C.K. Prahalad (1994), " Competing for the future - breakthrough strategies for seizing control of your industry and creating the markets of tomorrow. " Harvard Business School. 35. Hamel, G., (1994), " Competence-Based Competition. " New York: John Wiley and Sons, pp.213-240. 36. Hamel, G., and C.K. Prahalad (1990), " The core competence of the corporation. " Harvard Business Review, 68(3), pp.79-91. 37. Hatfield, L. and Pearce, J.A. II (1994), " Goal Achievement and Satisfaction of Joint Venture Partners. " Journal of Business Venturing, 9(5), pp 423-448. 38. Hennart, J.F., (1988), " A Transaction Costs Theory of Equity Joint Ventures, " Strategic Management Journal, 9(4), pp.361-374. 39. Herbert Simon. (1958), " The Role of Expectations in an Adaptive or Behaviorist Model. " in Bowman, editor, Expectations, Uncertainty and Business Behavior. 40. Hill, C.W.L., P. Hwang, and W.C. Kim. (1990), " An eclectic theory of the choice of international entry mode. " Strategic Management Journal. 11, pp.117-128. 41. Hofer, C. W. and Schendel, D. E. (1978), " Strategy Formulation: Analytical Concepts. " Eds by St. Paul, Minn: West Publishing, 42. Hoskisson, R.E., L. Eden, C.M. Lau and M. Wright (2000), " Strategy in Emerging Economies. " Academy of Management Review Journal, 43, pp249-267. 43. Itami, H. and Roehl, T.W., (1987), " Mobiling Invisible Assets ", Cambridge, Mass: Harvard University Press, pp.12-133. 44. Kerlinger, F.N., (1986), " Foundations of Behavioral Research. " 3rd.(eds), Chicargo:Holt, Rinhart and Winston, Inc. 45. Kim, W.C. and P. Hwang. (1992), " Global strategy and multinationals ' entry mode choice. " Journal of International Business Studies. 22(1), pp.29-53. 46. Kindleberger, C.P., (1974). "Size of firm and size of nation state", in Dunning, J.H. (ed.), " ECONOMIC ANALYSIS AND THE MULTINATIONAL ENTERPRISE. " London: Allen and Unwin. pp.342-362. 47. Kogut, B. and N. Kulatilaka, (1994), " Operating Flexibility, Global Manufacturing, and the Option Value of a Multinational Network. " Management Science, 40(1), pp.123-39. 48. Kogut, B. and H. Sigh. (1988), " The effect of national culture on the choice of entry mode. " Journal of International Business Studies, 19(3), pp.411-432. 49. Kogut, B. and U., Zander, (1992), " Knowledge of The Firm: Combinative Capabilities, and the Replication of Technology, " Organization Science, 3(3), pp.383-397. 50. Kumar, V. and V. Subramaniam. (1997), " A contingency framework for the mode of entry decision. " Journal of International Business Studies. 32(1), pp.53-72. 51. Kutschker, M. and I. Baurle, (1997), " Three One: Multidimensional Strategy of Internationalization. " Management International Review, 37, pp.103-25. 52. Levinthal, D. and J. March (1993) " The Myopia of Learning. " Strategic Management Journal, 14, pp.95-112. 53. Licraw, D.J., (1984), " Bargaining power, ownership, and profitability of transnational corporations in developing countries. " Journal of International Business Studies, 15, pp.27-43. 54. Lippman, S. A. and Rumelt, P. R., (1982) " Uncertain Limitability An Analysis of Interfirm Differences if Efficiency under Competition ", Bell Journal of Economics, 13(1), pp.418-438. 55. Luo, Y., (2002a), " Capability exploitation and building in a foreign market: implications for multinational enterprises. " Organization Science. 13(1), pp.48-63. 56. Luo, Y., (2002b), " Product diversification in international joint ventures: performance implications in an emerging market. " Strategic Management Journal. 23, pp.1-20. 57. Madhok, A. (1997), "Cost, Value and Foreign Market Entry Mode: The Transaction and the Firm," Strategic Management Journal, 18(1), pp.39-61. 58. Makino, S. and K. E. Neupert (2000), " National Culture, Transaction Costs, and the Choice between Joint Venture and Wholly Owned Subsidiary. " Journal of International Business Studies, 31(4), pp.705-713. 59. Meyer, K.E. and S. Estrin, (2001), " Brownfield entry in Emerging markets. " Journal of International Business Studies, Forth-coming. 60. Meyer, K.E., (2001). " Institutions, Transaction Costs, and Entry Mode Choice in Eastern Europe. " Journal of International Business Studies, 32(2), pp.357-367. 61. Minor, M., W. Y. Wu and M. K. Choi (1991), " A Proposition-Based Approach to Inter-national Entry Strategy Contingencies. " Journal of Global Marketing, 4(3), pp.69-87. 62. Mintzberg, H., (1994), " Rounding out the manager's job. " Sloan Management Review, Vol. 36(1), pp11-27. 63. Mutinelli, M. and L. Piscitello (1998), " The Entry Mode Choice of MNEs: An Evolutionary Approach. " Research Policy, 27, pp.491-506. 64. Nelson, R. and S. Winter (1982). " An Evolutionary Theory of Economic Change. " Cambridge, MA: Harvard University Press. 65. Newman, K. (2000). " Organizational Transformation during Institutional Upheaval. " Academy of Management Review, 26, pp602-619. 66. Nitsch, D., P. Beamish and S. Makino (1996), " Entry Mode and Performance of Japanese FDI in Western Europe. " Management International Review, 36(1), pp.27-43. 67. Noel, A., (1989), " Strategic cores and magnificent obsessions: Discovering strategy formation through daily activities

