



“十二五”职业教育国家规划教材

# International Business English

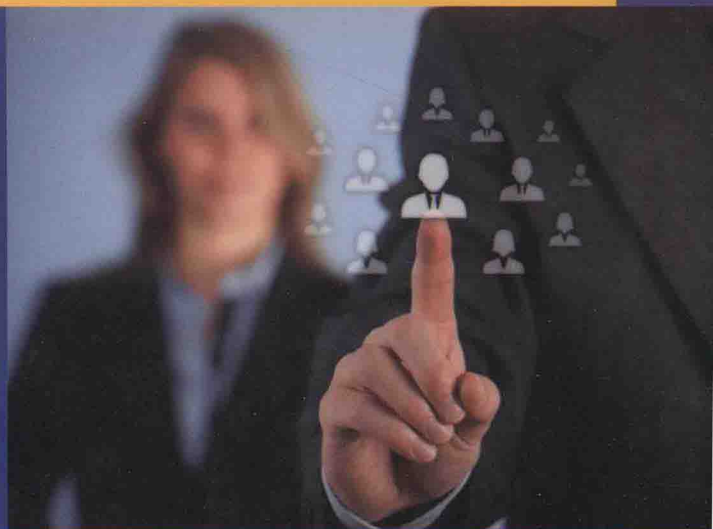
2nd Edition

## 国际商务英语 (第二版)

总主编 徐小贞

副总主编 程达军

主 编 徐新辉 彭朝林



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# 前言

自从加入WTO以来,中国在世界经济舞台上扮演着越来越重要的角色。继2011年成为全球第二大经济体,目前中国已经成为全球第一大贸易国,全球第一大吸引外资国,全球第二大对外投资国。进出口贸易、吸引投资、对外投资都需要大量既懂得国际商务又精通英语的复合型人才。复合型人才要通过双语教育培养,而双语教材是开展双语教育的基础。

广东省教育厅与英国文化委员会合作的“新世纪广东省高等教育教学改革工作项目”,是国家示范性专业建设的一项重要改革与探索。《国际商务英语》系列教材是该改革工作项目中的重要成果,也是普通高等教育“十一五”国家级规划教材。本教材的面世填补了国内高职院校开展国际商务双语教学本土化、系统化、英语版教材的空白。

此次修订,编者在吸纳各高职院校使用教材反馈和意见的基础上,在课时缩减的大背景下,对教材进行了内容更新、篇幅精简、修订完善。第二版教材入选了“十二五”职业教育国家规划教材。

《商务人力资源管理》的编写旨在通过在英语环境中进行国际商务人力资源的知识学习和技能操练,实现学生知识、能力、语言的有机融合,为他们今后从事国际商务人力资源管理活动打下良好基础。

本教材独辟蹊径,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,兼具国际视野,又有中国特色,具体表现在以下4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. 评估体系多元化:本教材实行科学的教学评估体系,教材配备操作性强、评估标准明确的《教学评估手册》,要求教学双方多元化评估内容、形式、方法、主体、实施。多元化评估有利于客观地评价学生的职业能力,促进他们持续地学习,培养学生良好的自学能力和自我评价能力。
3. 核心技能渗透化:本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。在活动和评估中,学生的专业技能、沟通技能、信息交流技能、团队合作技能、解决问题的技能都能得到发展。
4. 教学设计互动化:本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”。教材体例按照教学流程设计,中间穿插各种活动、任务和案例分析等。每个单元提供教学目标,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。

本教材既可作为商务英语专业的专业教材,也可以作为大商务类专业的双语教材。在编写本教材的过程中,编者就国际商务人力资源管理理论与实践进行了实地调研,参考了大量的大商务类教材、论著和网站。

本教材不仅提供了《教学评估手册》,还提供了教学用PPT和人力资源专业术语小词典供使用者下载使用。

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xuxinhui@szpt.edu.cn或pzl@szpt.edu.cn。

编 者

2017年12月

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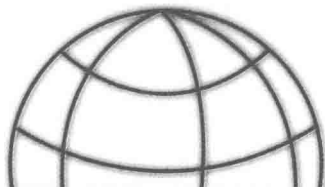
Assessment Guidance



