

# 藉由知識傳遞過程與人力資源管理探討開放式 創新

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## 摘 要

開放式創新不僅是近年新興的管理術語，廠商的確需要做開胸懷迎接創新的觀點。關於知識管理(KM)對開放式創新的重要意涵之一，在於它施諸於人力資源因素上所扮演的角色。人力資源因素對創新的影響已導致更急劇快速的知識傳遞過程，儘管這些見解經常為過去的文獻所忽視。這種傳遞過程可分為知識流動與人力流動兩個面向的交錯互動。基於組織學習理論，人力資源管理可促進開放式創新，使得人們在其所屬的交際網中，開創、移轉，並傳遞知識。本文的研究目的即在於檢視當前與開放式創新的理論和實證研究，並探索在開放式創新中，知識傳遞過程所可能帶來的意涵。並企圖瞭解在知識管理的角色上，人力資源對領導能力的發展與當今管理的實踐上所能呈現的最大挑戰。

關鍵字：開放式創新、人力資源管理、知識傳遞、領導

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# Open Innovation through Knowledge Processes and HRM Strategies

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## Abstract

Open innovation has become the latest management buzzword. Firms, Henry Chesbrough noted, needed to be “open” to innovations from elsewhere. One of the important implications of open innovation in relation to the knowledge management (KM) is the emphasis that it places on the role of human resource (HR) factors. While often neglected in the existing literature, the influence of HR factors on the innovation is brought into a sharper knowledge processes if we view those processes as the intersection of two flows; the flow of knowledge and the flow of people. Drawing upon organizational learning theory, HR management promotes open innovation to the extent that people and the networks to which they belong are enabled to create, transfer and institutionalize knowledge. This paper aims to reflect on current theoretical and empirical work and what it may have to tell us about the implications of knowledge processes in the open innovation since this is where the role of KM for HR presents the greatest challenge to developing leadership and current management practice.

**Keywords: Human resource management, Knowledge processes, Leadership, Open innovation**

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