



普通高等教育“十一五”国家级规划教材
国际商务系列英语教材



商务人力资源管理 英文版

总主编 / 徐小贞 主编 / 彭朝林 徐新辉



高等教育出版社
HIGHER EDUCATION PRESS

Human Resource Management



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高等教育出版社·北京
HIGHER EDUCATION PRESS BEIJING

图书在版编目(CIP)数据

商务人力资源管理:英文/彭朝林,徐新辉主编.—北京:高等教育出版社,2011.5

国际商务系列教材/徐小贞总主编

ISBN 978-7-04-030015-4

I. ①商… II. ①彭… ②徐… III. ①商业管理:人力资源管理-教材-英文 IV. ①F715.2

中国版本图书馆CIP数据核字(2011)第076802号

策划编辑 周 龙 周俊华 责任编辑 雷 韵 封面设计 顾凌芝 责任印制 韩 刚

出版发行	高等教育出版社	咨询电话	400-810-0598
社 址	北京市西城区德外大街4号	网 址	http://www.hep.edu.cn
邮政编码	100120		http://www.hep.com.cn
印 刷	中原出版传媒投资控股集团 北京汇林印务有限公司	网上订购	http://www.landrace.com
			http://www.landrace.com.cn
开 本	787×1092 1/16	版 次	2011年5月第1版
印 张	16.5	印 次	2011年5月第1次印刷
字 数	380 000	定 价	29.00 元
购书热线	010-58581118		

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物料号 30015-00

前 言

随着新经济时代的到来和全球经济一体化进程的加剧,中国比以往任何时候都更加需要既通晓英语交际,又熟悉国际商务理念和惯例的国际化人才。在此背景下,我们在多年教学研究和实践的基础上,主动实施国际化战略,积极引进英国职业教育中国国家职业资格证书(NVQs: National Vocational Qualifications)体系中科学的教育理念,在教学实践中实施国际商务与英语教学一体化和教学与评估一体化的教学策略,以学生为主体,以教师为主导,突出教学的过程评估,强调学生职业能力和核心技能的培养。在上述教育思想和理念的指导下,经过编委们的精心策划和编写人员的共同努力,最终编著成了这套特色鲜明的国际商务系列英语教材,希望能够为我国培养高职层次的国际化商务英语专业人才尽自己的绵薄之力。

本系列教材是新世纪广东省高等教育教学改革工作项目《中英职教商务文秘专业课程改革与实践》的成果之一。该项目由广东省教育厅牵头,与英国文化委员会合作开发,在教育部高职高专教育英语课程教学指导委员会的具体指导下,由深圳职业技术学院应用外国语学院负责实施。该系列教材的讲义曾在深圳职业技术学院应用外国语学院学生中试用,经过不断修改和润色,最终形成了本套国际商务系列双语教材。

本系列教材包括《国际市场营销》、《国际贸易实务》、《商务人力资源管理》、《国际商务管理》、《电子商务》、《国际商务交际》和《国际商务行政管理》共7本。该系列教材独辟蹊径,以全新的视角诠释和探索国际商务与英语学习一体化的教学思想与规律,既具国际视野,又有中国特色,具体表现在以下5个方面:

1. 指导思想国际化:本教材的编写借鉴英国国家职业资格证书(NVQs)教育科学的教学指导思想、先进实用的育人理念、以学生为中心的教学方法、模块化的教学方式、重在过程的多元化教学评估、强调核心技能的素质教育实践,从选材、体例到评估都体现了国际上先进的职业教育理念。

2. 评估体系的多元化:本系列教材在全国首创科学的教学评估体系,每本教材都配备了可操作性强、评估标准明确的《教学评估手册》,要求教学双方实施评估内容、形式、方法、主体、时段的多元化。多元化评估有利于客观地评价学生的职业能力,促进学生持续地学习,培养学生良好的自学能力和自我评价能力。该手册的推出将是中国高职教育

教材创新与改革的一大创举。

3. 核心技能的渗透化:本系列教材的学习任务和评估在设计上充分考虑了高职学生核心技能的培养,在学生活动和评估中培养专业技能的同时潜移默化地培养学生的沟通技能、信息交流技术(ICTs: Information and Communication Technologies)、团队合作技能、解决问题的技能等。

4. 教学设计的互动化:教材的编写与教学活动设计体现了“教师与学生的互动、课上与课下的互动、学校与社会的互动、学生与网络的互动、学生与学生的互动”。教材的体例按照教学流程设计,每单元提供教学目标,中间穿插各种活动、任务和案例分析等,单元后提供项目模拟和能力评估标准,既便于教师教授,又适合学生自学。本系列教材的选材能够满足国际商务一线人员工作的需要,保证学生能够做到“学以致用”。

