



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。

- 對於人力資源管理的內涵、角色與功能有一個完整的瞭解。
- 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。
- 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	●
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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
2/26	課程介紹
3/5	Topic 1：人力資源管理的策略性角色
	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., Laboissiere, 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., & Nimpf, 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 prot?g?s: 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