

# 國立彰化師範大學 96 學年度博士班招生考試試題

系所：人力資源管理研究所

科目：人力資源管理

☆☆請在答案紙上作答☆☆

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## **1. Summarize the main points of the following article and critique it in Chinese. (40%)**

According to role theory, employees' roles can be used as the basis for specifying organizational expectations and performance requirements (Ilgen & Hollenbeck, 1992; Wright & McMahan, 1992). Role theory also suggests that performance management systems need to account for multiple roles at work so that organizations can assess work performance and direct employees' behaviors with role-based performance indicators (Welbourne, Johnson, & Erez, 1998). In other words, performance indicators should be consistent with the roles that employees play (Broderick, 1998; Jackson & Schuler, 1995; Wright & McMahan, 1992). When employees' roles are more consistent with their performance indicators, this offers greater behavioral guidance and in turn leads employees to expected behaviors and job performance (Schuler & Jackson, 1987; Welbourne, Johnson, & Erez, 1998). If, however, employees' roles are inconsistent with their performance indicators, then employees' performance will fail to meet expected objectives and may result in employees' role conflict (Broderick, 1999), dissatisfaction (Farmer, Tierney, & Kung-Mcintyre, 2003), and poor performance (Solomon, Surprenant, Czepiel, & Gutman, 1985).

Furthermore, a number of studies have explored the changing roles of HR managers in recent years (Blancero, Boroski, & Dyer, 1996; Bhatnagar & Sharma, 2005; Conner & Ulrich, 1996; Dyer, 1999; Schuler, 1990; Storey, 1992). Ulrich (1997), for example, proposed a conceptual model of HR managers' roles that is based on two main dimensions: strategic focus or operational focus, and people or process orientation. From these two dimensions, four types of HR roles emerge. The first role, the strategic partner, focuses on aligning HR strategies and practices with business strategy. The second role is change agent, refers to helping the organization build a capacity for change. Employee champion is the third role and it implies that HR must be the employees' voice and should concern

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about employees' needs and issues. The last role is the administrative expert whose focus is the design and delivery of effective HR processes. Ulrich's model strongly underlines the changing nature of HR activities and HR focuses in detail (Caldwell, 2001), thus his model has been applied widely by other researchers (e.g., Bhatnagar & Sharma, 2005; Cabrera & Cabrera, 2003; Caldwell, 2001; Truss, Gratton, Hope-Hailey, Stiles, & Zaleska, 2002).

In terms of the evaluation of HR functions, a significant issue is that there is little evidence that firms can measure or assess the real value of HR performance (Ramlall, 2003). According to the recent literature on HR performance, HR performance indicators can be put into three categories: HR alignment, employee relation and HR efficiency. HR alignment indicators measure the impact of HR practices on strategic results (Cabrera & Cabrera, 2003), strategy implementation (Becker, Huselid, & Ulrich, 2001), organizational capabilities for change (Lawler & Mohrman, 2003), and contributions to the achievement of a firm's business objectives (Huselid, Jackson & Schuler, 1997). In essence, these indicators stress the strategic influence of HR in its capacity to align performance measurement and business strategy implementation (Becker, Huselid, & Ulrich, 2001).

Employee relation indicators lay importance on acting as an employee advocate and regarding employees as customers of HR's programs and practices (Lawson & Hepp, 2001; Wright, McMahan, Snell & Gerhart, 2001). These indicators are designed to sustain employees' commitment through measuring their satisfaction with HR's performance (Walker & McDonald, 2004), implementation of career development programs (Tsai, Chuang, & Hsieh, 2005), maintaining labor relations (Ulrich, 1997), and fostering employee communication and participation (Huselid, Jackson, & Schuler, 1997). HR efficiency indicators measure the efficiency of HR practices from the perspective of costs and in relation to benchmarkable practices (Becker, Huselid, & Ulrich, 2001). The HR efficiency indicators can be readily monitored explicitly and compared with comparable companies (Ulrich, 1997).

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Aspects that lend themselves to company comparisons include the cost/benefit of staffing, training, performance appraisal and compensation (Huselid, Jackson & Schuler, 1997; Tsui, 1987).

Despite a growing focus on HR managers in their strategic partner role, recent research showed that firms are still only primarily concerned with the HR efficiency (Ramlall, 2003). In this manner little effort is made to evaluate the strategic contributions of HR functions (Cabrera & Cabrera, 2003). When HR manager roles are not consistent with HR performance indicators, then the value-added by HR's contributions will not be appropriately captured (Ramlall, 2003). According to role theory, if firms measure the HR performance according to roles of HR managers, then performance indicators would increase the focus on those activities associated with the indicators (Tsui, 1984). Thus the consistency between HR managers' roles and their performance indicators should produce a strategically focused workforce that drives superior strategy execution (Becker, Huselid, & Ulrich, 2001).

Following the perspective of role consistency, when HR managers are acting as a strategic partner, they should aim to maximize the alignment of current HR practices and business objectives (Conner & Ulrich, 1996). Such alignment should be achieved through the design of HR policies and practices (Cabrera & Cabrera, 2003). Another key contribution HR managers make is as change agents who are responsible for both implementing and managing change in organizations. In doing this they focus on developing organizational capabilities and overcoming resistance to change (Ulrich, 1997). Consequently, firms stress that the performance of HR equates to developing organizational capabilities for change management (Lawler & Mohrman, 2003), and firms could measure the alignment between HR practices and change executions (Becker, Huselid, & Ulrich, 2001). Therefore, when HR managers are acting as a strategic partner and change agent, firms should adopt HR alignment indicators to measure their performance.

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Functioning as an employee champion, HR managers should collaborate with senior executives and employees frequently to communicate opinions, concerns and needs of employees (Conner & Ulrich, 1996). This encourages executives to give significance to employees' satisfaction with HR practices, and overall labor relations (Mohrman & Lawler, 1997). Thus HR performance should be measured with employee relation indicators. Finally, as administrative experts, HR managers should be concerned with designing and delivering HR practices efficiently (Ulrich, 1997). Hence, firms should lay emphasis on the HR efficiency in terms of the cost/benefit of activities including staffing, training, performance appraisal and so on (Huselid, Jackson, & Schuler, 1997).

- 2. Explain the differences in human resource management between public and private sectors in Chinese. (30%)**
  
- 3. Explain why human resources are the assets of company in Chinese. (30%)**