本系列教材的编写得到了广东省教育厅高教处、外事处的大力支持。深圳职业技术学院相关单位和领导从项目的申报到成果的产出均给予了方方面面的帮助,对本系列教材的编写给予了具体的指导。外籍专家 David Winfield, Peter Luca 等做了大量英文审校工作。此外,深圳职业技术学院应用外国语学院的老师参与了教材编写的前期准备和教材的试用工作,为本系列教材的编写与出版做出了贡献,谨在此一并表示感谢!

由于编者水平和经验有限,错误和缺点在所难免,欢迎广大读者批评指正。

编者
2011年3月

CONTENTS

Part I For Students

Chapter 1

Introduction to Human Resource Management 003	1.1 What Is Human Resource Management?	005
	1.2 HRM Functions	006
	1.3 The Changing Environment of HRM	006
	1.4 The Changing Role of HRM	008
	1.5 Strategic Human Resource Management	010
	1.6 Competencies of the Human Resource Manager	011

Chapter 2

Career Planning 015	2.1 Self Development	017
	2.2 Roles in Career Development	021
	2.3 Factors That Affect Career Choices	023
	2.4 Becoming an Entrepreneur; Four Steps to Entrepreneurship	028

Chapter 3

Job Analysis 032	3.1 What Is Job Analysis?	034
	3.2 Writing Job Descriptions	039
	3.3 Writing Job Specifications	045
	3.4 Job Design	047

Chapter 4

Human Resource Planning 051	4.1 Strategic Human Resource Planning	054
	4.2 Stages of Human Resource Planning	055
	4.3 Reasons for Human Resource Planning	058
	4.4 How to Forecast Personnel Needs	060
	4.5 Forecasting the Supply of Inside Candidates	064
	4.6 Succession Planning	068

Chapter 5

Recruiting Employees 071	5.1 Recruiting	073
	5.2 Labor Markets	073
	5.3 Strategic Recruiting Stages	076
	5.4 Recruiting Source Choices: Internal vs. External	077
	5.5 Recruiting Over the Internet	089

Chapter 6

Selecting Employees 094	6.1 The Importance of Selection	096
	6.2 The Nature of Selection	098
	6.3 Environmental Factors Influencing Selection	099
	6.4 Basic Requirements of Selection	101
	6.5 Selection Process	105
	6.6 Employment Tests	114
	6.7 Reference Checks and Recommendations	115
	6.8 Physical Examinations	116

Chapter 7

Training Employees 121	7.1 Employee Orientation	123
	7.2 The Training Process	124
	7.3 Training Needs Analysis	128
	7.4 Training Techniques	131
	7.5 Creative Training Over the Internet	140

Chapter 8

Performance Appraisal 146	8.1 The Performance Appraisal Process	148
	8.2 Why Appraise Performance?	150
	8.3 Methods for Appraising Performance	151
	8.4 Performance Appraisal: Problems and Solutions	157
	8.5 How to Avoid Appraisal Problems	158

Chapter 9

Organizational Renewal 161	9.1 Organizational Change and Development	163
	9.2 HRM and Total Quality Management	170
	9.3 How HR Helps to Create Team-based Organizations	172
	9.4 How HR Helps to Build Productive Teams	173
	9.5 What Is Business Process Reengineering?	174
	9.6 Flexible Work Arrangements	176

Chapter 10

International Human Resource Management 180

10.1	The Stages of International Involvement	182
10.2	Determining the Mix of Host-country and Expatriate Employees	183
10.3	How to Manage Expatriate Workforce Effectively	186
10.4	International Compensation	188
10.5	Performance Appraisal of International Managers	189
10.6	Training	190

Part II For Teachers

Assessment Guidance 195

	Aims	195
	Overall Structure for Elements	195
	Assessment Procedures and Methods	197
	Demonstrating Knowledge and Understanding	204
	Roles of Candidate/Assessor/Intenal Verifier	204
	Grading System	206
	Assessment Records for Chapter 1	207
	Assessment Records for Chapter 2	212
	Assessment Records for Chapter 3	217
	Assessment Records for Chapter 4	222
	Assessment Records for Chapter 5	226
	Assessment Records for Chapter 6	230
	Assessment Records for Chapter 7	234
	Assessment Records for Chapter 8	238
	Assessment Records for Chapter 9	242
	Assessment Records for Chapter 10	247

References

252

Part I

For Students





Chapter 1

Introduction to Human Resource Management

➔ Learning Objectives

When you finish studying this chapter, you should be able to:

- define Human Resource Management;
- understand the responsibilities of HR department;
- discuss the changing environment of HRM;
- describe the changing role of HRM.

