

01-17

:



：

編著



가 , 가
 가 ,
 가 ,
 가 : ,
 , , , IT 가
 가 .
 , ,
 , ,
 가 , , ,

, , ,
, , , 가 가 -
, , , 가?
,

-
가 , 가

, , ,
, , ,
, , ,
, , ,
, , ,
, , ,
, , ,

拜

1	:	가 ()	1
I.			1
II.			3
1.			3
2.	가		5
III.			10
IV.			20
			22
2	:	()	25
I.			25
.			28
1.			28
2.			31
3.			35
.			43
1.			43
2.			53
.			66
1.			66
2.			68
			70

3	:	()	73
I.		HRD	73
	1.		73
	2.	:	76
	3.	HRD	79
	.	HRD	87
	1.		88
	2.		90
	3.		96
	.	HRD	: E-Learning HRD 100
	.	HRD	106
			110
4	:	()	115
	.	가	115
	117
	122
	1.		122
	2.		124
	3.		125
	.	21	129
	1.		129
	2.		130
	3.	21	133

.	136
.	142
VII.	146
	150
5	:	
	()	155
.	155
.	가?	157
.	160
1.	160
2.	162
3.	164
.	가	167
.	169
1.	169
2.	169
3.	170
.	172
.	175
	177

6 :

	()	181
I.	181
.	185
1.	185
2.	(human capital theory)	187
3.	191
4.	193
.	가	195
1.	195
2.	196
3.	1: -	198
4.	2:	200
5.	1:	202
6.	2:	204
.	206
1.	206
2.	207
3.	209
	213

7	:	(HRD)	
		()	215
.	:		215
.			219
1.			219
2.			220
3.			221
.			225
1.			226
2.			226
3.			227
4.			228
5.			228
.			232
1.			232
2.			233
3.			235
.	:	가 HRD	236
1.			236
2.			237
3.			237
4.			237
5.			238
			240

8	:	()	243
I.		243
II.		245
1.		245
2.		248
III.		251
IV.		253
V.		255
VI.		257
.		260
VIII.		263
		265
9	:	()	267
I.		267
II.		271
1.		271
2.	가	274
III.		277
		284

< -1>		30
< -2>	가	32
< -3>		34
< -4>	35
< -5>	가	37
< -6>		38
< -7>		39
< -8>		44
< -9>		49
< -10>		51
< -11>	HRD	52
< -12>		60
< -13>		...	62
< -14>		64
< -15>		68
< -1>	HRD	85
< -2>		94
< -3>		97
< -4>		99
< -5>		99
< -6>	E-learning, ,	103
< -1>	가	119
< -2>	,	128

< -3>	132
< -4>	134
< -5>	141
< -1>	205
< -1>	224
< -2>	(CPI)	228
< -1>	270

[-1]	33
[-2]	36
[-3] , ,	46
[-4] , ,	50
[-5] ASTD	54
[-6]	55
[-7]	56
[-8]	58
[-9]	67
[-1]	104
[-2]	105
[-3]	105
[-1] 3	135
[-2]	137

1 : 가

()

I.

21

가

가

가

가

가
가
가 ,
가

· , :
· ,
· ,
·
가

1.

가 . 30

가

Trends Worldwide" 가 Phillips(1999) "HRD

가

3가

. Phillips(1999) (training and development), , (performance improvement) (human resource development)

1995 1998 . 가

3-5

가

(,

2001 b).

가
 (monitoring) (1), (2),
 “ ” (9)
 (profit center) (14)
 가
 가
 가 (3),
 (needs) 가 (4), (Global
 use) (13)
 (5), (6),
 (11)
 (outsourcing) (12),
 (14), (16)
 1995 1998
 3-5
 3-5
 가
 (chief
 knowledge officer) “ ” (1)
 가 “ ”

“ ”(4) ” (5)
) , ,
 “ ” (9) “
 ” (2), 가 “
 ” (10) , 가
 “ (Operation Management) ” 가 “
 ” (13)
 . , / 가
 가 “
 (transfer of learning)가 ”(3)
 “ ” (6) “ ”(7)
 . (OJT) (JIT)
 . , 가
 가
 “ 가 ” (16)
 가

2. 가

가 가 ,
 .
 (International Institute for Management Development: IMD)가 , ,
 , , , 47 가
 가 5 가
 . 가
 . 가

21 가 가
1997 가 21 80
6
, 가 , ,
5가
가
가
가 가
가
가 가
가 . 가
가 가
가 . 21
.
,
() ,
,
가 ' (Cool Britain)
가
가 , " .
가 ,
가
, (learning society)
.
가 ,

, , ,
 . 가
 가
 .
 ,
 , 가 ,
 ,
 가 가 가
 , (Parent's Charter)
 , ,
 가
 (Career Development Loan)- 80%
 , (Individual
 Learning Account)- 25 가 150
 가 -
 (APEC) ,
 , 가
 , (ICT) ,
 가 (ICT)

, , . APEC
가
(Human Capacity Building) , ,
(lifelong
learning)
(Digital Divide), , ,
가 가
APEC, OECD .
가 가?
가
가
(2001) , 가 “ 가
가 ,
”
.

(capacity/ competence) .

(

) 가

가 .

가

가

가 가

30

가 가

(?)

•
 .
 1970 Nadler(1970)
 Weinberger(1998) 18
 (HRD) 가 ,
 가 (HRD)
 Nadler
 (1970)
 20
 1989
 “ 가 가
 ”(1989) Chalofsky & Lincoln(1983)
 “
 ”
 Watkinson(1989) , ,
 (American Society for Training and Development)
 McLagan(1987) , ,
 . , ,
 .
 Swanson(1995)
 “
 ”

Weinberger(1998)가

HRD

가

가 (Cho, 1998).

가

McLean & McLean (2001)

가

가

가,

가

()

(, ,)

가

가

가

(가 , ,)

) . McLean & McLean (2001)
 , , , , 가,
 , , , ,
 가 ,
 , , , , , , ,
 / , / , , , 가
 , 가,
 .
 ,

21 가
 ,
 . McLean & McLean(2001)
 가 . (2000) 가

(Human Intellectual Capital), 가 , ,
 (Social Capital)

(Manpower Development), ,
 (Social Capital) ,
 가 (Human Resource)

(Utility) . 가
 가 가
 (national human resource development)
 (2000) ,

,
 가 가
 . (2000) 가

21 가

가 , (2000)

가 , 가가

Horwitz et. al.(1995) 가

가 , ,

가 , 가

가

1998) 가 가 (Walton,

가

가

30

1970 , 80

, 90

(, 2001a). (HRD)

가

Chalofsky and Lincoln (1983) , , , , ,

McLagan (1989) HRD

Jacob(1990) HRD 가 가 5가

Swanson(1995) 3가
McLean & McLean(2001)
가

Watkins(1991)

Watkins (, 2001a).
(.),

가 .

(ASTD) McLagan Goldstein,
Wexley Noe .
Jacobs (MIT) Senge,
Swanson Robinson

Nadler “ ”

McLagan(1983, 1989)

4

35

(McLagan, 1989).

ASTD

가 (rigorous research) Goldstein, Wexley Noe가

. Goldstein (1986)

가 “ ” “ ”

가 (systematic) (transfer of training) . Goldstein (1989)

가 . Wexley & Latham(1991) Goldstein(1989) 가

(motivation) (self-awareness), (job skills)

Noe (1999)

. Noe

4가

),

),

(

),

Carnevale, Gainer, & Villet (1990)

가

가

ASTD

(utilitarian)

“

”

(outplacement)

(performance appraisal)

Jacobs(1987)

(human performance systems)

(human performance technology)

(instructional technology)

“

가

”

Jacobs(1995)

(OJT)

(structured OJT)

(unstructured OJT)

가

Senge(1990) 5 (the fifth discipline)

(mental model),

(learning)

(information processing)

(a shift of mind)

Swanson(1994)

3가

(expertise)

(performance)가

Swanson

(capacity),

Robinson & Robinson (1998)

(transfer)

Nadler & Nadler (1989)

가

가,

가가
가

가

Nadler (adult educator)
(niche)

가

90

. 90

:

가 가 가
가 가

가가

가 가
가

가

?

가

가

가

가 가

가

가

가

•

9 . 1

. 2 ,

, ,

. 3 5

, . 3

,

4

21

. 5

6 . 8

. 6

7

가

8

,

,

,

. 9

가
,
,
,
가
가
-
가?
,
- 가
.

(2000). 가 .

(2001). “ : ”. KEDI
 - (5). 『 』.

(2000, a). “ : , ,
 - ”. 『 』 2 1 .

(2000, b). “ 5 KRIVET HRD
 . 『 : 』.

(2001, a). “
 ”.

(2001, b). “ 『
 』. 2001 10 가 (9 3).

(2000). 21 - .
 :

(2000a). 가 .

(2000b). 5 KRIVET HRD . 『 :

』.

Carnevale, A. Gainer, L., & Villet, J. (1990). *Training in America: The organization and strategic role of training*. San Francisco: Jossey-Bass.

Chalofsky, N. & Larson-Daugherty, C. A. (1996). Ch 48. Academic programs for HRD professionals In R. L. Craig (Ed.), *The ASTD training and development handbook, A guide to human resource development*, New York: McGraw-Hill.

Cho, E. (1998, March 4-8). Economics of Human Resource Development. In: R. J. Torraco (Ed.), *Academy of human resource development 1998*

- conference proceedings* (pp. 732-738). Chicago, IL: Academy of Human Resource Development.
- Cho, E., & McLean, G. N. (2000) The Measures and Indicators of Intangible Assets for Research Institute and College - Literature Review. In: K.P. Kuchinke (Ed.), *Academy of human resource development 2000 conference proceedings*. Research Triangle Park, NC: Academy of Human Resource Development.
- Goldstein, L. (1989). *Training in organizations: Needs assessment, development, and evaluation*. Monterey, CA: Brooks/ Cole.
- Jacobs, R. L. & Jones, M. J. (1995). *Structured on-the-job training: Developing expertise in the workplace*. San Francisco; Berrett-Koehler.
- Kuchinke, K.P. (Ed.), *Academy of human resource development 2000 conference proceedings*. Research Triangle Park, NC: Academy of Human Resource Development.
- Martocchio, J.J. & Baldwin, T.T. (1997). The evolution of strategic organizational training: New objectives and research agenda. *Research in personnel and human resource management*, 15, 1-46.
- McLagan, P. A. (1989). Models for HRD practice. *Training & development*, 43 (9), 49-59.
- McLean & McLean (2001). If we can't define HRD in one country, how can we define it in an international context? *Human resource development international* 4(3), pp. 313-326.
- Nadler, L. (1970). *Developing human resources*. Reading, MA: Addison-Wesley.
- Pace, R., Wayne, Smith, Phillip C., & Mills, Gordon E. (1991). *Human resource development: The field*. Englewood Cliffs, NJ: Prentice-Hall.
- Robinson, D. G. & J. C. Robinson (1998). *Moving from training to performance. A practical guidebook*. San Francisco: Berrett-Koehler Publishers.

- Swanson, R. A. (1994). *Analysis for improving performance, tools for diagnosing organizations & documenting workplace expertise*. San Francisco: Berrett-Koehler Publishers.
- Watkins, K. E. (1991). Many voices: Defining human resource development from different disciplines. *Adult education quarterly*, 41(4), 241-255.
- Wexley, K. N. & G. P. Latham (1991). *Developing and training human resources in organizations*, N.Y.: HarperCollinsPublishers.
- Weinberger (1998). Commonly held theories of HRD. *Human resource development international*. Vol. 1. # 1. 75-93.

2 :

()

I.

가 가

가 , 가 . 가 .
 , , 1
 , 2 1
 , 2
 , ,
 가 , , , 가
 , , 가

(interdisciplinary approach) 가
, 가 ,
, 가 가
가 , , .
가 가
(resource), 가 (workforce), (human
(manpower), (employment)
, . , , ,
. ,
. . .
. 가 ,
. , ,
, ,
. , ,
, , ,
. , .
가 , , , 가
가 .
, 가
.

, HRD HRD(Human Resource Development)

1.

가.

가 가 (Federal Ministry of Education, Science, Research and Technology, 1998).

가 (Meister, 1998), 2020
73 1 2 가 (OECD), 2050
1% (, 1998).

가
1980-90 25%가
1980-2000 50%
1960 1,500 1997 12,500
8 가 가
5-7

HRD

가

가

가

가

가

10.5

(, 1999).

가

(yahoo)

670

, 1999

2.4

3.8

가 가

, 가

가

, , (< -1>).

< -1>

		가	가 零(zero)
		, ,	, ,
		, , .	, .
		馬速 車速 音速	光速
		, ,	,
		가	

: (2000.2). , p. 12.

가 가

‘ (Digitalization Index)’
,
(, 2000).

가 , 가
(< -2>).

2.