A Mini-dictionary of Human Resources Management







# Unit 1

## **I**ntroduction to **Human Resources** **Management**

### **Learning Objectives**

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

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

### **Unit Outline**

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



## Opening Case

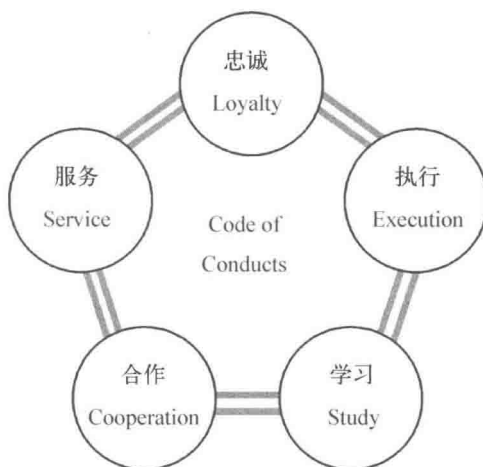
Tasly was founded in Tianjin in May 1994. Through decades of development with great health industry as guideline and pharmaceutical industry as its center, Tasly has become a hi-tech group whose scope of business includes modern traditional Chinese medicine(TCM), chemical medicine, biological medicine, healthcare products, functional food, covering the fields of research and development, planting, manufacturing and distribution. Tasly adopts a systematic method of management and development of human resources (HR) through the method of selection, encouragement and training. The development of talented working staff is guided by career planning, boosted by multi-faceted training, promoted by position shifting, encouraged by promotion, supported by business platform, and guaranteed by good welfare and competitive salary.

By this successful management, employees are capable of assuming professional and supervisory roles in their departments and expected to move on a faster tract in career advancement.

There are many ways for the employees to get promoted. All positions can be divided into four major areas: management, professional skills, marketing and operational skills. This enables the employees to choose a suitable path for himself/herself, thus creating a win-win situation for both the enterprise and the individual and focusing one's personal ambition on the enterprise development, finally realizing the optimization of Tasly's HR.

1. Take interdisciplinary talents as the creative force.
  - Emphasize both academic qualification and practical ability
  - Promote the excellent employees based on ability
  - Reward employees based on performance
2. Seek common profits and sharing profits.
  - Stick to the principle of hiring talented people disregard of nationality
  - Build up an enterprise that is open to the whole world with flexible structure and management
  - Salary and welfare based on performance and ability via the mechanism of share holding, allocation, and encouragement
3. Talented people as the foundation of the enterprise.
  - Adhere to the target of "ever-lasting enterprise, ever-improving talented people"
  - Make the best use of talented people and provide platform for career development of the employees
  - Offer enough space for the working staff to show their potentials and specific training towards staff of every level: leadership training for high-level managers, executive ability training for middle level employees, and professional skills training for primary level workers
4. Common development of the working staff along with Tasly.
  - Advocate healthy habits and positive attitude towards life and career
  - Invest on improving the working environment of the employees

- Promote communication between employees and the enterprise, activities like Labor Union symposium, travels of “seeking roots”, etc. are organized from time to time
  - Allow employees to hold Tasly’s stock, so that they will share the profits from the enterprise
5. Code of conducts: service, loyalty, execution, cooperation and study.
- Service — serve both the customers and the market with good credit
  - Loyalty — be faithful to the enterprise and professional to his/her position
  - Execution — be determined in carrying out the principles of the enterprise
  - Cooperation — active cooperation with honest attitude
  - Study — keep constant learning to promote oneself with the time



### Questions

1. Please log onto [www.tasly.com](http://www.tasly.com) to get further updated information about Tasly's HRM.
2. Make a critical analysis of Tasly's HRM in terms of its selection, training, career planning, performance appraisal, rewarding and promotion.

## Key Words and Expressions

HRM (Human Resources Management) 人力  
资源管理

globalization 全球化

deregulation (在商贸领域) 解除管制

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 Significance of HRM

HRM refers to the practices and policies one needs to carry out about the “people” or human resources 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 Functions of HRM

The 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.

The 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 resources 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 the 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 Resources 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 HRM. 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 HR

The role of HR 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.

#### Discussion

What is meant by strategic HRM and what exactly is HR's role in the strategic planning process?

