

由動態能耐之觀點探討組織整體之創新能耐－以台灣惠普科技公司為例

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摘要

本研究係以動態能耐之觀點，對於近來許多策略管理文獻針對創新能耐之論述，做一綜合性之回顧。創新能耐的管理可視為一種稀有之組織能耐（Lawson and Samson, 2001）。卓越的創新企業，投資及培育此等能耐，有助於企業從事創新之流程，並導引新產品、服務之創新，進而產生卓越之企業績效。本文回顧動態能耐及創新能耐之重要文獻，深入探究歷來研究不足之處，整合學者們在創新能耐各構面之論點，並提出一整合之概念性架構及構建相關命題。本研究將研究構面概分為七項：產業、組織、部門、團隊、成員、產品及市場，逐一檢視各個構面，提出一整合性之架構及構建九大相關命題。為求實務與理論之相互印證，本文將檢視台灣惠普科技公司其內部發展創新能耐之軌跡，其具體且實務策略的活動，以深度個案研究的方法，依循本研究所提出之架構及命題，探討其組織內各構面之創新能耐，推論並驗證架構與實務之契合度與適用性，以彰本研究之學理價值，並提出建議與後續研究相關議題（如大樣本之多變量統計分析），冀供實務者與學者之決策及研究參考。

關鍵字：動態能耐、創新能耐

Developing the Integrative Framework of Organizational Innovation Capabilities from a Dynamic Capability

Approach : A Case Study of HP Taiwan

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Abstract

This paper reviews articles that are especially important in the area of dynamic capability and innovation capability, finds shortcomings in the extensive literatures and draws together a variety of fields to develop a conceptual framework of innovation capabilities. This framework identifies seven aspects and nine propositions to further explore how the process of innovation can be managed, systematized and replicated within organizations. This developed model framework proposes that the development of organizational innovation capabilities is tightly linked with the integration of internal environment (organization, division, team and member) and external environment (product, industry and market). The complete and holistic organizational strategies are also required to manage innovation capabilities and further improve organizational performance. An extensive case study of HP Taiwan provides the evidence that the development of organizational innovation capability is important in current business practice in order to keep up with dynamic market places.

Keywords: Dynamic Capability, Innovation Capability