가. 가

1996 ,
8.9%, 12.5%,
16.2% (, 1998). ,
가 ('85 '95) 72.9%
18.8% . 가 『21
』 1996 2006
가 14% 가 ,
25%, 22%, 19%, 15%
가 . 1997 가
20%, 60% , 20%
 ,

< -2> 가

				GDP			
				(%)	(%)		
	499	87.15	100.0	37.4	0.831	100.0	100.0
	400	53.53	70.8	25.4	0.102	40.1	55.4
	323	22.63	45.3	18.0	0.132	32.0	38.7
	272	11.03	33.6	11.1	0.149	23.8	28.7
가	344	13.45	42.2	14.7	0.297	37.5	39.9
	178	16.71	27.4	14.3	0.121	26.4	26.9
	150	4.22	17.5	6.7	0.092	14.5	16.0
	78	1.93	8.9	3.0	0.218	17.1	13.0

: WEFA(1999), *World Economic Outlook*; IMD(1999), *The World Competitiveness Yearbook*; [http:// www.nua.ie](http://www.nua.ie) . (2000), p.16. .

: 1)

1998 , 1999 , GDP
1998

2) 100 ,

3) ' ' IDC ISI(Information Society Index) 가 ,
가

가(; , , 가, . 가,

가, 가,)

(,)가 ,

가 .

가가

가가

가 가 .

가
가 .

.

가 ,

, , , , , ,
([-1]).

[Redacted]

° -> , , , , , ,

[Redacted]

° , , , , ->
, ,

[Redacted]

° + ->
+ +

[Redacted]

° , / ->
, 가 , , , , .

[Redacted]

° -> ' ' ->
, , , , 가

[Redacted]

° Job security
-> employability security

[-1]

(< -3>).

가

가가

,

,

.

< -3>

	/	
	가	
	/ /	
		,
	/	

: (1999). 『21 21 』.

.

,

가

.

가

(<

-4>). , , 가

< -4> .

: (%)

	'95	'96	'97	'98	'99
	58.1	56.7	53.9	53.0	48.3
.	41.9	42.3	46.1	47.0	51.7

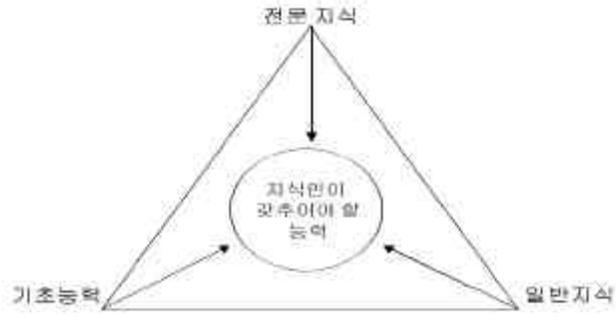
:

가 , (,) , (, ,) , , .

3.

가.

, , 가 가 (, 1999; , 1998; , 1994). [-2] , , .



[-2]

1)

가 , <

. , , ,
-5> .

< -5> 가

	key competencies					
		(NCC) core skills	(GNVQs) core skills	SCANS	ASTD	
				:		
	,				-	
				:	:	
				:		
		-				-
		-	-		-	.
				:	:	
						-
			-		-	,

: (1997.12).

. p. 126.

, 2000 7 10
 < -6> .

< -6>

	○ ○ ○ ○
	○ ○
	○ ○
	○ ○ ○ 가
	○ ○ 가
	○ ○ ○
	○ ○ ○
	○ ○ ○
	○ ○ ○
	○ ○ ○
	○ ○ ○
	○ ○ ○

: (1998). , p. 184.

2)

,

. 2020

(career development)

(Federal Ministry of Education, Science, Research and Technology, 1998; UNESCO, 1999).

1)

가 . 가
2005
, 2020
가 -
, 가 ,
, 가 가
, 가
가 가

2)

21 , ,
, ,
,

, ,
 ,
 , ,
 (self-efficacy) ,
 , ,
 , ,
 (scope for action) , ,
 , , ,
 (team learning) , ,
 .
 ,
 (interdisciplinarity & overarching learning arrangement),
 (project-based learning), (self-directed forms of
 learning), (media-based learning), (learning
 within teams) .

3)

가
 (Federal Ministry of Education, Science, Research and Technology, 1998).

, ,
 ,
 (learning to learn)
 .
 (transmitter) , (reciever)
 .
 (adviser) ,

, , ,
(moderators)가 .
(explorer) ,
(co-organizers) (co-shapers)
.

가 ,

1.

가.

1) :

(, 1999; Wykstra, 1971).

가, , 가

(, 1998).

가 , , ,

(human resource development policy)

(human resource management)

가

가 , 가

가
(stock)

(flow)

< -8>

< -8>

(stock)	(flow)	
		, 가

: (1998).

: . p. 209.

2)

:

, , , ,
가 ,
.

, , ,

(Ginsberg, 1975).

1)

(asset)

2)

가

가

(investment)

가

가

(Nadler, 1993).

가 HRD , ' 가 가

' (, 1996).

Johns(1988) HRD '

International ASTD(1989) McLagan HRD ' , ,

(Individual Development: ID), (Organization Development: OD), (Career Development: CD)

, , ' , 가 .

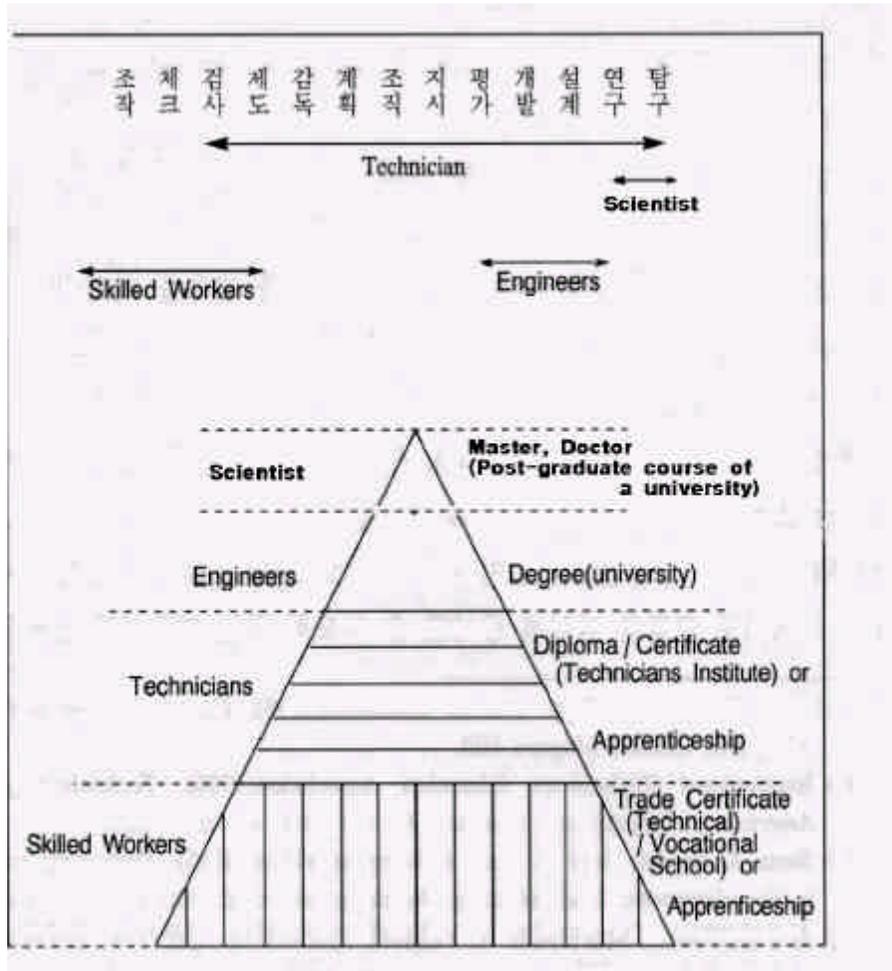
3) : , ,

(technology) (craft, skill) , (science)

, 가

(engineer), (scientist) (skilled worker), (technician),

[-3] .



: (1999). , p. 28.

[-3] , ,

가 ,

가

4) :

,

,

가 ,

,

가

,

가

.

.

가

,

.

(가), ,

(),

,

(),

(),

(),

() (, 1999).

가?

,

.

,

가 ,

,

.

,

.

(career) ,
(career) ,
(career education) .

가

5)

:

(enculturation)
(, 1997; Hansen, 1979).

가

가

가

•

가 (< -9>).

< -9>

(training)		
(education)	가	
(development)		-

, , 가
 , (prescription) , 가
 (Dale, 1969).

(career education) , , .

, .

, ,

, ,

, [-4] .

(career education)			
(Career Awareness)	(Career Exploration)	(Career Preparation)	(Career Maintenance & Improvement)
(key competency based learning)		Vocational Education and Training	(HRD: ID,OD,CD) Training and Development —Adult Education—
—General Education—			
(lifelong learning)			

[-4] , ,

(vocational-technical education), (adult education),
(human resource development)

, 가
가
(pre-employment education)

OJT, Off-JT (Torsten and Postlethwaite, 1994).

< -10>

< -10>

	(:)	
	가, , 가	가, , 가,
	HRD ()	

: Nadler & Nadler(1989). Developing Human Resources, pp.239-242

.

< -11> .

가 , 가

가

2.

가.

(HRD) (HRM)

[-5]

ASTD(American Society for Training and Development)

, SANNO

(SANNO KOREA, 2000).

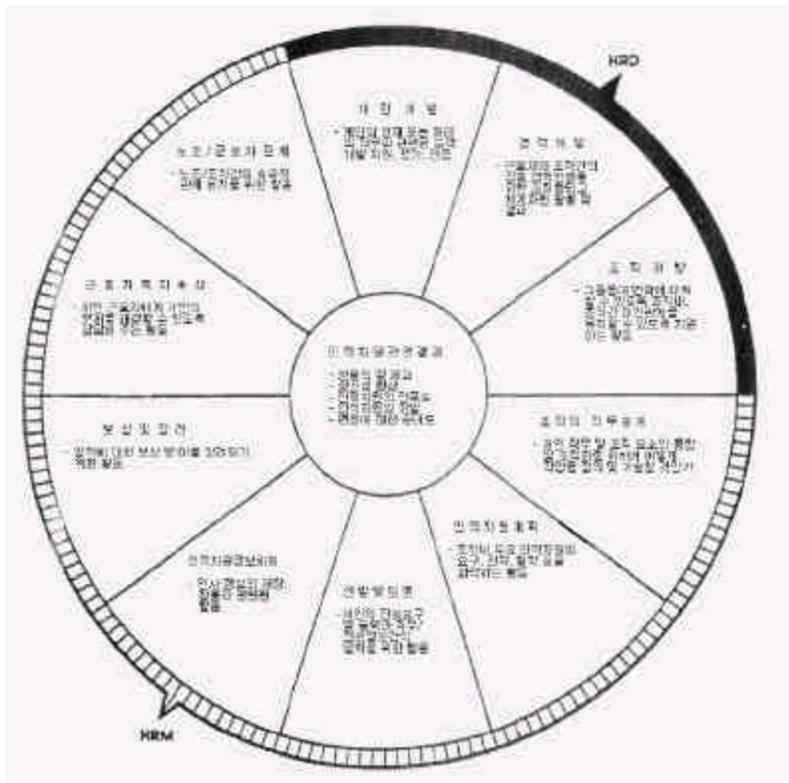
(HRP)

(career advancement),

(HRD)

(training) , 가 (education),
 (development) (, 1985: , 1996: Koontz, O'Donnel
 and Wehrch, 1980, Nadler, 1993). (HRU)

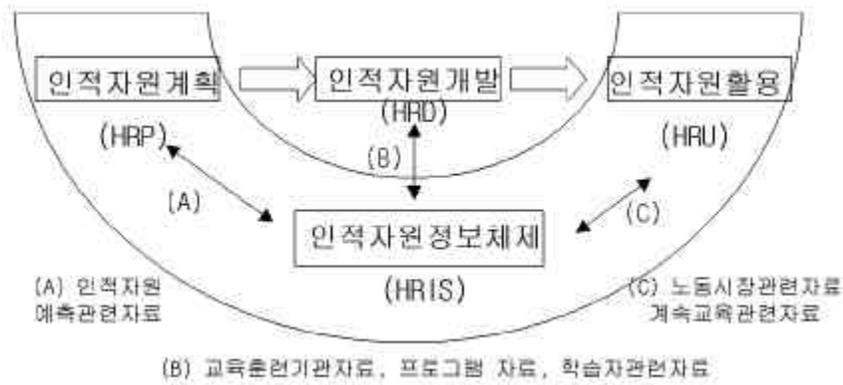
(HRM) 가



: Gilley, J.W. and Egland, S.A.(1989). Principles of human resource development, p. 19.

