

人力资源管理 专业英语

*Professional English for
Human Resource Management*

南京大学 张子源 编著



机械工业出版社
China Machine Press

人力资源管理 专业英语

*Professional English for
Human Resource Management*

南京大学 张子源 编著



机械工业出版社
China Machine Press

本书从人力资源管理概述、工作分析与工作设计、人力资源规划、招聘、甄选与配置、培训与开发、绩效管理与评估、薪酬策略与实践、激励与福利、全球人力资源管理等十个方面,全面阐述了人力资源管理的核心内容,在框架结构、内在逻辑、篇章布局、内容释义上都更贴近读者阅读专业英语的需要。每章包括正文、核心词汇、知识扩展三个部分,个别章节还提供了相关的专业网址。

本书适合于人力资源相关专业的高年级本科生、研究生及 MBA 学生,对商务英语相关专业的学生,也是一本很好的参考教材。

版权所有,侵权必究

本书法律顾问 北京市展达律师事务所

图书在版编目(CIP)数据

人力资源管理专业英语 / 张子源编著. —北京:机械工业出版社, 2007.7
(致用·专业英语系列教材)

ISBN 978-7-111-21791-6

I. 人… II. 张… III. 劳动力资源—资源管理—英语—教材 IV. H31

中国版本图书馆 CIP 数据核字 (2007) 第 095779 号

机械工业出版社 (北京市西城区百万庄大街 22 号 邮政编码 100037)

责任编辑:李欣玮 版式设计:刘永青

三河市明辉印装有限公司印刷·新华书店北京发行所发行

2007 年 7 月第 1 版第 1 次印刷

186mm×240mm·8.75 印张

定价:25.00 元

凡购本书,如有缺页、倒页、脱页,由本社发行部调换

本社购书热线:(010) 68326294

投稿热线:(010) 88379007



HUMAN RESOURCE MANAGEMENT ENGLISH

推荐序

管理学大师彼得·德鲁克提出“人力资源”一词距今已逾半个世纪，经过这几十年的发展，人力资源作为经济社会发展重要而稀缺的资源这一理念已经得到了普遍的认同，也已经被一些国家，尤其是西方市场经济发达国家的发展经验所证实。现在，人力资源管理已经成为组织管理的核心内容，人力资源管理部门的职能正在由传统的人事行政管理转变为战略性人力资源管理，成为组织发展战略的参谋部、执行部和支持部，人力资源管理已经成为组织竞争优势的重要源泉。

20 世纪 90 年代以来，科学技术、经济社会、政治文化变革的广泛性、快速性和不确定性等特征日益明显，这些变化给人力资源管理带来了新的问题，需要人们重新思考并加以研究。在新形势下，人力资源管理有待深入研究的问题包括：第一，人力资源是一种资源，是一种最重要的资源，所有管理者都应该关注如何使这种资源获得增值；第二，人力资源管理是一种理念，组织管理的主要工作就是如何教育、贯彻和落实这一理念；第三，人力资源管理是一项策略，人力资源部门从事什么活动、制定什么政策，本身并不太重要，重要的是这些活动、政策会给组织带来怎样的效应，是否能产生与组织目标相一致的结果；第四，人力资源管理也是一个目标，在组织日常生产经营活动中体现为“以人为本”，人的一切活动归根到底是为了生存和发展，所以组织的生存和发展是为了人，组织生存和发展要依靠人，人力资源管理就是要帮助组织实现进步，从而推动人的进步。总之，人力资源管理不管是资源、理念、策略还是目标，实际上都需要我们通过人力资源管理职能的不断变革，来激发、保持和提升组织的竞争力。

“文章合为时而著。”在经济全球化的今天，了解和掌握西方先进的人力资源管理方法和思想，显然是十分必要的，这既是组织管理创新的要求，也是加强我国工商管理教育的需要。目前，国内高校有关人力资源管理的相关汉语教材不少，但适合中国学生使用的人力资源管理专