➔ Chapter Outline

- Definition of HRM
- Responsibilities of HRM
- Changing Environment of HRM
- Changing Role of HRM

Opening Case



As a new member of the board of directors for a local bank, Peter was being introduced to all the employees in the home office. When he was introduced to Mary, he was curious about her work and asked people in her office what her machine did. Mary replied that she really did not know what the machine was called or what it did. She explained that she had only been working there for two months. She did, however, know precisely how to operate the machine. According to her supervisor, she was an excellent employee.

At one of the branch offices, the supervisor in charge spoke to Peter confidentially, telling him that “something was wrong”, but she didn’t know what. For one thing, she explained, employee turnover was too high, and no sooner had one employee been put on the job than another one resigned. With customers to see and loans to be made, she explained, she had little time to work with the new employees as they came and went.

All branch supervisors hired their own employees without communication with the home office or other branches. When an opening was available, the supervisor tried to find a suitable employee to replace the worker who had quit.

After touring the 22 branches and finding similar problems in many of them, Peter wondered what the home office should do or what action he should take. The banking firm was generally regarded as a well-run institution that had grown from 26 to 190 employees. He didn’t know whether to report his findings to the president.





Question

1. Do you think setting up an HR department in the home office would help?
2. What specific functions should an HR department carry out?
3. What HRM functions should be carried out by supervisors?

Key Words

Human Resource Management 人力资源管理
globalization 全球化
deregulation 反常
workforce diversity 劳动力多元化
performance 绩效
commitment 承诺
technological advance 技术进步
corporate strategy 公司战略
competitive advantage 竞争优势
differentiation 差异化

1.1 What Is Human Resource Management?

Human Resource Management(HRM) refers to the practices and policies one needs to carry out about the “people” or human resource aspects of a management position, including recruiting, screening, training, rewarding and appraising.



Discussion

Why is HRM important to all managers?

Why is HRM important to all managers? Perhaps it's easier to answer this question by listing some of the personnel mistakes you don't want to make while managing. For instance, you don't want to:

- hire the wrong staff for the job;
- find your staff not doing their best;

- experience high staff turnover;
- waste time with useless interviews;
- commit any unfair labor practices;
- have some of your employees think their salaries are unfair and inequitable relative to others in the organization;
- allow a lack of training to undermine your department's effectiveness.

In most cases, managers are successful because they have hired the right people for the right jobs and have motivated, appraised, and developed them.

1.2 HRM Functions

The Human Resource Management (HRM) function includes a variety of activities, and the key among them is deciding what staffing needs you have and whether to use independent contractors or hire employees to fill these needs, recruiting and training the best employees, ensuring they are high performers, dealing with performance issues, and ensuring your personnel and management practices conform to various regulations. Activities also include managing your approach to employee benefits and compensation, employee records and personnel policies.

HR manager usually carries out three distinct functions:

- A line function. The HR manager performs a line function by directing the activities of the staff in his or her own department and in service areas.
- A coordinative function. HR managers also work as coordinators of personnel activities, a duty often referred to as functional control. Here the HR manager and department act as “the right arm” of the top executive to assure him or her that HR objectives, policies, and procedures that have been approved and adopted are being consistently carried out by line managers.
- Service functions. HR assists line managers in the hiring, training, evaluating, rewarding, counseling, promoting, and firing of employees. It also administers various benefit programs. HR must take responsibility for clearly defining how management should be treating employees and representing the interests of employees within the framework of its primary obligation to senior management.

1.3 The Changing Environment of HRM

1.3.1 Globalization

Globalization refers to the tendency of companies to extend their sales or manufacturing



to new markets abroad. Globalization has substantially increased global competition. It has made human resource issues more complicated, such as identify capable expatriate managers who live and work overseas; design training programs and development opportunities to enhance the managers' understanding of foreign cultures and work practices; and adjust compensation plans to ensure that pay schemes are fair and equitable across individuals in different regions with different costs of living.

1.3.2 Deregulation

With China's accession to WTO, most industries must now compete nationally and internationally without the protection of government regulated prices and entry tariffs. One consequence has been the sudden and dramatic opening of various markets to competition from abroad. Companies must be better, faster, and more competitive. They are also required to get and stay "lean and mean".