[-5] ASTD

가
 가 . ASTD
 SANN0
 가
 (sequence)
 가
 (HRP), (HRD),
 (HRU)
 가
 , HRP, HRD, HRU HRIS
 ([-6]).
 가



[-6]

SANN0

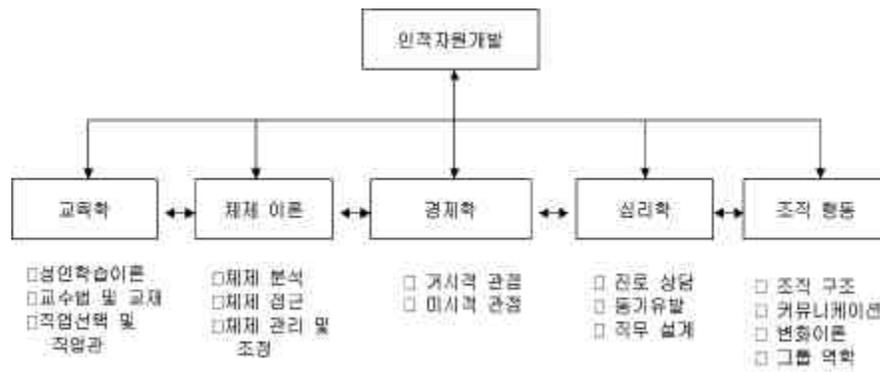
가

1)

Jacobs(1990)

가

([-7]).



[-7]

가

HRD

(,) · ()

(group dynamics)

2)

(human performance
technology) (social science)

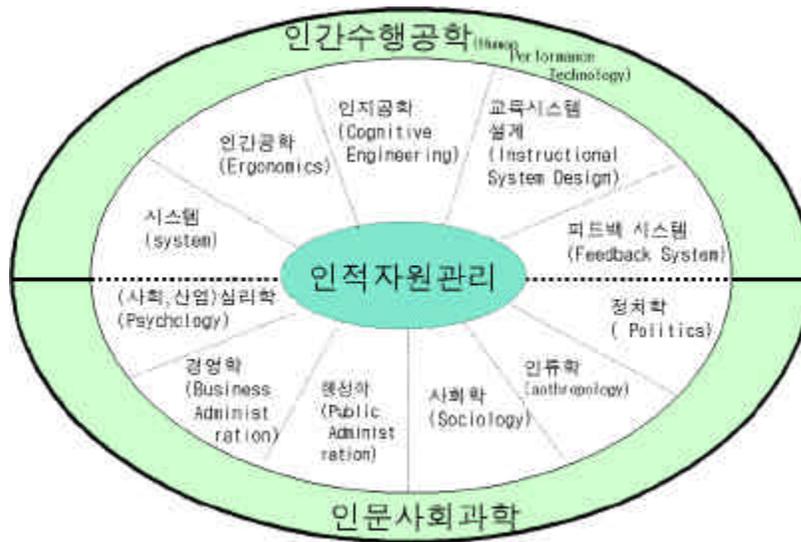
([-8]).

가

가

가

()



[-8]

가

(conflict)

1)

HRD for Higher Education and Industry

가

Adult Education/ HRD

가

Educational Leadership and Development

HRD

가

HRD

, HRD

가

HRD

가

HRD

가

HRDA

< -12>

	()
Indiana State University	ISU School of Technology : Department of Industrial Technology Education (Bachelor of Science, Master of Science, Doctor of Philosophy in HRD for Higher Education and Industry)
James Madison University	Adult Education/ Human Resource Development (Undergraduate program, Master of Science in Education)
Northeastern Illinois University	Department of Educational Leadership and Development (Undergraduate and Graduate Degree in Human Resource and Development)
Oklahoma State University	School of Education : Department of Human Development and Child Study, Department of Human Resource Development (Bachelor of Science; Master and Doctoral Program in Human Resource Development)
Clemson University	Department of Technology and Human Resource Development (Bachelor of Science in Human Resource Development; Industrial Education; Vocational/ Technical Education : Master of HRD)
University of Illinois Urbana-Champaign	Department of Human Resource Education (Master and Doctoral Degree in Human Resource Development, Community College Leadership, International Vocational Education)
Ohio State University	College of Business : Management & Human Resource
	College of Education: Workforce Development and Education
Xavier University (Cincinnati, Ohio)	Executive Human Resource Development Program (Executive Master of Education in HRD)
Barry University	School of Education: Human Resource Development Administration (Master of Science in HRD : Ph.D in Leadership with Human Resources Specialization)
University of St. Thomas	Organization Learning and Development (Master of Arts in HRD)

*

2)

HRD

< -14>

< -13>

Vocational-Technical Teaching	Evolution of Vocational Education
Business Technology Education	Foundations of Vocational Education
Classroom Observation	Experience in Business
Teacher Aide	Advanced Teaching Internship
Software Applications for Business/ Industry Teachers and Trainers	Instructional Strategies for Vocational Work Experience Programs
Coordination of Cooperative Vocational-Technical Education Programs	Shop and Laboratory Organization and Management
Adult Literacy Education	General Methods in Adult Education
Determining Instructional content of Technical Skill Training Programs	Essentials of Vocational Curriculum and Instruction
Organizing Technical-Skill Training Programs	Development of Technical-Skill Training Materials
Making Effective Technical-Skill Presentations	Development of Course of Study or Curriculum
Vocational Teacher Certification Clinics	Adult Learning in Society
Parent Education	Continuing Education in the Retirement Years
Aspects of Training and Development in VE	Application of Statistical Quality Control to VET
Improvement of Instruction in Basic Business Subjects	Organization and Teaching of Typing and Office Practice
Occupational Analysis	Developing Instruction for Business and Industry
Designing Individual Training Systems	Administrative Practices in VE
Supervision of Vocational Instruction	Vocational Education Program Planning
Adult Characteristics and Learning Theory	Theory and Practice of Discussion in Adult Education
Trends and Issues in Workforce Education and Lifelong Learning	Organization and Administration of Adult Education Programs
Internship in Adult Education	Program Planning in Adult Education

* College of Education : Workforce Development and Education

** Ohio State Univ.(1999). Course offering bulletin 99-00. pp. 107-123.

Workforce Development and Education Program

, ,
가 ,

가

. , , ,
, , , ,
, , , ,
, , , ,
(,) , ,
, , , ,
, , , ,

Union and Collective Bargaining	4	Introduction to Administrative Problems	4
Law of Industrial Relations	4	Trade Union Administration	4
Public Sector Collective Bargaining	4	Human Resource Policy()	4
Human Resource Policy()	4	Human Resource Planning	4
Introduction to Human Resource Management	4	Introduction to Organizational Behavior	5
Human Resource Training and Development	4	Management Applications in Business	4
Staffing the Organization	4	Collective Bargaining Administration	4
Compensation Administration	4	Comparative Labor Movement	4
Worker-Management Cooperation Initiatives	4	Comparative Management Systems and Environments	4
Cases in Human Resource Management	4	Honors Research	1-5
Entrepreneurship-Business Majors Only	4	Analysis and Evaluation of New Enterprise	4
Introduction to Administrative Behavior	4	Self Management, Professional Development and Career Success	4
Managerial Negotiations	4	Organization Theory and Design	4
Producing Change in Organizations	4	Career Development	4
Management and Individual Behavior	3	Human Resource Management Research Methods	4
Conceptual and historical Foundations of Labor and human Resources I	4	Conceptual and Historical Foundations of Labor and Human Resources	4
Human Resource Information Systems	4	The Economics of Human of Human Resources : theory and Policy Issues	4
Development of Human Resources	4	Staffing the Organization	4
Management of Human Resources	4	Seminar in Union Management Issues	4
Seminar in Human Resources	4	Labor Dispute Settlement	4
Compensation Theory and Practice	4	Statistical Analysis for Labor and Human Resource Management	4
Contemporary Employment Practices and the Law	4	Managing Diversity in the Work Place	2
Business Ethics	4	Entrepreneurship-Business Majors Only	4
Entrepreneurship-Non Business Majors Only	4	Introduction to Behavioral Research Methods in Business	4
Advanced Analysis of Organizational Research	4	Individual behavior in Formal Organizations	4
Work Groups in Formal Organizations	4	Advanced Formal Organizational Theory	4
History of Macro-Organizational Behavior	4	Seminar in Organizational Behavior	4

()

Seminar in Integrative Organizational Behavior Research	4	Internship	-
Advanced Experience in Labor Resources -Tutorial	-	Advanced Seminar in Human Resource Policy	4
Seminar in Staffing	4	Seminar in Industrial Relations Thought	4
Seminar in Industrial Relations Research	4	Seminar in Training and Development	4
Compensation Theory and Design	4		

* Ohio State University(2000). [ON LINE] AVAILABLE
<http://www.cob.ohio-state.edu/>

•

1.

, 가

•

•

•

•

•

가

•

•

/

([-9]).

,

,

,

,

,

, 가, ,

, 가

,

,

가

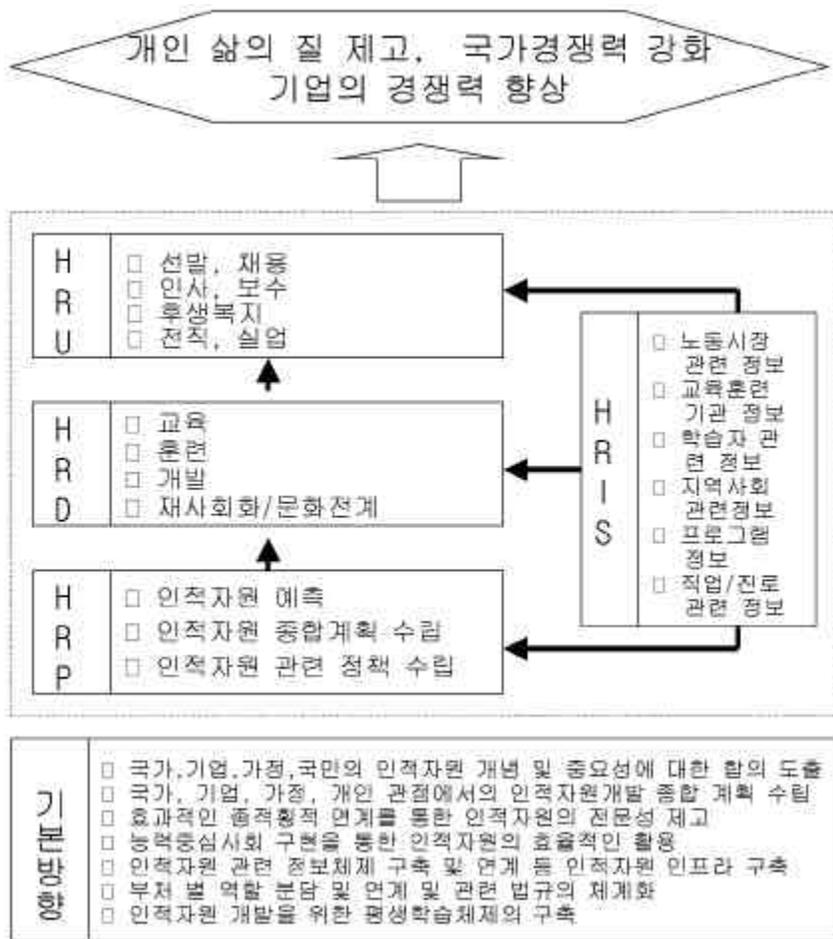
,

, 가 , ,

,

•

•



2.

< -15>

< -15>

H R P	/	- , ,
		- -
	/	-
		- ,
		-
	(HRIS)	DB , , , ,

()

(1998). , ,
(1993).
(1996).
(1999).
(2000). , 2000-01.
(1999).
(1999).
_____ (1997).
(1997). [. . .].
(1985). . :
(1994). ().
(1998).
(1998). :
(1996).
(1999).
.
(1998).
(2000).
_____ (1999a). : , , ,
,
_____ (1999b). **21** **21**
(2000). **21** : **21**
HRM
(1996). **HRD** : . HRD
(2000.2).

Eli Ginsberg(1975). *The manpower connection, education and work*. Harvard University Press.

- Christopher, M., Graeme, S. and John, S.(1998). *Human resource management: A strategic introduction*. Blackwell Business.
- David, M., Jacky, L.(1998). *Human resource management in schools and colleges*. Paul Chapman Publishing Ltd.
- Federal Ministry of Education, Science, Research and Technology(1998). Delphi Germany Survey 1996/ 1998: *The potential and dimensions of knowledge-based society and its effects on educational processes and structures* -Combined Final Report.
- Gilley, Jerry W. and Egglund, Steven A.(1989). *Principles of human resources development*. Addison-Wesley Publishing Company, Inc.
- John, W.(1999). Strategic human resource development. Financial Times.
- Koontz, O'Donnel and Wehrch(1980). *Management*, Tokyo: McGrew-Hill.
- Kuchinke, K.P.(2000). *2000 Conference proceedings*. Academy of human resource development, Vol. 1-2.
- Leslie, L.L. and P.T. Brinkman(1988). *The economic value of higher education*. American Council on Education.
- Mabey, C., Salaman, G, Storey, J.(1998). *Human Resource Management: A strategic introduction*, 2nd Ed.. Blackwell Business.
- Meister, J.C.(1998). *Cooperate universities: Lesson in building a world-class work force*. McGraw-hill companies.
- Nadler, L.(1984). *Human resource development: The handbook of human resource deveopment* ed. by L. Nadler, New York: John wiley and sons.
- _____ (1980). *Corporate human resources development*, Madison, Wisconsin: A.S.T.D.
- _____ (1979). *Developing human resources*, Austin, Texas: Learning Concepts.
- OECD(1998). *Human capital investment: An international comparison*. Centre for Educational Research and Innovation.
- Ohio State University(2000). Management & human resources. [ON LINE]

AVAILABLE <http://www.cob.ohio-state.edu/> .

