

題目	公司策略、組織間策略及組織間關係管理之探討
作者	方世榮（中興大學企管系教授）
摘要	Porter 所提出的一般性競爭策略，雖受到許多關注及檢驗，但其主要專注在組織內部如何取得競爭優勢之觀點；過去相關研究亦較少關心組織間的關係策略。事實上，面對變動的環境，公司已愈來愈重視組織間策略之運用。此外，以往策略理論著眼於探討策略與組織內部結構的配適性，但在組織間關係日趨重要的企業環境中，規劃良好的關係管理以及能否與組織間策略相配合，皆成為重要的課題。據此，本研究主要探討公司策略、組織間關係策略、關係管理型態與競爭優勢之間的關係。研究結果發現：差異化策略將較成本領導廠商更重視與供應商建立緊密之關係策略；差異化策略對供應商的關係管理偏向行為導向、高的契約限制與支援、協調程度；愈緊密之關係策略對供應商將具有較高層次支援、協調程度。此外，差異化策略較能建立差異化與彈性優勢，而成本領導策略則較能建立低成本與獲利率優勢。
關鍵字	公司策略、組織間策略、組織間關係管理
Title	An Empirical Study on The Relationships Among Firm's Strategy, Interorganizational Strategy And Interorganizational Relationship Management
Author(s)	Shyh-Rong Fang
Abstract	Since Porter proposed three kinds of competitive strategies, the topics have been followed with interest and inspected by academic and enterpriser. However, researchers are less concerned about the interorganizational strategy. In fact, companies gradually pay more attention into the applications of interorganizational strategy. The strategy management theory emphasizes the fitness between the company's strategy and its structures. It is an important topic that we should also plan effective interorganizational management. The study focuses on the relationships among firm's strategy, interorganizational strategy, interorganizational management, and the competitive advantages. We obtain the results as follows: The companies that employ differentiatinal strategy will build closer interorganizational strategy with their suppliers. The companies that employ differentiatinal strategy will be more behavior-based, more contract constraints, highly support and coordinate to their suppliers. The companies that employ closer interorganizational strategy will have higher support and coordinate to their suppliers. The company can build up the differentiatinal and flexible advantages, when it selects and adopts differentiatinal strategy; The company can build up low cost and earning profit, when it selects and adopts cost leadership strategy.
Key Words	Firm's Strategy, Interorganizational Strategy, Interorganizational Relationship Management