## 1.5 Strategic HRM

The fact that employees today can be a competitive advantage has led to the growth of a new

field known as strategic HRM. Strategic HRM has been defined as “the linking of HRM with strategic goals and objectives in order to improve business performance and develop organizational cultures that foster innovation and flexibility.” Strategic HRM means accepting the HRM function as a strategic partner in both the formulation of the company’s strategies, as well as in the implementation of those strategies through HR activities such as recruiting, selecting, training, and rewarding personnel.

### **1.5.1 HR’s Role as a Strategic Partner**

HRM is an equal partner in the strategic planning process. HRM’s role is not just to tailor its activities to the demands of business strategy, nor, certainly, just to carry out operational day-to-day tasks like ensuring that employees are paid. Instead, the need to forge a company’s workforce into a competitive advantage means that human resources management must be an equal partner in both the formulation and the implementation of the company’s organization-wide competitive strategies.

### **1.5.2 HR’s Role in Formulating Strategy**

Formulating a company’s overall strategic plan requires identifying, analyzing, and balancing two sets of forces — the company’s external opportunities and threats on the one hand, and its internal strengths and weaknesses on the other. HRM can play a role in what strategic planners call environmental scanning, identifying and analyzing external opportunities and threats that may be crucial to the company’s success. HRM can also supply competitive intelligence that may be useful as the company formulates its strategic plans. Details regarding new incentive plans being used by competitors, opinion survey data from employees that provide information about customer complaints, and information about pending legislation like laws or mandatory health insurance are some examples. HR also participates in the strategy formulation process by supplying information regarding the company’s internal strengths and weaknesses.

### **1.5.3 HR’s Role in Executing Strategy**

Strategy execution has traditionally been the “bread and butter” of HR’s strategy role. For example, Federal Express’s competitive strategy is to differentiate itself from its competitors by offering superior customer service and guaranteed on-time deliveries. It’s FedEx’s workforce who necessarily provide FedEx with a crucial competitive advantage by creating a highly committed, competent, and customer-oriented workforce. HRM supports strategic implementation in other ways. For instance, HR is involved in the execution of most companies’ downsizing and restructuring strategies, through out-placing employees, instituting pay-for-performance plans, reducing health care costs, and retraining employees.



## 1.6 Competencies of Human Resources Manager

Human resources manager will need to acquire a complementary set of competencies as follows.

1) Business mastery. HR professionals need to know the business of their organization thoroughly. This requires an understanding of its economic and financial capabilities so that they can “join the team” of business managers. It also requires that HR professionals develop skills at external relations focused on their customers.

2) HR mastery. HR professionals are the organization’s behavioral science experts. In areas such as staffing, development, appraisal, rewards, team building and communication, HR professionals should develop competencies that keep them abreast of changes.

3) Change mastery. HR professionals have to be able to manage change processes so that HR activities are effectively merged with the business needs of the organization. This involves interpersonal and problem-solving skills, as well as innovativeness and creativity.

4) Personal credibility. HR professionals must establish personal credibility in the eyes of their internal and external customers. Credibility and trust are earned by developing personal relationships with customers, by demonstrating the values of the firm, by standing up for one’s own beliefs, and by being fair-minded in dealing with others.

The ability to integrate business, HR, and change competencies is essential. By helping their organizations build a sustained competitive advantage and by learning to manage many activities well, HR professionals are becoming full business partners.



### Closing Case Study

Sands Corporation is a medium-sized company located in the Midwest America. It manufactures specialized computer equipment used in cars, serving as a subcontractor to several automobile manufacturers as well as to the military. Federal contracts are an important part of Sands, total sales. In 1965 the firm had 130 employees. At that time, the personnel department had a full-time director and a part-time clerk. The department was responsible for maintaining files, placing recruitment ads in the newspaper at management’s request, processing employment applications and payroll, answering phones, and handling other routine administrative tasks. Managers and supervisors were responsible for most personnel matters, including whom to hire, whom to promote, whom to fire, and whom to train.

Today Sands employs 700 people. Personnel, now called the Human Resources department, has a full-time director with a master’s degree in industrial relations, three specialists, and four personnel assistants. Sands’ top management believes that a strong HR department with a highly qualified staff can do a better job of handling most personnel matters than line supervisors can. It is also convinced that a good HR department can keep line managers from inadvertently creating costly legal problems. One of Sands’ competitors recently lost a \$5 million sex discrimination suit, which