Psacharopoulos, G.(1973). *Return to education: An international comparison*.
Jossey Bass, Inc.

Peter, J. D., Denice, E.W., and Randall S.S.(1999). *International human
resource management: Managing people in a multinational context*, 3rd
Ed. South-Western College Publishing.

SANNO KOREA(2000). HRD 100 . [ON LINE] AVAILABLE
<http://www.sanno.co.kr/html/data/index.htm>.

Torsten Husen, Postlethwaite, T.N.(1994). *The international encyclopedia of
education*, 2nd Edition.

WEFA(1999), *World economic outlook*.

IMD(1999), *The world competitiveness yearbook*.

Wykstra, R. A.(1971). *Education and the economics of human capital*. The Free
Press.

3 :

()

I. HRD

1.

HRD 가 (Lynham, 2000) ,
(, 1998; Stead & Lee, 1996, 1998)

,

(Lynham, 2000) , HRD

(Elliott, 2000; Stead & Lee, 1996, 1998). 가

(, 1998, pp. 259-261

).

HRD Nadler (1983)

, 가 가

.

Gilley Eggland (1989a) ,

.

Watkins(1989)

,

, ,

,

.

Chalofsky (1992) ,

, , ,
가

. Nadler Gilley Egglard

Watkins Chaofsky

(1998, p. 262), '

HRD , (Learning how to learn) HRD'

(learning) HRD (training)

HRD

HRD 가?

가 HRD
가 , HRD

HRD 가? HRD

1) , HRD

1) HRD HRD , ,
HRD

2. :

()

가.

' (humanism)' . 13
16 (Renaissance)

' (Giovanni Pico della Mirandola)' ,
' (Discorso sulla dignita dell'uomo)'
(1948, , 1998, p. 283)

가

가 가

가

가

가

(, 1998, pp. 285-287).
(humanitas)
가 가

() ()
가

(, 1998, p. 287)

가

가

(學而時習)

가

(, 1999, p. 61).

가

가

(, 1999).

(Homo Eruditio)

(, 1999, p. 60)

가

(, 1999, p. 60)

(the will to learn)

(, 1999, p. 65).

Maslow

, 가 ,
, 가 .
, ,
,

HRD가

3. HRD

가.

, 가
.
,
가 ,
, HRD
가
가
가
1998
가 , ,
,
,
1-2
(Peter Drucker) ' ' ,

가?

가 , , 가, , (Malhotra, M, 1998, SK C & C , 1999, p. 31). (EU)

(, 1999, 3. 22).

가

(,)

가
가
가?
가
(, 1999)가
가,
?
(Scadamalia & Bereiter, in Press;
Spender, 1998).

HRD

HRD 가
HRD 가
(, 1998, p. 26)
HRD
()
1998; Kumar & Treadwell, 1998; Watkins, 1989). Kumar Treadwell
, HRD
(humanizing)
(HRM [human resource
management])
()
(Lynham,
2000).

HRD
HRD
HRD
1 ((Lee & Stead, 1998).
< -1> HRD 가
HRD
HRD
() HRD
() HRD
1998; Kuchinke, 1998; Barrie & Pace, 1999, 1998; Watkins, 1995).

HRD (learning) (training) HRD (education), (performance) 가 가 . / , 가 . '가 , , , '(Barrie & Pace, 1998, p. 45) 가

< -1>

HRD

2	* , , * . * , , , * HRD
50-60 ,	* , , * 가 / , , * 가 * HR "M"(/) HR "D" ()
70-80	* (, [EU]) * * * ,
80 -90	* (, 가) * *
90	* , , * HRD가

, , 가 (가), (가
 , , , , , , , ,
), ((Peters, 1965)
 ,
 , ,
 , () , HRD
 - - ' '
 HRD 가
 HRD HRD
 , , , , ,
 ,
 , 가 HRD 가

. HRD

, , ,
HRD가
, , ,
, / / / /
, , ,
, / / /
가 ,
HRD
, (, ,
,)²⁾
, 가
HRD

2)

가 ,
가 ,
, , ,
, , , , , 가 , HRD
, , , , , 가 , HRD
, 가 , 가 ,

1.

HRD HRD .
HRD ,
(, 1991; , 1991), 가 1989 ASTD
HRD , (traning and development: T & D),
(Career development: CD), (Organization development:
OD) (, 1998; , 1998).

, , ,
,
, 가
(, ,)
, , ,
, (,
1998).

HRD
' ' --
가
-- , 가
가
' ' 가?
3), ' '

3) Senge (1990)
,
가 ,
. Pedler, Burgoyne, Boydel (1991, , 1995, p.

4)

가

(human being)

(human becoming)

가

가

(ontological)

(empistemological)

35

)

,

,

.

,

(, 1994)

가

(,)

(,)

(, 1995, p. 37)

가

4)

, Redding & Catalanello(1994)

Kolb(1984)

[--

--

]

, Garrick (1998)

(informal learning),

가

Ellinger, Watkins, & Bostrom (1999)

(nurturing) (machine)가 (garden) (nourishing) 가 (Barrie & Wayne, 1998).

(Action learning)', (Action Reflective Learning)' (McGill & Beaty, 1992; Revans, 1981),
 1) (), 2) (/ , 3) ('action learning'

2.

(Andragogy) (Pedagogy) HRD , HRD 가 HRD

HRD 가
 , OECD가 (,
 1999, p. 125), ' 가
 ,
 가 ()
) (1999, p. 125), '
 , , ' (,) , '
 '(, ,) ,'
) , (,) ,
 Knowles(1980)가 , 가
 , 가 , ,
 , , ,
 , , ,

(Candy, 1991; Knowles, 1980; Merriam, 1993; Mezirow, 1985, 1990; Pratt, 1993).

가 ()

가 5) Mezirow(1990)가

가 6)

(transformative theory)

. Mezirow Daloz(1986)

p. 142 ((, 1999, (1999)

5)

1997).

6) Habermas (1987)가 ‘ (The theory of communicative action)’ (technical knowledge) (practical knowledge) (가 , 가 (emancipatory knowledge) (, 1995).

learning) Merrium (1993) 가 ,
 (Self-directed learning: SDL) (transformative
 . SDL () ()
)
 (Candy, 1991)
 (,), ()
)(Candy, 1991)
 ‘ (critical reflection & consciousness)’
 , , , , ,
 ,

Freire(1973) 가
 ,
 Mezirow Daloz

,
 ,
 ,
 가

Merrium Knolwes
 ,
 (< -2
).

, HRD

HRD

(Usher et al., 1997).

가

가

(, 1999, p. 45).

가

(Bloland, 1995).

(,)

(arbitrariness)

< -2>

	Mezilow	Daloz		Merriam
				SDL

, , (, 1999, p. 28)
 . , ,
 , (, ,
)
 - ,
 가 , ,
 , 가 , ,
 .
 ,
 .
 가
 , 가 .
 ‘ (performability)’ 가 .
 Crook (1992, p. 31) “가
 , 가
 ” “ (true)
 가? (just) 가?” “ 가?
 가? 가? 가?” (Bloland,
 1995, p. 536)
 , { , ,) ,
 가 ,
 () , (, ,)
 .
 , , ,
 (, , ,)
 ,)

가 , , ,
 가 가 (von Glasersfeld, 1989).

(authentic),

< -3>

	(rules) 가 가	, , , , 가
	(discovery/ find), (correspondence)	(creation), (construction)

가

, ,
가
, ,
.

(< -4>).

, , , , ,)
, , , , , ,)
,
()
()

-5>)(, 1999).

가

,
.
, ,
,
,

(, ,
(,
)

. ,
,
(<

< -4>

1.	■ , , ■
2.	■ , , ■
3.	■ ■ (,) ■
4.	■ (가) ■ ■ 가 ()
5. : ,	■ , ■ () , ■

< -5>

■ , ,	→
■ ,	→
■	→
■	→
■	→
■	→

**. HRD :
E-Learning HRD**

가
(Information Communication Technology) . ICT
가
10.5 (,
1998, 5. 27). ICT , , ,
(Web) .
가
가
IT가 .
가 ,
, ICT
HRD ,
ICT
ICT HRD e-learning
e (electronics)
e-learning HRD ICT
e-learning

, HRD
 N 가 , , ,
 , e-learning
 6
 .
 e-learning 가 e-learning ,
 e-learning 가 ,
 , HRD
 (, , ,
) 1 ,
 가 , 가
 .
 e-learning , ,
 , (, 1998, p. 102; , 1998, p.
 335; , 1996) . 가
 , ,
 (,)
 , ' ' ,

< -6> E-learning, ,

E-learning		
<p>* * * , , * * ,</p>		<p>* * * , IRC, e-mail, * ,</p>
<p>* * * , *</p>		<p>* , , * * *</p>
<p>* *just -in-time , * * () *</p>		<p>* *</p>

. ,
(, p. 381; , 1998, p. 362). 가 , PC ID
(, 1998, p. 363). e-learning learning
, , 가
, , 가
,
. E-learning 3 .

www.kn.pacbell.com/ wired/ bluewebn/ 가

([-1]).



[-1]

가

http:// edweb.sdsu.edu/ Courses/ ED810 / wq3.htm 가 가

([-2]).

, e-learning

, e-learning just-in-time

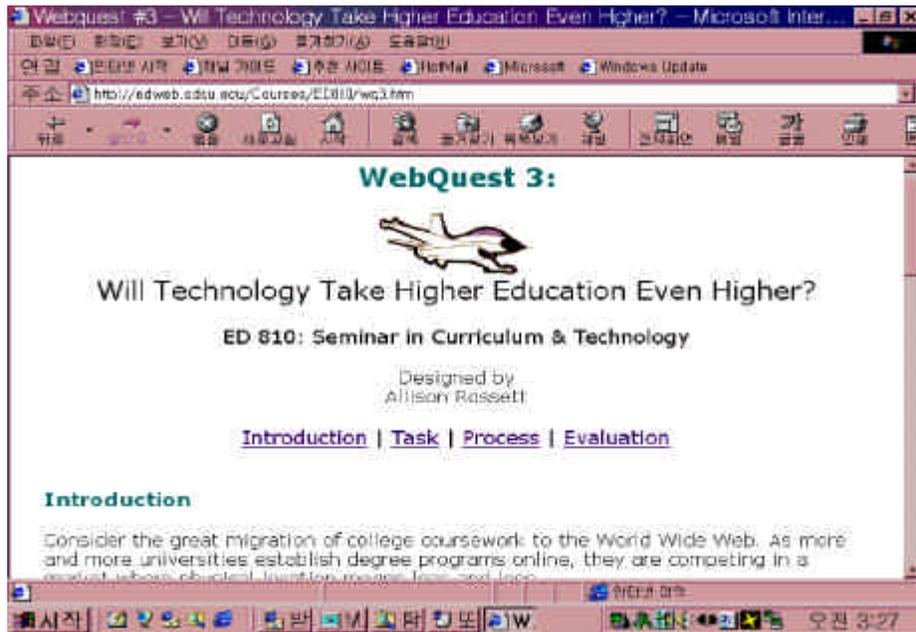
(, e-mail , ,

가),

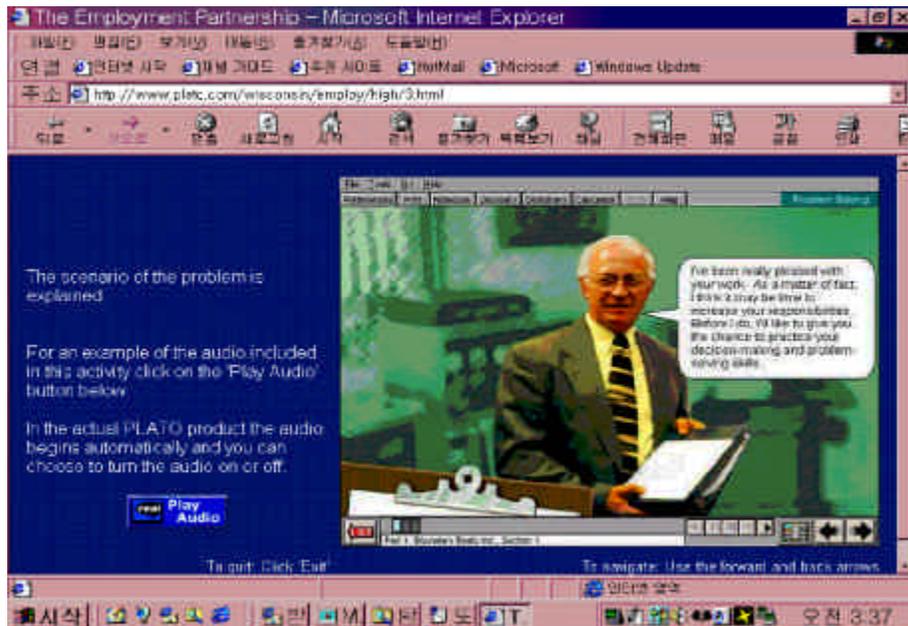
(authentic) ' (simulation ,)

http:// www.plato.com/ wisconsin/ employ/ high/ 3.html 가

([-3]).



