

影響子公司技術能力提升因素之研究 - 以大陸台商為例

趙子巖、陳木榮

E-mail: 9314241@mail.dyu.edu.tw

摘要

本研究以資源基礎理論與國際企業子公司發展觀點，探討台商投資中國，面對快速變動的經營環境，子公司如何以主動行為改變子公司的策略角色，加重本身的附加價值，承擔較多的營運責任。爭取母公司承諾更多的資源，快速複製母公司組織能力；吸收及學習當地網絡取得的資源，提升技術能力以形成競爭優勢，進而創造優良的經營管理績效。利用個案研究方法，對大陸子公司的高階主管進行焦點式訪談，了解並分析三家受訪個案公司。個案研究結果發現母公司的資源承諾多寡、子公司的主動行為、子公司的策略角色與地主國的資源取得，的確會對於子公司技術能力的提升造成影響。企業在進行海外子公司營運時，應判定欲填補的資源缺口，母公司由基礎要素發展至較高等的資源承諾；所需策略性資源沒有或不能從內部獲取時，透過網絡連結關係取得地主國資源。提供經理人高度自主權與較高的資源控制，鼓勵嘗試與創新行為。台商多為中小企業，中國子公司常為最大甚至唯一的海外營運據點；增加子公司的產品、市場、和功能活動，承擔較多的營運責任，進而提升子公司技術能力。母公司可以利用子公司網路形成規模經濟、資源槓桿，鼓勵跨國學習、知識移轉、創新行為的產生，進而強化企業的整體實力。

關鍵詞：資源基礎理論、子公司主動行為、子公司策略角色技術能力、大陸台商。

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