of CEOs." *Strategic Management Journal*, 10, pp.33-49. 68. Nonaka, I. and H. Takeuchi, (1995), "The Knowledge-Creating Company." Oxford University Press. 69. Oxley, J.E. (1999). "Institutional Environment and the Mechanisms of Governance: the Impact of Intellectual Property Protection on the Structure of Inter-firm Alliances" *Journal of Economic Behavior and Organization*, 38(3), pp. 283-309. 70. Padmanabhan, P. and K.R., Cho, (1996), "Ownership Strategy for a Foreign Affiliate: An Empirical Investigation of Japanese Firms." *Management International Review*, 36. 71. Pan, Y., S. Li and D.K. Tse. (1999), "The impact of order and model of market entry on profitability and market share." *Journal of International Business Studies*. 30(1), pp.81-103. 72. Peng, M.W. (2000). "Business Strategies in Transition Economies." Thousand Oaks, CA:Sage. 73. Penrose, Edith T., (1959), "The Theory Of The Growth Of The Firm." Oxford: Oxford University Press. 74. Porter, M.E., (1991), "Towards A Dynamic Theory of Strategy." *Strategic Management Journal*, 12, pp. 95-117. 75. Prahaland, C. K. and Hamel, G., (1990), "The Core Competence Of The Corporation." *Harvard Business Review*, May-June, pp.277-299. 76. Quinn, J. B. (1992), "Intelligent Enterprise: A Knowledge and Service Based Paradigm for Industry." NY: The Free Press. 77. Root, F.R., (1987), "Entry strategies for international markets." D.C.: Health and Company. 78. Schoemaker, P.J.H., (1992), "How To Link Strategic Vision To Core Capabilities." *Sloan Management Review*, Fall, pp.67-81. 79. Schumpeter J. (1934). "The theory of economic development: An inquiry into profits, capital, credit, interest, and business cycle." Harvard University Press: Cambridge, MA. 80. Selznick, Philip, (1957), "Leadership in Administration:A Sociological Interpretation." New York: Harper and Row Publishers, Inc. 81. Shi, Y., (2001), "Technological capabilities and international production strategy of firms: The case of foreign direct investment in China." *Journal of World Business*. 36(2), pp.184-204. 82. Simon, H. A. and J. G. March, (1958), "Organization." New York: John Wiley and Sons. 83. Siripaisalpipat, P., and Y. Hoshino, (2000), "Firm-specific advantages, entry modes, and performance of Japan FDI in Thailand." *Japan and the World Economy*, 12, pp.33-48. 84. Sokal R.R. and F.J. Rohlf, (1969), "Biometry", W.H. Freeman and Company, San Francisco. 85. Zar, J.H., (1984), "Biostatistical Analysis", 2nd (Ed.), Simon & Schuster Co., Englewood Cliffs, NJ. 86. Swaan, W. (1997), "Knowledge, Transaction Costs and the Creation of Markets in Post-socialist Economics." in P.G. Hare and J. Davis,(eds.): "Transition to the Market Economy." Vol. II, London and New York: Routledge, pp.53-76. 86. Tampoe, M., (1994), "Exploiting The Core Competences of Your Organization." *Long Range Planning*, Vol.27, pp.67-77. 87. Teece, D. J., G. Pisano and A. Shuen, (1997), "Dynamic capabilities and strategic management." *Strategic Management Journal*, 18(7), pp.509-533. 88. Teece, D. J., Pisano, G. and Shuen, A. (1997). "Dynamic capabilities and strategic management." *Strategic Management Journal*, 18, pp.509-553. 89. Teece, D.J. (1981), "The Multinational Enterprise: Market Failure and Market Power Considerations." *Sloan Management Review*, 22(3), pp.3-15. 90. Teece, D.J., (1982), "Towards and economic theory of the multiproduct firm." *Journal of Economic Behavior and organization*, 3, pp.39-63. 91. Thompson, J. D. (1967). "Organization in Action." NY: McGraw-Hill. 92. Tilles, S. (1963), "How to Evaluate Corporate Strategy." *Harvard Business Review*, Jul/ Aug., pp.112-121. 93. Tse D.K., Y. Pan and K.Y. Au. (1997), "How MNCs choose entry modes and form alliances: The China experience." *Journal of International Business Studies*, 28(4), pp.779-805. 94. Verdin, P.J. and P. J. Williamson, (1994), "Core Competences , Market Analysis and Competitive Advantage:Forging the Links." In G. Hamel and A. Heene(eds.), "Sustainable Competitive Advantage Through core Competence." New York: Wiley. 95. Wernerfelt, B., (1984), "A Resource-Based Vies Of The Firm." *Strategic Management Journal*, Vol. 5, pp.171-180. 96. Wind, Y. and H. Prellmutter, (1977). "On the Identification of Frontier Issues in International Marketing." *Columbia Journal of World Business*. Winter, pp.131-139. 97. Woodcock, C. P., P. W. Beamish and S. Makino (1994), "Ownership-Based Entry Mode Strategies and International Performance." *Journal of International Business Studies*, 25(2), pp.253-273. 98. Yu, C.M. and Tang, M. (1990), "Foreign Market Entry: Production-Related Strategies." *Management Science*, Vol.36, pp.476-489. 99. Zhang Y. and Rajagopalan N. (2002), "Inter-partner credible threat in international joint ventures: an infinitely repeated prisoner 's dilemma model." *Journal of International Business Studies* 33(3), pp.457-478. 100. Zoot, C., (2003), "Dynamic Capabilities and the emergence of intraindustry differential firm performance: Insights from a simulation study ", *Strategic Management Journal*, 24(2), pp.97-125.