[-2]



[-3]

HRD

. 80

가?

가?

가

, 가

가?

가

가

, 가
가

가

가

가 가
, ,
, ,
.
, , ,
, , ,
.
, , ,
, , ,
가 , , , 가 , ,
, , 가 가 , , 가
,
가
, HRD HRD
.
, , ,
, , , ,
, , ,
가 ,
, , ,
.

IT
e-learning , 가 HRD
e-learning HRD
HRD
e-learning
, , 가
, HRD
, (Homo Eruditio)
HRD

(1999a). " " " ().

(1999b). " ", (),

(1998). " " ().

(pp. 3-54).

(1997). 가?

() (1997).

(1998). " " .

가 I : (pp. 273-306),

(1999).

, P. , B. (1999). :

. 21 .

(1994). (1): " " 『

』 (7), . pp. 34-37.

() (1995).

(1998).

(1995). :

(1998). . :

(1991). . 3

. 1-15.

, M. (1999). 2 .

, J (1999). N , ().

(). (1999). :

(1999).

(1991). " " 『 』. 2 ,

87-107.

- Barrie, J. & Wayne, R.(1999). Learning and performance: Just the end of the beginning--a rejoinder to Kuchinke. *Human resource development quarterly*, 10(3), 293-295.
- Barrie, J. & Wayne, R.(1998). Learning for organizational effectiveness: Philosophy of education and human resource development. *Human resource development quarterly*, 9(1), 39-54.
- Bloland, H.(1995). Postmodernism and higher education. *Journal of higher education*, 66(5), 521-559
- Candy, P.(1991). *Self-direction for lifelong learning: A comprehensive guide to theory and practice*. San Francisco: Jossey-Bass.
- Chalofsky, N.(1992). A unifying definition for the human resource development profession. *Human resources development quarterly*, 3(2), 175-182.
- Chalofsky, N.(1996). Professionalization comes from theory and research: The 'why' instead of the 'how to.' In R. W. Rowden (ed.), *Workplace learning: Debating five critical questions of theory and practice. New directions for adult and continuing education*, 72 (pp. 51-55). CA; Jossey-Bass.
- Crook, S., Pakulski, J., & Waters, M.(1992). *Postmodernization*. Newbury Park, CA: Sage.
- Darloz, L.(1986). *Effective teaching and mentoring: Realizing the transformational power of adult learning experiences*. San Francisco: Jossey-Bass.
- Drucker, D.(1994). The age of social transformation. *The Atlantic Monthly* (Nov.).
- Ellinger, A., Watkins, K., & Bostrom, R.(1999). Managers as facilitators of learning in learning organizations. *Human resource development quarterly*, 10(2), 105-125.
- Freire, P.(1973). *Education for critical consciousness*. New York: Seabury.

- Garrick, J.(1998). Informal learning in corporate workplaces. *Human resource development quarterly*, 9(2), 129-144.
- Knowles, M.(1980). *The modern practice of adult education: From pedagogy to andragogy*. New York: Cambridge Books.
- Kolb, D.(1984). *Experiential learning*. NJ: Prentice Hall.
- Kuchinke, P.(1998). Moving beyond the dualism of performance versus learning: A response to Barrie and Pace. *Human resource development quarterly*, 9(4), 377-384.
- Kumar, V. & Treadwell, T.(1998). Evaluating human resource development. *Personnel psychology*, 51(3), pp. 802-805.
- Laynham, S.(2000). Theory building in the human resource development profession. *Human resource development quarterly*, 11(2), pp. 159-178.
- Lyotard, J.(1984). *The postmodern condition*. Minneapolis, MN: University of Minnesota Press.
- McGill, I. & Beaty, L.(1992). *Action learning: A practioner's guide*. London: Kogan Page.
- Merriam, S. (1993). *An update on adult learning theory*. San Francisco: Jossey-Bass Publishers.
- Mezirow, J.(1990). Conclusion: Toward transformative learning and emancipatory education. in J. Mezirow & Associates, *Fostering critical reflection in adulthood: A guide to transformative and emancipatory learning*. San Francisco: Jossey-Bass.
- Mezirow, J.(1985). A critical theory of self-directed learning. In S. Brookfield (Ed.), *Self-directed learning: From theory to practice*. San Francisco: Jossey-Bass.
- Peters, R.(1965). Education as imitation. In R. Archambault (Ed.), *Philosophical analysis and education*. NY: Routledge.
- Pratt, D.(1993). Andragogy after twenty-five years. In S. Merriam (Ed.), *An update on adult learning theory* (pp. 15-24). San Francisco:

Jossey-Bass Publishers.

- Redding, J. & Catalanello, R. (1994). *Strategic readiness: The waking of the learning organization*. CA: Jossey-Bass.
- Revans, R. (1981). The nature of action learning. *OMEGA: The international journal of management science*, 9(1), 9-24.
- Senge, P. M. (1990). *The fifth discipline: The art and practice of building learning organization*. NY: Doubleday.
- SK C & C (1999). . : KPI Publishing Co.
- Spender, D. (1998). The knowledge society: The status of science education. *Australian science teachers journal*, (44: 4), pp. 20-27.
- Scardamalia, M., & Bereiter, C. (in press). Schools as knowledge-building organizations. In D. Keating & C. Hertzman (Eds.), *Today's children, tomorrow's society: The developmental health and wealth of nations*. New York: Guilford.
- Usher, R, Bryant, L, & Johnston, R. (1997). *Adult education and the postmodern challenge: Learning beyond the limits*. NY: Routledge.
- von Glasersfeld, E. (1989). Cognition, construction of knowledge, and teaching. *Synthesis*, 80, 121-140.
- Watkins, K. (1989). Business and industry. In S. Merriam and P. Cunningham (Eds.), *Handbook of adult and continuing education*. CA: Jossey-Bass.
- Watkins, K. (1995). The case for learning. Conference proceedings. *The Academy of human resource development*, St. Louis, Missouri, Mar. 2-5, pp. 1-7.

4 :

()

I. 가

가 가 ,
가 .

, , , 가
 , , , ,
 ,

(Pfeffer, 1994).

가 .

(The social responsibility of a corporation is to maximize profit)

, (The
role of a corporation is to create customers)

21 (The mission
of a corporation is to develop human capacity) (,

1998).

21

가 Donnelly, Gibson, and Ivancevich(1987)
(The Classical Approach), (The
behavioral Approach) (The Management Science
Approach)

가
3가 , (Scientific
management), (Administrative management)
(Bureaucratic management) (Frederick
W. Taylor), Frank & Lillian Gilbreth Henry Grant
(Scientific Management)

가

가

가 가

가
(Henry Fayol)

, , , , , ,
(Esprit de corps)

(managerial management)

(Bureaucratic management) , , ,

Max

Weber (1864-1920)가

가

,
,
, (impersonal supervision),
(authority structure),

가

(1)

가

(IRS), (2)

가

(), (3)

, (4)

가

UPS

가

< -1>

2

Operational research(OR) groups

2

(System Approach) (Contingency Approach) 20

(System Approach): OR Groups

2

(General system theory)

, Ludwig von Bertalanffy가

가

가

가

가

(Contingency Approach) 1960

가

, 가

가

•

가

(Scientific Management)
Classical School of Thought),
School of Thought)
Resources School of Thought)

(The
(Human Relations
(Human

1.

(The Classical School of Thought) 19
가

1930
Herbert Spencer
가

가 Frederick Taylor

: 1900

가

가

가

가, (職長) , , 가 , .

1915 Dartmouth College H.C. Metcalf O.
Tead (R.F. Dorne)

(Job System)

: Taylor , Fayol

Max Weber

가 .

가 .

:

가 .

가 .

’
“ ”

2.

(Human Relations School of Thought) 1920-30
(M.V. Follet) (G.E. Mayo) Hawthorne

가 : 가
= 1

: (社會
人: social person)

가 (supportive

supervisor)

가 .

(Technical Skill)

(Social Skill)

, 가

가

가

가,

(a sense of identity) 가 .

가

(Human Resources School of Thought)가

(Interdisciplinary) 가 .

3.

: 1940

(C. Argyris), (Maslow), (D. McGregor)
(F. Herzberg) ,
가 1957

Eli Ginzberg(1958) , ,
가 Maslow
, ,

(Herzberg) 2 , ,
hygiene factor , motivating
factor hygiene factor가 motivating
factor . McGregor X,Y
X
, Y

Douglas McGregor ,

. Argyris
가

(E. Shein)
가

가
가
가
가
가
가
가
가
가
가

< -2> ,

1900	· ·	·	· · ·
1910	· · ·	·	· · ·
1920	· ·	·	· ·
1930	· · ·	· / 가	· · ·
1940	· = ·	·	· · ·
1950	· ·	·	·
1960	·	· /	· · ·
1970	· 가	·	· Operational Research
1980	· 가 · 가	· · ·	· · ·

: , 1996, . p8 .

. 21

21 , 가 가

1.

21 가 가 (Don Tapscott, 1997).

(Defillippi & Arthur, 1994: Waterman, Waterman & Collard, 1994). 가

가 1 1

(, 1999). ,
가

가 .

(Defillippi
& Arthur, 1994: Waterman, Waterman & Collard, 1994). , 가
가

가 . ,
X

가

가

(Brousseau et al, 1996: Defillippi & Arthur, 1994: Waterman,
Waterman & Collard, 1994).

2.

, (restructuring) (downsizing)

.

(Kanter, 1997). ,

(restructuring) (downsizing)
(spin-off) 가 가 가

,
.

(Kanter, 1997). ,

, , . ,
 .
 가
 (Cho & McLean, 1997; Dent, 1995). , 가
 가 ,
 가
 .
 2 (Strauss, 1997).
 ,
 (Cybert & March, 1963:
 Nonaka & Takeuchi, 1995).
 .
 , , 가
 ,
 , 가 가
 (minimalist organizations) . (cell)
 , , ,

가

(Allred, Snow & Miles, 1996).

< -3>

	,		
	,	,	,
	,	,	,
	,	,	
	가	,	

: Allred, B. B. Snow, C. C. & Miles, R. E. (1996). "Characteristics of managerial careers in the 21st century". Academy of Management Executive, Vol. 10. No. 4, 18-21.)

3. 21

21

. . , X

가

가

. . ,

. . ,

,

. . ,

.

< -4> 20

, ,

21

.

1

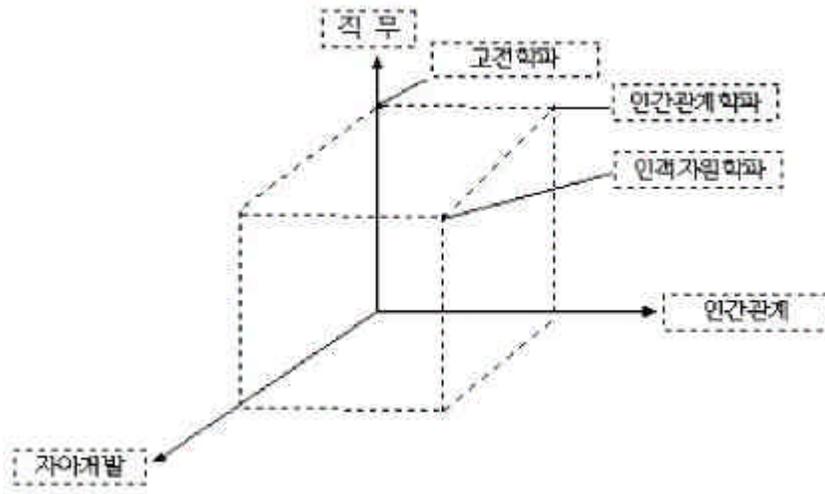
2

3

.