1.3.3 Technological Developments

Technology has been forcing—and enabling—companies to become more competitive. The most central use of technology in HRM is an organization's Human Resource Information System (HRIS). An HRIS provides current and accurate data for purposes of control and decision-making; in this sense it moves beyond simply storing and retrieving information to include broader applications such as producing reports, forecasting HR needs, strategic planning, career and promotion planning, and evaluating HR policies and practices.

1.3.4 Trends in the Nature of Work

Globalization, deregulation and technology are changing the nature of jobs and work. For instance, there has been a gradual shift from manufacturing jobs to service jobs. The service jobs will require new types of "knowledge" workers, new HR management methods to manage them and a new focus on human capital. Human capital refers to the knowledge, education, training, skills, and expertise of a firm's workers', and it's more important than it has ever been before. New HR systems and skills will be required to select, train, and motivate such employees and to win their commitment.

1.3.5 Workforce Diversity

Workforce diversity is another major work-related trend. Specifically, the workforce is becoming more diverse as women, migrant workers, and older workers flood the workforce. Increased diversity will provide many challenges for HR management. To accommodate the

shift in demographics, many organizations have to increase their efforts to recruit and train a more diverse workforce.

1.4 The Changing Role of HRM

The role of HRM has been changing to help companies achieve structural and cultural changes. So far, HR has gone through several changes.

In the early 1900s personnel department first took over hiring and firing from supervisors, ran the payroll department, and administered benefit plans. The job consisted largely of ensuring that procedures were followed. As technology in such areas as testing and interviewing began to emerge, the personnel department began to play an expanded role in employee selection, training and promotion.

In the 1930s the emergence of union legislation led to a second phase in personnel management and a new emphasis on protecting the firm in its interaction with unions.

The discrimination legislation of the 1960s and 1970s triggered a third phase. Because of the large penalties that lawsuits could bring to a company, effective personnel practices became more important. In this phase, personnel continued to provide expertise in areas like recruitment, screening, and training, albeit in a more expanded role.

Today, personnel is speeding through a fourth phase, and its role is shifting from protector and screener to strategic partner and change agent. This reflects a fact of corporate life today: in today's flattened, downsized, and high-performing organizations, highly trained and committed employees—not machines—are often the firm's competitive key.

1.4.1 HR and Employee Commitment

The employee commitment—an employee's identification with and agreement to pursue the company's or the unit's mission—is essential when so many jobs involve high-tech work and teamwork. HR can be crucial here. For instance, two-way communications foster commitment, and companies like Toyota have installed HR programs that guarantee two-way communications and fair treatment of all employees' grievances and disciplinary concerns. High-commitment companies also tend to engage in employee development practices, which aim to ensure that employees can use all their skills and gifts at work. HR is also crucial



here, for instance, in establishing career-oriented performance appraisal procedures and effective training and development practices.

1.4.2 HR and Performance

HR can improve employees' performance in many ways. The HR department generally plays the central role in planning and implementing corporate downsizing, and taking steps to maintain the morale of the remaining employees. HR also helps employees adapt to the increased pressures in their downsized departments by helping them learn to prioritize tasks and reduce job stress. In making companies better and more competitive, HR can also help make companies faster — more responsive to product and technological innovations, and competitors' moves. For example, downsizing, flattening the pyramid, empowering employees, and organizing around teams — all HR jobs — are aimed at improving communications and making it easier for decisions to be made, so the company can respond more quickly to its customers' needs and its competitors' challenges. At Levi Strauss, for instance, HR helped create the firm's new team-based alternative manufacturing system. This system ties employees' compensation incentives to team goals and, along with Levi's new flexible-hours program, helps inject more flexibility into the firm's production process.

1.4.3 HR and Corporate Strategy

The most striking change in HR's role today is its growing involvement in developing and implementing the company's strategy. Today strategies increasingly depend on strengthening organizational competitiveness and on building committed work teams, and these put HR in a central role. We've seen that in a fast-changing, globally competitive and quality-oriented industrial environment, it's often the firm's employees—its human resources—who provide the competitive key. It is thus now increasingly common to involve HR in the earliest stages of developing and implementing the firm's strategic plan, rather than to let HR react to it.

1.4.4 HR as a Competitive Advantage

In today's competitive global marketplace, maintaining a competitive advantage puts a premium on having a committed and competent workforce. Low-cost, high-quality cars like Toyotas and Saturns aren't just a product of sophisticated automated machines. Instead they're a result of committed employees all working hard to produce the best cars that they can at the lowest possible cost.