



課 綱 Course Outline
企業管理學系一般組

中文課程名稱 Course Name in Chinese	人力資源管理				
英文課程名稱 Course Name in English	Human Resource Management				
科目代碼 Course Code	BM__57100	班 別 Degree	碩士班 Master' s		
修別 Type	必修 Required	學分數 Credit(s)	3.0	時 數 Hour(s)	3.0
先修課程 Prerequisite	企業管理				
課程目標 Course Objectives					
研習企業在全球競爭、全面品管，提昇生產力之環境下，人力資源所扮演之角色，人力資源管理功能之轉變，及其與企業經營之關係。					
1. 對於人力資源管理的內涵、角色與功能有一個完整的瞭解。					
2. 瞭解人力資源的各項主要活動，如甄選、雇用、訓練、獎酬、考核與發展等，以及這些活動如何提升產品品質、工作士氣以及工作績效。					
3. 訓練人力資源管理各種問題的系統性分析能力					
系教育目標 Dept.' s Education Objectives					
1	培養具國際觀之中階企業經理能力之人 Cultivating talent managers rank among the international outlook ability				
2	培養具資訊科技專業能力之人 Cultivating professional managers equipped with IT management proficiency				
3	培養具人文素養與本土產業關懷專業經理能力之人才 Cultivating equipped with human culture and the ability to care for the local industry professional managers				
4	培養能運用理論於實務執行專業經理之人 Cultivating the theory in practice to perform professional talent manager				
系專業能力 Basic Learning Outcomes				課程目標與系專業能力相關性 Correlation between Course Objectives and Dept.' s Education Objectives	
A	具備企業管理理論的核心專業知識 Core knowledge of theories related to business management				●

B	具備邏輯思考與企業經營管理問題解決的能力 Capability of logical thinking and problem solving to business management	●
C	具備領導、溝通協調與團隊運作的能力 Capability of leadership, communication, and collaboration	●
D	具備國際觀以及外語溝通的能力 Global perspective and capability of communication in foreign languages	○
E	具備資訊科技之妥善運用能力，以培育企業經營之運籌帷幄 Capability of IT applications for business operations	○
F	具備企業倫理以奠定經營觀念之認知與堅持 Having recognition and persistence of business ethics	

圖示說明Illustration：● 高度相關 Highly correlated ○ 中度相關 Moderately correlated

課程大綱 Course Outline

1. 人力資源管理之重要性及其功能之轉變。
2. 人力資源之規劃。
3. 策略性人力資源管理。
4. 人力資源管理功能（甄募、開發、訓練、留用等）。
5. 人力資源管理國際化。

資源需求評估（師資專長之聘任、儀器設備的配合．．．等）
Resources Required (e.g. qualifications and expertise, instrument and equipment, etc.)

具有組織管理與人力資源管理專長者任教；運用本院所現有設備教學。

課程要求和教學方式之建議 Course Requirements and Suggested Teaching Methods

課堂講授，專題報告及討論及企業訪談。

1. 本學期上課方式採老師講授、Readings Presentation及Case Discussion三種方式進行。老師講授內容為中文的教材，約佔每週課程50分鐘左右的時間。Readings每週有兩篇，Case每週一個。
2. Readings與Case Discussion皆由同學分組負責報告，每篇Reading約報告30分鐘，請嚴格掌控時間，個案分析與討論約50分鐘。
3. Readings Presentation部分，同學們可以事先排定報告順序；報告內容（PPT及word檔案）須於上課前一天晚上12點以前，以e-mail繳交到老師的信箱。
4. Case Discussion的方式，採取開放式討論及課後整理報告兩階段。每位同學都需在上課前對個案公司的背景資料有初步的瞭解，才能夠在討論時快速進入情況。負責整理個案課後報告之組別，將於下課前抽籤決定。正式報告需於下週上課前一天晚上12點以前，以e-mail繳交到老師的信箱。老師給完評語後，一週內再繳交修正過後的報告（電子檔案）。原則上，以每組皆有相等的上台報告機會為原則。
5. Presentation與Case Discussion的成績將以70分為基準分，依據臨場表現、理解程度、表達清晰度、內容的系統性以及問題的回答，做分數的增減。
6. 本課程盡可能採無紙化作業方式進行。報告傳遞，盡可能皆以電子檔案方式進行。課程將舉行兩次考試，考試內容涵蓋老師上課內容以及課堂所報告之文章。

其他 Miscellaneous

Class Schedule

日期	講 授 內 容
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2/26	課程介紹
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3/5	Topic 1：人力資源管理的策略性角色
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Collins, C. J., & Clark, K. D. (2003). Strategic human resource practices, top management social

networks, and firm performance: the role of human resource practices in creating

organizational

competitive advantage. *Academy of Management Journal*, 46(6), 740-751.

Werbel, J.D., & DeMarie, S.M. (2005). Aligning strategic human resource management and person-environment fit. *Human Resource Management Review*, 15, 247-262.

Case Discussion 1: HRM部門在神達電腦公司中扮演的角色

3/12 Topic 2: 台灣勞動相關法規對企業的影響

3/19 Topic 3: 人才市場的趨勢與展望

Farrell, D., Laboissi?re, M.A., & Rosenfeld, J. (2006). Sizing the Emerging Global Labor Market:

Rational Behavior from Both Companies and Countries Can Help It Work More Efficiently. *Academy of Management Perspectives*, 20(4), p23-34.

Offstein, E.H., Gnyawali, D.R., & Cobb, A.T. (2005). Strategic human resource perspective of firm

competitive behavior. *Human Resource Management Review*, 15, 305-318.