	<p>○ :</p> <p>○ , , ,</p> <p>○ ,</p> <p>○ :</p> <p>○ ,</p> <p>○</p>
	<p>○ 가</p> <p>○</p> <p>○ (a sense of identity) 가</p> <p>○</p> <p>○</p> <p>○</p>
	<p>○ , , ,</p> <p>○ 가</p> <p>○</p> <p>○ ,</p>
	<p>○ ,</p> <p>○ 가 ,</p> <p>○</p>

가



[-1] 3

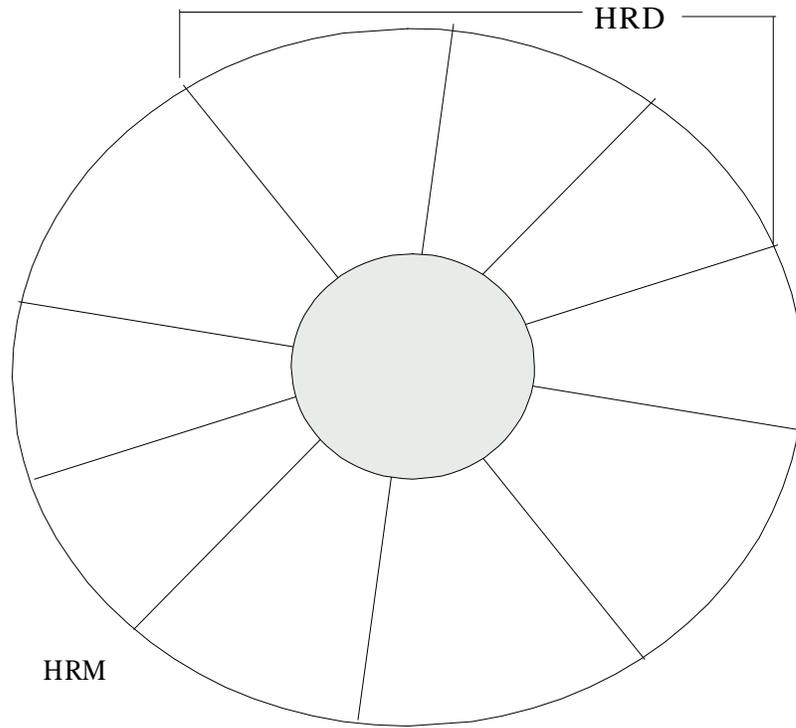
가
 가
 가
 Resource Management
 Management) Personnel management
 1970 Personnel/ Human
 (Human Resource

(, 1998).

가

1983
 (American Society for Training and Development)
 Patricia McLagan "Model for Excellence"
 " (Human Resource Wheel)"
 9
 (Employee assistance),

/ - . 1987 , McLagan
 가 (Human
 Resource Development) (Human Resource Management)
 . (HRD)
 (Training & Development),
 (Career Development) (Organizational Development)
 (Gilley & Eggland,
 1989).



[-2]

가

(Runoa, 2000) McLean
 & McLean (2001) Lee (2001)
 ,
 (culturally specific understandings)
 (Woodall, 2001) ,
 가
 ,
 (intended audience)
 ,
 가
 Lee(2001)
 , 가
 가
 (development as maturation), (development as
 shaping), (development as voyage)
 (development as emergent)
 ,
 (development as voyage) , 가
 (development as shaping)
 가가
 (development as maturation),

(development as emergent) 가 .
가 (Lee,
2001).

(Human resource planning)

2

(Gilley & Egglan, 1989).

(Human resource accounting)

가 80 가 가 1960 70

가

가
가 (Phillips, 1996).

(Human Resource Costing and Accounting)

가

가 가

(, 1999).

가 , 가 , 가

가
(Human resource auditing)

가

(Phillips, 1996).

가

가

가

300 4 2

가

< -5>

(EEO)

가

.

,

.

가

가

가

.

(

.

1998).

가

95%가

가

(

, 1996).

Torraco & Swanson (1995)

가

가

,

.

,

가

.

,

(strategic capability)

.

.

가

가

.

,

.

,

가가

가

가

가

가

가

(, 2000).

cost center

profit center

(Phillips, 1999; , 2000)

. Phillips (1999)

/

profit center

HRD

HRD

가

10가

가

가

가,

가(intrapreneur)

(Walton, 1999)

“21

”

(, 2000 p. 10)

가 가

(fashion)

가 . 2000

HRD 가

가

가

가

가

가

가

(profile)

21

가

(curriculum development)

input

가

가

21

가

가

가

20

3가

가

21

20

가

가

가, 가,
가,
가 가
가 (가
)가 (가
) 가 가 가
가 가 가
가 가 가
가 가 가
가 가 가
가 가 가
21 가 가
가 가 가
가 가 가
2가 가

: 21

가

가

(Manz, 1986)

가

가

(Knowles, 1975)

가

(from fat to lean) ,

(from vertical to horizontal),

(from homogeneity to diversity),

(from

status and command rights to expertise and relationships),

(from company to project),

(from

organizational capital to reputational capital)

(Drucker, 1997)

. 21 가

21

가

,
 ,
 (self-leadership) ,
 flextime
 가 . , 가
 (diversity)
 (An interdisciplinary approach)
 ,
 가 가
 .
 , 가
 가
 . 가
 가,
 ,
 , , , , 가
 (intrapreneur)
 가 (換骨奪胎)가

· (1998), “ : ”, 『 』, 3, 39-58 (1996). : . , , , (1999). (HRA) (1997). (1998). (1998). “ : ”. 『 』 167-208. (2000). 21 가 가 . : . (1998). 21 : . (2000a). 가 . 2000 - . (2000b). : , , . 2000 (2000). 21 - , : . (1999). , :

Allred, B. B. Snow, C. C. & Miles, R. E.(1996). Characteristics of managerial careers in the 21st century, *Academy of management executive*, Vol. 10. No. 4, 17-27.

Brousseau, K. R., Driver, M. J., Eneroth, K., & Larsson, R.(1996). Career pandemonium: realigning organizations and individuals, *Academy of management executive*, Vol. 10, No. 4, 52-66.

Certo, S.C.(1997). *Modern management*. 7th Ed. Prentice-Hall. New Jersey.

- Cho, E.(1998, March 4-8). Economics of Human Resource Development. In: R. J. Torraco (Ed.), *Academy of Human Resource Development 1998 conference proceedings* (pp. 732-738). Chicago, IL: Academy of Human Resource Development.
- Cho, E., & McLean, G. N.(1998). Gainsharing: A twenty-first Century-Strategy for A Struggling Korean Economy. *Human resource development international*. Vol. 1. # 2. pp. 189-205.
- Defillippi, R. J. & Arthur, M. B.(1994). The boundaryless career: A competency-based perspective, *Journal of organizational behavior*, Vol. 15, No. 4, 307-324.
- DeThomasis, L., Ammentorp, W.(1991). *The Transformal Organization, A Business Paradigm for the 1990s*. St. Mary's College of Minnesota, MN. USA.
- Gilley, J. W. & Egglund, S. A.(1989). Ch 15. Careers in HRD. *Principles of Human Resource Development*, New York: Addison-Wesley Publishing Co., Inc.
- Hellriegel, D. & J. W. Slocum, Jr.(1996). *Management*. 7th Ed. South Western College Publishing, Cincinnati, OH.
- Kanter, R. M.(1989). *When giants learn to dance: Mastering the challenges of strategy, Management and careers in the 1990s*, basic Books, New York.
- Knowles(1975). *Self-directed learning: A guide for learners and teachers*, Chicago, IL: Follett publishing Co.
- Lee, M.(2001). A refusal to define HRD. *Human resource development international* 4(3), pp. 327-341.
- Manz, C. C.(1986). Self-Leadership: Toward an expanded theory of self-influence processes in organization. *Academy of Management Review*, 11, 3, 600.
- McLagan, P. A.(1989). Models for HRD practice. *Training Development*, 43

(9), 49-59.

- McLean & McLean(2001). If we can't define HRD in one country, how can we define it in an international context? *Human resource development international* 4(3), pp. 313-326.
- Nonaka, I & Takeuchi, H.(1995). *The knowledge-creating company*, New York: Oxford University Press.
- Pfeffer, J.(1994). *Competitive advantage through people*. Boston: Harvard Business School Press.
- Phillips, J. J.(1996). *Accountability in human resource management*, Gulf Publishing Company, Houston, TX.
- Runoa, W. E. A.(2000). 'Core beliefs in human resource development: a journal for the profession and its professionals', *Advances in developing human resources* 7: 1-27.
- Swanson, R. A.(2000). Strategic roles of Human Resource Development in the New Millenium by Swanson (2000). In: R. J. Torraco (Ed.), *Academy of human resource development 2000 conference proceedings*. Research Triangle Park, NC: Academy of Human Resource Development.
- Torraco, R. J. & Swanson, R. A.(1995). The Strategic Roles of Human Resource Development, *Human resource planning*, 18(4), 11-21.
- Walton, J.(1999). *Strategic human resource development*. Essex, England: Pearson Education Limited.
- Waterman, R. H. Jr., Waterman, J. A. & Collard, B. A. (1994). Toward a career-resilient workforce, *Harvard business review*, July-August, 87-95.
- Woodal, J.(2001). Editorial. HRDI Special issue: defining HRD. *Human resource development international* 4(3), pp. 287-290.
- Drucker, Peter(1997). *The Organization of the Future*.

Tapscott, D. (1997). *Digital Economy: Promise and Peril in the Age of Networked Intelligence*.

5 :

()

•

21

“ ” 가

· ,

,

가가

.

가 가

,

· ,

가

, 가 “ ”

가 .

.

,

,

,

,

,

.

1990

,

.

가

가

가

가

가

가

가

가

가

가

가

가

“(global life) (補) 가
가 (: , 1999). 가

(Science and Technology Studies, STS) 가
(Jasanoff, 1995).
(間) (interdiscipline)

Webster(1991: 1)

가 ,
가 가

· ,

가

,

가

.

•
 “
 ”
 “ ”

1.

(R.K. Merton) 1930

(Merton, 1970).

(Aryan) “ ” 20 “ ”

가 (universalism),
 (communism), (disinterestedness), (organized
 skepticism) 가 (Merton, 1942; , 2000: 3).

— , , , , , ,
 —
 가 .

가
가
가
“(enlightenment rationalism)
“ “

2.

1960

, (W.V.O. Quine) “
(underdetermination)” (N.R. Hanson) “
y – ladenless)” (theor
“ ” (T.S. Kuhn)

(Chalmers, 1982; Laudan, 1990).

가

가

가

가

< > (The Structure of Scientific
Revolutions)가 (轉機) (Kuhn,
1962; cf. , 1997).

가

가

(algorithm)

가

가

가

가

“ 가 ”(incommensurability)

1960 70
가 (中山
茂, 1982;
, 1984).
가

(R. Carson)
< > (Silent Spring) DDT 2
1965 73

가 가

(A. Einstein)

(Mulkey, 1976; Bloor, 1976).

가

() 가

가

3.

1980

가 (Webster,
1991: 2 ; , 1997; , 1999: 1 ; , 2000: 1).
(Strong Program),
(Empirical Program of Relativism), (Laboratory Studies)
(causality), (impartiality), (symmetry),
(reflexivity)
가
가
(interpretative flexibility) ,
“ ”(core set)

가
(Social Shaping of Technology),
(Social Construction of Technology),
(Technological System Theory), - (Actor – Network Theory)
(, 1995; , 1999).
, 가

가 , ,

“(relevant social groups)

가 가

, , , ,

, , , ,

가

, Vergragt(1988)

가

가

, ,

”

Fujimura(1987)

” ”

,

가

가

(heterogeneous engineers)

(engineer – sociologists)

가(system builders)가

,
, ,

(T.P. Hughes)

가

가

가

(big science)

2

(Manhattan Project, 1943 45

(Human Genome

)
Project, 1990 2000)

20 ,

30 가 . ,

가

,
가

가

가

가 .

가 ,

. Winner(1993) ,

가
가
가 (, 1999: 311-345). , 1920
1960
1960
가 가
가
가

•

1.

,

가 . , 가 가

가 ,

가

가 , ,

가 “ ” “ ”(technoscience) 가

, 가

.

.

가 . ,

가

.

2.

1990

가

()

가

가

“ ” “ ”

가

가

()

()

가

가

가

가

가

가

Harrison(1994) “ 가

”(expert witness)

“

가

가

”

3.

가

가

가

,

.

가 가

가

(

.

, 2000).

가

가

가

.

가

.

.

•

“
“

” “
”

”

.

,

.

.

가

.

,

,

.

,

, 가

.

.

.

, 가

가

” “

가

“

”

가
가
가
가
()가
가
가
가
가
가
가

가
가(Technology Assessment), (Consensus
Conference), (Science Shop)
가 (, 2000).

1990

가

(, 2000).

