

子公司技術能力對母公司技術能力的營響-以大陸台商為例

耿舜、莊銘國

E-mail: 9417969@mail.dyu.edu.tw

摘要

台商赴大陸投資後，大陸子公司規模逐漸增大，甚至超越母公司，形成特殊的子大母小情況下，本文以資源基礎觀點與多國籍企業國際化理論為基礎，探討當子公司規模或是技術優於母公司時，是否會有技術回流至母公司，進而影響母公司技術能力，提升母公司技術能力。研究主題在於，一、台商在大陸投資初期，台商大陸子公司由台灣母公司與地主國獲取何種資源？二、當台商大陸子公司具備優於台灣母公司的技術或擁有母公司缺乏的資源，子公司能否對母公司有所貢獻。三、對於子公司所提供的資源，母公司是否能加以整合利用，提升自身技術能力。本研究採取個案研究法，赴大陸訪談已在大陸進行投資的八間台灣廠商，發現台商母子公司間，子公司獲得來自母公司重要核心資源轉移與結合地主國資產後，經由從做中學(Learning by Doing)，以提升子公司技術能力，並以最佳實務轉移(Best practices transfer)的方式，將子公司技術能力回饋母公司。根據研究結果，將台商子公司與母公司之間現階段技術資源回饋歸納為四種，包括接收者、持有者、挖掘者與整合者，各類型代表台商母子公司間的實務移轉情形，並發展出「複製-發展」過程，期望能有助於台商母公司瞭解在大陸投資子公司角色與能力的轉變。

關鍵詞：資源基礎、從做中學、最佳實務轉移、多國籍企業

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