Case Discussion 3: 花蓮慈濟醫院所面臨的醫生流動與人才市場特性

3/26 Topic 4: 工作分析與設計

Phillip G., Clampitt, M., & Williams, L. (2007). Decision Downloading. *Sloan Management Review*,

48(2), 77-84.

Reiter-Palmon, R., Brown, M., Sandall, D.L., Buboltz, C., & Nimps, T. (2006).

Development of an

O*NET web-based job analysis and its implementation in the U. S. Navy: Lessons learned. *Human*

Resource Management Review, 16, 294-309.

Case Discussion 4: 微星科技「專案管理師」的工作設計

4/2 Topic 5: 人力資源規劃與聘用

Glebbeek, A.C., & Bax, E.H. (2004). Is high employee turnover really harmful? An empirical test

using company records. *Academy of Management Journal*, 47(2), 277-286.

Kanfer, R., Wanberg, C.R., & Kantrowitz, T.M. (2001). Job search and employment: a personality

-motivational analysis and meta-analytic review. *Journal of Applied Psychology*, 86(5), 837-855.

Case Discussion 5: 「光隆企業海洋深層水園區」的人力需求規劃

4/9 放假一天 (學校調整上課)

4/16 Topic 6: 人員甄選與安置

Murphy, K.R., Cronin, B.E., & Tam, A.P. (2003). Controversy and consensus regarding the use of

cognitive ability testing in organizations. *Journal of Applied Psychology*, 88(4), 660-671.

Rothstein, M.G., & Goffin, R.D. (2006). The use of personality measures in personnel selection:

What does current research support? *Human Resource Management Review*, 16, 155-180.

Case Discussion 6: 遠雄海洋公園新進員工的篩選工具與標準

4/23 Topic 7: 招募與面談

Higgins, C.A., & Judge, T.A. (2004). The effect of applicant's influence tactics on recruiter's

perceptions of fit and hiring recommendations: a field study. *Journal of Applied Psychology*, 89(4),

622-632.

Chapman, D.S., Uggerslev, K.L., & Webster, J. (2003). Applicant reactions to face-to-face and

technology-mediated interviews: a field investigation. *Journal of Applied Psychology*, 88(5), 944-

953.
Case Discussion 7: 中華航空的招募與面談實務
4/30 期中考
5/7 Topic 8: 績效評估
Berry, L.L., Wall, E.A., & Carbone, L.P. (2006). Service Clues and Customer Assessment of the Service Experience: Lessons from Marketing. *Academy of Management Perspectives*, 20(2), 43-57.
Neely, A., & Al Najjar, M. (2006). Management Learning Not Management Control: The True Role of Performance Measurement. *California Management Review*, 48 (3), 99-114.
Case Discussion 8: 新巨企業的績效評量系統分析
5/14 Topic 9: 績效獎勵
Bebchuk, L.A., & Fried, J.M. (2006). Pay without Performance: Overview of the issues. *Academy of Management Perspectives*, 20(1), 5-24.
Brandes, P., Dharwadkar, R., & Lemesis, G.V. (2003). Effective employee stock option design: reconciling stakeholder, strategic, and motivational factors. *Academy of Management Executive*, 17(1), 77-95.
Case Discussion 9: 新巨企業的績效獎勵制度分析
5/21 Topic 10: 薪資管理
Brown, M.P., Sturman, M.C., & Simmering, M.J. (2003). Compensation policy and organizational performance: the efficiency, operational, financial implications of pay level and pay structure. *Academy of Management Journal*, 46(6), 752-762.
Shaw, J.D., Duffy, M.K., Mitra, A., Lockhart, D.E., & Bowler, M. (2003). Reactions to merit pay increases: a longitudinal test of a signal sensitivity perspective. *Journal of Applied Psychology*, 88 (3), 538-544.
Case Discussion 10: 神達電腦的薪資制度分析
5/28 Topic 11: 訓練發展
Arthur, W., Bennett, W., Edens, P.S., & Bell, S.T. (2003). Effectiveness of training in organizations: a meta-analysis of design and evaluation features. *Journal of Applied Psychology*, 88(2), 234-245.
Cannon, M.D., & Witherspoon, R. (2005). Actionable feedback: unlocking the power of learning and performance improvement. *Academy of Management Executive*, 19(2), 120-134.
Case Discussion 11: 微星科技給工程師的教育訓練課程分析
6/4 Topic 12: 國際人力資源管理
Takeuchi, R., Yun, S., & Tesluk, P.E. (2002). An examination of crossover and spillover effects of spousal and expatriate cross-cultural adjustment on expatriate outcomes. *Journal of Applied Psychology*, 87(4), 655-666.
Takeuchi, R., Marinova, S.V., Lepak, D.P., Liu, W. (2005). A model of expatriate withdrawal-related outcomes: Decision making from a dualistic adjustment perspective. *Human*

Resource

Management Review, 15, 119-138.

Case Discussion 12: 中國國際商業銀行的外派實務分析

6/11 Topic 13: 生涯規劃

Seibert, S.E., Crant, J.M., Kraimer, M.L. (1999). Proactive personality and career success. Journal

of Applied Psychology, 84(3), 416-427.

Allen, T.M., Eby, L.T., Poteet, M.L., & Lentz, E. (2004). Career benefits associated with mentoring

for protégés: a meta-analysis. Journal of Applied Psychology, 89(1), 127-136.

Case Discussion 13: 影響MBA畢業生在科技產業職涯發展的因素

6/18 Topic 14: New Trends in HRM

Hansen, W.L. (2002). Developing new proficiencies for human resource and industrial relations

professionals. Human Resource Management Review, 12, 513-538.

Malhotra, A., & Majchrzak, A. (2005). Virtual workspace technologies. Sloan Management Review, 46(2), 11-14.

Case Discussion 14: 找出當前台灣人力資源管理專員所需的特質與技能

6/25 期末