가

가

가

가

가 가 가

- , “ ”, 『 』 20 (1997).
- (1995). 가:
- (1999). 가.
- (2000). “ :
- ”, 『 』 32 .
- (2000). “ ”, 『
- 』 3/4 .
- (2000). 『 』 .
- (2000). : . 5 KRIVET HRD .
- (2000). :
- (1990). . .
- (1998). . . .
- (1997). : . .
- (1984). : .
- (1999). “1960 ”, 42
- (1999). . . .
- (1998). . . .
- 中山 茂, . (1982). . . .
- Basalla, G.(1988). *Evolution of technology* (Cambridge: Cambridge University Press) [: , (, 1996)].
- Bloor, D., *Knowledge and social imagery* (London: Routledge and Kegan Paul, 1976) [: , < > (, 2000)].
- Chalmers, A.F.(1985). *What is this thing called science?: An assessment of the*

- nature and status of science and its method*, 2nd edition (St. Lucia, Queensland: University of Queensland Press, 1982) [: .
- Fujimura, J.(1987). "Constructing Do-able Problems in Cancer Research: Articulating Alignment", *Social studies of science* 17, pp.257-293.
- Harrison, A.J.(1994). " , , ", . pp.56-60.
- Jasanoff, S., et al.(1995). (eds.), *Handbook of science and technology studies*. London: Sage Publications.
- Kuhn, T.S.(1970). *The structure of scientific revolutions* (Chicago: University of Chicago Press, : , .
- Laudan, L.(1990). *Science and relativism: Some key controversies in the philosophy of science*. Chicago: University of Chicago Press. [: , (, 1997)].
- Merton, R.K.(1942). "Science and Technology in a Democratic Order", *Journal of legal and political sociology* 1, pp.115-126 [Merton(1973) "The Normative Structure of Science"].
- Merton, R.K.(1973). *The sociology of science* (Chicago: University of Chicago Press, 1973) [: . , 2 (, 1998)].
- Mulkay, M.J.(1976). "Norms and Ideology in Science", *Social science information* 15 (1976), pp.637-656.
- Vergragt, P.(1988). "The Social Shaping of Industrial Innovations", *Social studies of science* 18, pp.483-513.
- Webster, A.(1991). *Science, technology and society: New directions* (London: Macmillan Education Ltd., 1991) [: . , < : > (, 1998)].
- Winner, L., "Upon Opening the Black Box and Finding It Empty: Social

Constructivism and the Philosophy of Technology", *Science, technology & human values* 18 (1993), pp.362-378.

6 :

()

I.

21

가

가

가

7)

가

가

가

가

가

가

8)

가

7) OECD, A New Economy?, July 2000 US DOC(Dept. of Commerce), Digital Economy, June 2000

8) 1950-60 1% 가 0.2-0.3%

가
가
가
가
9)

가가 가 (ICT)
가가 가
가가 가

ICT
가
10%
10)
가
가
가

가
1% 가
(Building Wealth),
9) 가
0.7-0.8% 가
, 1999.

10) 가
가 1996
10
1990
가
10%
가
가가
90

가가 가

?

11)

가

가

가

가

2

3

2006

250

90

10

. DOC(1999, 2000)

11)

DOC(2000) ,

Gordon(1999)

4

1.

가. 가, 12)

, 가, 가 , , 가

가 . 가 가

1950 60

가 가 가

가

by-doing) () 가 (learning-
가 가

12)

, 가 가
가

.13)

.

.

가
가

가

(1)

가 , 가 1980

13)

가

가

가

가

가

2. (human capital theory)

가.

1960

가

가

가

14)

가

가

가

14) , , pp. 303 304

. , 가

가 ,

가

1960

가

, 가 ,
'가 '

가

가

가

1960

가

,15)

가

,16)

가

가

가

가

가

15) Blaug M., , pp. 302 311, 1992.

16)

가

가

가 .

,

가

, , 가

. , ,

.

가 .

가

가 가 가 .

가 . ,

가

가

3.

(endogeneous growth theory)

가.

가

가

가

가

가

가

가

가

가

가

, ,

, ,
가

가

.

, ,

.

.

가

, ,

가

.17) ,

가

, 1907~57

17)

가 0.9%

가 0.5%

1

1.4% 가

.18)

가

1963~82 가 0.72%

가 3.81%

1

가

가

가

가

가

4.

가 VHS

가 가

가 VHS

(information goods, digitalized goods)

.19)

18) 1.4% 가

가 가 가

1 가 , 가

Denison 1929-1982

2.92% 가 0.4%

13%

19) Arthur B., Increasing returns and path dependence in the economy,

가 ,
 .
 positive feedback
 가
 Arthur
 가 ,
 , , , ,
 가
 가 ,
 가 ,
 가 가 가 가 (20) (customer groove-in)
 가
 .
 가
 가가 가 .
 가 가가
 , 가가 .

University of Michigan Press, 1994.

20)

. Shapiro C. and Varian H.,
 Information Rules: A Strategic Guide for the Network Economy, Harvard
 Business School Press, 1999

가21)

1.

가.

$$1 L \rightarrow 1 R + 1 F$$

$$(1 R) \quad 1 \quad (1 F) \quad 1 L$$

가

가

21)

, 2000

$$1 L \rightarrow 1.1 R + 1.1 F$$

(1 L)

10% 가 .

2.

가.

$$1 \text{ labor} + 1 \text{ seed corn} \rightarrow 2 \text{ corn}$$

()

가

가
가

(1 L)

(1 C)

(2 C)

0가 . ,

(stationary state)

50%

50%

0

100% 가
가 .

3

$$1 L + 1 C \rightarrow 3 C$$

22)

3 C,

3 C

1 C

2 C

6 C

100%

, 가

100%

가

가

가

가

가

가

22)

가

가

가

3. 1: -

가.

$\begin{array}{r} / \quad + \quad 1 \text{ -->} \\ + \quad 2 + \quad \text{-->} \end{array}$
--

.23)

가가

.24)

23) 19 (positivist) , ,
3가 ,

24) Hicks J., Capital & Time, A Neo-Austrian Theory, Clarendon Press, Oxford, 1973

가

10 , 1 가
 10 가 . 1 10
 100 , 8 10
 가 100 가 10
 가 10 . 1000 .
 100 1,100 8,800
 100 10,000 . 1,200
 가 가 0%
 . 가가
 가 가 .
 , 가 10 8
 가 1 100
 10 . 1
 0% . 2 10 1
 가 90 9,000 ,

10 1,000 가 10,000 가
 . , 0% .
 20
 . 2 가 가 12 가
 . 3 80 * 100
 , 22 * 100 10,200 가 .
 , 2% . , 2 10,000
 80 *
 10 * 8 + 22 * 8 * 8 = 7,808 .
 가 1,200 992
 8 124
 . , 12.4 가 . 4
 70 * 100 + 34.4 * 100 =
 10,440 2.3% 가 .
 - 가 가
 가 .
 가 가
 가 .
 가 가 (25)

4. 2:

가.

$$g_y = a + w_k \times g_k + w_l \times g_l$$

g: , w: share of capital(w_k) or labor(w_l) income in national income

25. (1995)

가

가
 $y = f(K, L)$ 가 , ,
 (a) (TFP)

30

30

43.6% 가 1979 1963 79
 1995 27.4%
 13% 22%

가

가

가가 가 13.2% (: 4.0
 %, : 3.9 %).

30

52.2%

1929

1981

50%,

1953

1971

40.9%

가

5.

1:

가.

/	1 -->	/
/	2 +	-->
+	-->	

가 가
 가가 . , 가
 가 . 가
 / . , /
 ,
 가 . 3 가가 1 가
 2 ,
 3 가가 .
 ,
 가가 .

1 KbL(knowledge-based labor) --> 1 KbC()
1 ToL(technology-oriented labor) --> 1 M()
1 M+ 1 L --> 1 C()

1 KbL(knowledge-based labor) --> 2 KbC()
 1 ToL(technology-oriented labor) --> 1.5 M()
 1 M+ 0.8 L --> 1 C()

Moore 26) 18
 24
 가가 가 .
 1990 / 가
 가
 , 가 ,
 , 가
 가
 “ ”
 가
 27)

26) [http:// intel.com/ intel/ museum/ 25anniv/ hof/ moore.htm](http://intel.com/intel/museum/25anniv/hof/moore.htm)

27) OECD 가 . OECD
 (2000)

6.

2

:

가.

$$g_y = a + w_k \times g_k + w_l \times g_l$$

가

(TFP)

TFP

가

가가 가

가

가

가 가

가

TFP

OECD

< -1>

	2000 2004()	1963 95
	2.00	2.96
.	2.00	2.40
.	-0.30	0.19
.	0.30	0.30
	1.00	1.31
.	1.00	1.10
	3.50	3.62
.	0.40	0.45
.	1.85	1.44
.	1.25	1.47
	6.50	7.89

: 1963 1995 Kim and Hong(1997), 2000 2004

OECD(1999)

•

1.

“ 가 가가 ,
"28) .
 , ,
가 .
가 .
가 가 .
가 .
 , ,
가 ,
가 가 .
 , 가 가 .
 , , A/S 가
가 .
 ,
가

28) OECD, The Knowledge-Based Economy: A Set of Facts and Figure, 1999

가 , ,
 , 가
 , ,
 가 가가

2.

가 .
 .
 가
 가
 , ,
 가 .
 OECD

29).

29) OECD, Technology, Productivity and Job Creation: Best Policy

. OECD

OECD

OECD

가

가

가

가

가

Practices, 1998 OECD, The Knowledge-Based Economy, 1999

가
가 ,
 ,
 ,
 / .

3.

,
 .
 3 가가
 가 가가
 . ,
 가 ,
 .

1 2 10%
 . 가 . ,
 가 .
 , 가

가

30)

가

31)

30)

가

가

digital divide 가

31)

가

IMF
가

Arthur B.(1994). *Increasing returns and path dependence in the economy*,
University of Michigan Press.

Blaug M.(1992).

Gordon R.(1999). Has the "new economy" rendered the productivity
slowdown obsolete?, NBER.

Hicks J.(1973). *Capital & time, A neo-austrian theory*, Clarendon Press,
Oxford.

Kim K., Hong S.(1997). *Accounting for rapid economic growth in Korea,*
1953-1995, KDI, 1997

OECD(1998). *Technology, productivity and job creation: Best policy practices.*

OECD(1999). *The knowledge-based economy: A set of facts and figure.*

OECD(2000). *A New Economy?*, July 2000

Shapiro C. and Varian H.(1999). *Information rules: A strategic guide for the
network economy*, Harvard Business School Press.

US DOC(Dept. of Commerce).(1999). *The emerging digital economy II*, June
1999

US DOC(Dept. of Commerce).(2000). *Digital economy*, June 2000

(1999). (Building Wealth),
(1995). , KDI , , 17
2
(2000).

[http:// intel.com/ intel/ museum/ 25anniv/ hof/ moore.htm](http://intel.com/intel/museum/25anniv/hof/moore.htm)

7 : (HRD)

()

I. :

20 21 가

, 가

-

, ,

.

21 가

.

-

(HRD)

32)

, ,

,

32)

'99 3 '

가

5

,

.

HRD

33)

HRD

, 가

.

. ,

'

'

(

1999a; 1999b; 2000).

,

HRD

가

,

. 21

가

,

.

40

,

,

,

,

가

,

,

,

,

/

.

,

'

'

,

'

,

'

,

'

가'

33)

'

,

,

,

가

가

'

(

1999).

가 (distortion of social norms)³⁴⁾ 가 HRD (speed efficiency; Chang 1995)

(costs of social problems) 가 , -

가 가 , (가) (가)

HRD (strategy agenda) (social dimension) , (self-reflexivity) , HRD 가 ()가 ' ' (moral prosperity) (socialization)' HRD , 2 ' '

34) HRD ' (employability)

. 3 가 가
 , 4
 , 5
 가 HRD

•
() (. . .) 가” “
(socialization)
“

” (ego) (personality)
(socialization) Simmel “
”

.35)

1.

가

(Durkehim) . , 가

(1998, p. 36).

35) ,

(社會性)
Freud

- (psychosexual stage theory) Piaget

가 (Parsons)

(social systems theory)

), (= 가 ,), (= (1998).

, 가

, ' , ' , 36)

- 가 , , - (

1998, p. 97).

가

37)

가

가

가 . (

1998, p. 70).

2.

(Marx)

36)

37)

가 ,

1998).

가 . ,

()

()

38)

()

가 . ,

3.

(looking-glass self theory) (Cooley) (Mead) .
(symbolic interaction theory)

(inter-subjective)

38) ,
가 ()가 가

(1) .가 .
 ' (significant others)'
 (2) (generalized others) 가
 , () , , ,
 (1998, 73-80).
 가 , “
 가 가 ”
 .39) ,
 ,
 -
 , 가
 가 가
 ,

39) , (幼兒)가 (成人)가
 (re-socialization) 가 .

(failure of socialization)⁴⁰⁾

.(< -1>)

(가

)

()

(人災)

()

()

.41)

40)

가

(. 2000, p. 55),

(: 가

)

(:

)

가

(:

)

(:

,

,

,

)

41)

-

.

(:

) ,

가

(:)

()

< -1 >

	-	- /	-
	-	-	-
	- ()	-	-
	- /	- 가	-

: (2000, 51-69)

가
가

()

가

•

가

가 , 1960 가

가 , 1990

가 40 50

가 (compressed modernity) (Chang 1995).

가

가 1960

가 2 3 30 40

가 (

) , 가 , ,

,

.

가

5가

1.

10

(1997).

⁴²⁾(: (1992),

가(1993),

(1994),

(1994)),

(1995

가),

가

(: 1998

1999),

(1993

)

(: 1993

1994

)

⁴³⁾

⁴⁴⁾

2.

가

42)

()

43)

, 1990

2

44) 1998

9,057

193

(111)

가 , 1990 1991

1997).

3.

가 ,
 . < -2> ,
(TI) (CPI) 10 4.2 1998
43 가 (Political & Economic
Risk Consultancy) 가
가
(2000).

가 , 1998
KBS (1,118) 88.3%가
가 “ ”
(1998. 9. 19).
(80.1%), (59.4%), (44.2%), (30.6%), (21.5%)
가 ,

< -2>

(CPI)

	(10)	(85)
1988 92	3.5	27
1995	5.0	27
1996	5.0	27
1997	4.2	34
1998	4.2	43

: 가 가
: (2000)

4.

가 . 1970

가 , 1990

()

5.

가 가
가 , ('), 가

가 . , ,
 . , 가 10 가 가
 .45) , 가 가
 . , 가 가
 . 5가 가 .
 , 가 . ,
 , 가?
 , 1960 가 ,
 ' (物神主義) 가
 . " "
 " "
 . 가 .
 , (,
) , ,
 , ,

45) 1980 가 , 1993
 1996 6.7% 7.2% 가
 , 가 11,933 19,320
 .(1998. 4. 28) 가 1997
 가 .

46)

,
 ,
 ()
 () , 가
 가 ,
 ,
 ,
 가) 47) , (:
 ' () ,
 , 가 가
 가 ,
 가 가
 가

48)

46) 5 20 1,328 87%가 “ ”
 ,
 (1999. 8. 18).
 47) 617 , .
 80% ,
 (19.8%) (15.7%)
 (15.6%)
 (10.2%) (1998. 1. 5).

가
가
(cultural lag:
1997) , 1990
가 49)

48) (2000) 가
(micro-fascism)'

49) 1990 (NGO)

21

(脫近代的)

가

3가

1.

(the modernization project)

(2000b).

(1998).

() () (가)

(risk society)' (1998).

(1998)

()

가

(: ,

,)

(:

)

가 ()
· ()
가 ,
() () 가
(1998).

가
·
2.

·
' (globalization)' ' (information society) '
·
가
가 , 가
·
(socio-cultural fusion)
·
가 가 가
(marketization) . ()

가

, , .

, () () 가
가

(1998). ,

가 ,
가

(2000a). ,

- 가 가 (virtual space)

,

' (digital divide)' 가 (virtuality)

51)

, ()

가 , - , - , - , - , -

가 , - 가
(Bauman 1991) (1998) . 가
가

50) (1997) 20:80

51) (2000b)

(2000b).

,
가
.

3.

가 21
. 가 가
,
()
가 가
. 6.25
, 가
. 50

가

,

,

.

V. : 가 HRD

가 HRD

()

가 (, ,)

(, , ,)
가 HRD 가

가

(self-reflexivity)⁵²⁾

(規範 徳目)

1.

52)

2.

가 , 가 가
가 가 가
(2000a).

3.

가
가

4.

5.

가

가 . ,
가 가 .

가

가 HRD
“ (resource)”

가 ⁵³⁾ ,
(action agenda)

가HRD
가

가 HRD
가

21

가

가 , ()

53) (Human Resource Development)

가
(Human Development) 가

,
가
가 . , 가 (:
) -

HRD . , ()
-
가

(social integration) .

' (maturation of social norms)'

, 가 .
가

HRD . 가⁵⁴⁾ , 가
가 . HRD

가 . , 가(
)
(level-up) 가 .

54)

(2000),
(1998),
(1997), : () ,
(2000a), "21 " "
(2000b), 「 」, "
(1998), (1997),
(1998), (1998),
(1999), 「21
」, 1 KRIVET HRD
(2000), 「 - :
」, 「21C :
」, pp.27 39.
(1997),
(1999), 「 HRD 」, 1 KRIVET HRD
(2000), 「 가 」, "

- (2000), 「가」, .
- (2000), 『21C : , 』,
- () (2000), 『 (2000), 「 』, . () (1998), 『 (1999a), 『 HRD 』, 1 KRIVET HRD (1999b), 『 가 』, 2 KRIVET HRD (2000), 『 HRD 』, 3 KRIVET HRD .
- Bauman (1991), *Modernity and ambivalence*, Cambridge, Polity Press.
Modernity
- Chang, Kyung-Sup (1995), 「Contradictions of compressed modernity: Korean society in transition」, Colloquium paper presented to the Center for the Comparative Study of Development.
- Giddens, Anthony (1991), *Modernity and self-identity: Self and society in the late modern age*, Cambridge, Polity Press.

가 .
가 ,
가 .

가 가 가
가 . 가
가 가 가 . 가

가
가 가
가

•

1.

가 , 가
가 가 .
가
가
가
가 가 .
가 가
가 가
가
가
가

(; , 1975).

가 가
가 가
가 가

(Altruism)

가

가 ,
가

가

?

?

가

가

가

(Lovejoy 1988).

가

가

가

가

가

가

(meme)

가

가

가

가

가 가

(Homo habilis)" "

(Homo erectus)" "

가

(Homo sapiens)" "

가

(Homo sapiens sapiens)"

가

가

가

2

250

가 가

가

가

가

가 450

3

가

250

="

가

"

2.

가

“ ”

가

가

가

가

(template; psychic unit etc.)

가

가

가

가

가

가

가

(; 1994).

가

18

(L.Morgan)

(E. Tylor)

20

(L. White)

(J. Steward),

(M. Sahalins)

(L. Strauss) (R. Brown),
(E. Prichard) .
가 가
(Malinowski)
.

가 가
가 .

가 가 가
가 가 가
가 가 가
가 가 가

(Harris 1977). 가 가
가 가
가 (Geertz
1963).

•

“ ”

•

가

“ ”, “ ”, “ ”

”

가

가

가

가

가

가

가

가

“ ”

“ ”

“ ”

가

가

“ ”

“ (cline)”
Mann 1985).

(Weiss and

(F. Boas)가

가

가 가

가

가

가

가

가

IV.

가

가

가

가 가 가

가

가

가 .

가

가 가 ,
가
가

가 .

가 가

가

가

가

가 가

가 가

•

가

가
가 가
 가
 가
 가
 가

가

가 가

가 가

가

가

가

가

가

가

가 가

가

가

가

가

가

가

가
가

가

가

가

(知的)

가

가

가

가

가

•

가

가

가

.

가

가

.

가

가 가

가

가

가

가

가 가

가

가

가

가

.

가

가 가

.

가

.

.

가

가

가

가

가

가

가

가

가

가

가

가

가

가

가

가

가

•

가

가

가

가

가

가

가

가

가

가

- (1994).
- Dawkin, R. (1977). *Selfish gene*.
- Geertz, C. *Agricultural involution*. U.C. Berkeley Press.
- Harris, M. (1977). *Cultural materialism*.
- Lovejoy, O. (1981). Origin of man, *Science* 211:341-350.
- (1990). Wilson, E.O. 1975. *Sociobiology, new synthesis*. Cambridge. Harvard University Press.
- Weis, M. L. and Alan E. Mann, (1985). *Human biology and behavior, an anthropological perspective*, 4th ed. Boston. Little, Brown and Company.

9 :

()

I.

, , , , , , , ,

가

가

Goldstein(1986)

(Swanson, 2001)

가

가

가 (Boulding, 1956, Bertalanffy, 1962).

가

21

. , ,
. 3 8
< -1> .
,
, ,
.

< -1>

	가 ,	,	
	,	,	,
	,	,	,
	가 가가 가		,
	,		,
	,		,
	가	,	,
	:	,	,
	,	,	
	,		

•

가

가

가

가

가

I

(, 2000a;2001b).

1.

(IMD, 2000)

, 가 , ,

47 가

12

.

AT&T

Saturn

(,

2001)

가

가

.

가

가가

가

가

, 가

가

가

가,

가(intrapreneur)

가

(換骨奪胎)가

, Saturn (, 2001)

(training accountability system)

가

가

Saturn

가

가

가 100

(Chalofsky, 1996; , 2000).

가

가

(, 2000a)

, AT&T (, 2001)

가

가

가

가

, Saturn

가

21

가

가

(Manz, 1986)

가

가

(Knowles, 1990)

가

(:)

(, 2000b).

2. 가

가

(2000) 21

, / , /

가

가

가

McLean & McLean (2001)

가

가

가

가 (, 2000)
 . 가가
 가
 , 가,
 , , ,
 (monitoring) / 가
 가
 , , 가 , , ,
 , ,
 , 21
 , 가
 , / (, 2001c)가
 /
 ,
 21 가
 .
 가 , , ,
 outcome) 가 (human capital
 outcome)
 가,
 가,
 가 가
 가
 (, 2000a).

, 가 . 가

(Academy of Human Resource Development)

(ASTD)가

(1990) 9

286

2001

10,000

(HRD)

HRD

(Chalofsky, 1996).

가

가

가

(, 2000),

(HRD)

3가

(Chalofsky, 1996).

HRD

(training and

development),

(personnel

development)

(instructional technology)

of Human Resource Development) (Academy
1,000
1 3 5

가

2000

가 44 , (Innovative Session) 4

가, , , , , 가
, , , 가,
, , , , , 가,
, , , , , (Kuchinke, 2000)

Becker(1962)

가 가 .
, Patricia McLagan (Human Resource Wheel)
, 가
(, 2000).

가 가
, 2000) : (

,

가

가 가
(outplacement)

가

가 3가
가 가

가 가

가

가

(, 2000a)

, 1

(monitoring)

“ center)

”

(profit

가

가

가

가

(chief knowledge officer)

“

” 가

“

”

(Martocchio et al, 1997),

가

가가 가 가
가
,
, ,
“ ”
“ ” ,
가 “ 가 “
(Operation Management) ” 가 “
”
, 가,
,
, , , 가(intrapreneur)
,
, , , , , 가
“가 가 ”
가
.

(2000). 가 , 4

(1998).

(2001).

(1995).

(1991). () () .

(1998).

(2000). : 2 .

(2000 a). 21

(2000 b). APEC HRD ,

(2000).

3(1),

(2001). 가 가 .

(2001). : . KEDI

- (5).

(2000, a). 가 , ,

2000

(2000, b). : , ,

- 2 1 .

(2000, c). . 5 KRIVET HRD

: .

(2001, a).

(2001, b). "

2001 10 가 (9 3).

(2001, c).

(1999). 가

2 KRIVET HRD

(2000). : , 5 KRIVET

HRD

(1999).

Becker, G. S. (1993). *Human Capital: A Theoretical and Empirical Analysis with Special Reference to Education* (3rd ed.). Chicago: University of Chicago Press.

Bosma, H.A., Graafsma, T. L. G., Grotevant, H. D., & Levita, D. J. (1994). *Identity and development, An interdisciplinary approach*. A Sage Focus Edition.

Boulding, K. E. (1956). General systems theory- The skeleton of science. *Management Science*, 2, 197-208.

Chalofsky, N. & Larson-Daugherty, C. A. (1996). Ch 48. Academic programs for HRD professionals In R. L. Craig (Ed.), *The ASTD Training and Development Handbook, A Guide to Human Resource Development*, New York: McGraw-Hill.

Cho, E. (1998, March 4-8). Economics of Human Resource Development. In: R. J. Torraco (Ed.), *Academy of human resource development 1998 conference proceedings* (pp. 732-738). Chicago, IL: Academy of Human Resource Development.

Jamieson, D. Kallick, D. & Kur, C. (1984). Ch. 29. Organization Development. In: L. Nadler (Ed.). *The Handbook of human resource*

- Development*, John Wiley & Sons: New York.
- Knowles, M.S. (1990). *The Adult Learner: A Neglected Species* (3rd ed.). Houston: Gulf.
- Kuchinke, K.P. (Ed.), *Academy of Human Resource Development 2000 conference proceedings*. Research Triangle Park, NC: Academy of Human Resource Development.
- Manz, C. C. (1986). Self-Leadership: Toward an expanded theory of self-influence processes in organization. *Academy of management review*, 11, 3, 600.
- McLagan, P. A. (1989). Models for HRD practice. *Training & development*, 43 (9), 49-59.
- McLean & McLean (2001). If we can't define HRD in one country, how can we define it in an international context? *Human resource development international* 4(3), pp. 313-326.
- Pace, R., Wayne, Smith, Phillip C., & Mills, Gordon E. (1991). *Human resource development: The field*. Englewood Cliffs, NJ: Prentice-Hall.
- Swanson, R. A. (1999). HRD theory, real or imagined? *Human resource development international*, 2(1). 2-5.
- Watkins, K. E. (June, 1991). Many voices: Defining human resource development from different discipline. *Adult education quarterly*, 41(4), 241-255.
- Weinberger (1998). Commonly held theories of HRD. *Human resource development international*. Vol. 1. # 1. 75-93.
- Wexley, K. N. & Latham, G. P. (1991). *Developing and training human resources in organizations*(2nd ed.). New York, NY: Harper Collins Publishers.

()
()

01-17

:

2001 11

2001 11

2 15-1(135-949)

: <http://www.krivet.re.kr>

: (02) 3485-5000, 5 100

: (02) 3485-5200

16-1681 (1998. 6. 11)

ISBN 89-8436-368-5 93330

() : (02) 720-9786 9

: (02)3485-5164 E-mail: escho@krivet.re.kr