业英语教材还十分缺乏，因此，编写这样一本教材是很及时的。本教材的编著者张子源先生是南京大学一位优秀的青年英语教师，现正跟随我攻读人力资源管理方向的博士学位。我相信，凭借他扎实的英文功底和良好的知识结构，这本教材出版后一定会受到读者的欢迎！

彼得·德鲁克曾经说管理是使命，管理的成功就是管理人的成功，每种失败就是管理人的失败，是人在管理而非事在管理，因为管理人的思想风格等决定管理的成败。我相信，该教材的出版可以对我国人力资源管理教学和研究起到积极的作用，也希望越来越多的人关注人力资源管理问题，推动我国人力资源管理理论和实践向更深层次发展。

赵曙明 博士

南京大学商学院院长、教授、博导

2007年3月28日

于美国克莱蒙特研究生大学

彼得·德鲁克管理学院



HUMAN RESOURCE MANAGEMENT ENGLISH

前言

“人力资源”这一概念最早是由管理大师彼得·德鲁克 (Peter Drucker) 于 1954 年在其著作《管理的实践》一书中系统阐述的, 它强调“人力是一种资源而不是成本”这样的理念。“人力”在《辞海》中的解释为“人的能力”, 具体来讲, 是人类所具有的体力和脑力的总和, 即人的体力、智力和技能等。资源, 即资财之源。马克思主义认为: 人力资源是所有资源中最宝贵的资源, 人是生产力诸要素中最积极、最活跃的因素, 组织的各项生产活动和管理工作都是靠人去完成的。因此, 如何对这一资源进行有效的管理、利用和开发, 使其为组织目标的实现做出最大的贡献, 已经成为人们共同关注的问题, 也因此诞生了“人力资源管理”这门学科。简单而言, 人力资源管理就是预测组织的人力资源需求、制定人力需求规划、招聘并选择人员、对人员进行培训和开发、考核绩效、支付报酬并进行有效激励, 以实现最优组织绩效的全过程, 是“以人为本”的思想在组织中的具体运用。

人力资源管理在西方已经成为一门非常成熟的管理学科, 有自己专门的术语和方法, 为了帮助中国读者更直接、更准确地把握人力资源管理的核心内容, 我们觉得很有必要编写一本适合中国读者阅读的人力资源管理专业英语教材。具体原因有三: 首先, 在全球化的今天, 掌握专业英语对于学术交流和商务沟通必不可少; 其次, 调查表明, 由中国人编著的适合中国读者阅读的人力资源管理专业英语教材目前并不太多; 最后, 国内许多高校开设的“双语教学”多数选用引进的英文原版教材, 其内容之繁杂往往使中国学生望而却步, 无心品读。

本教材在编写过程中, 不但参考了最权威的英文教材, 同时也参考了最优秀的中文教材, 使本书在框架结构、内在逻辑、篇章布局、内容释义上都更贴近读者阅读专业英语的需要。本教材共分 10 章, 基本涵盖了人力资源管理的核心内容。每章包括正文、核心词汇、知识扩展三个部分, 个别章节还提供了相关的专业网址。通过学习本书, 读者不但能掌握基本的专业英语

术语,而且对该专业的知识体系能有系统的了解,并为今后在英语语境下阅读和交流打下良好的基础。

感谢本教材的策划编辑夏伟先生,他为本书提出了诸多宝贵的建议和意见!

感谢南京大学商学院图书馆为本教材的编写提供优秀的中、英文专业教材作为参考!

感谢本人所执教的南京大学大学外语部的领导和同事对我的支持和鼓励!

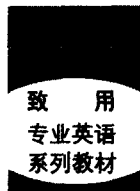
特别要感谢我的博士生导师、著名人力资源管理专家、南京大学商学院院长赵曙明教授,他在我读书期间给予了无私的教诲和指导,并使我有幸参加了由他主持的教育部和国家自然科学基金资助的几个有关人力资源管理的科研项目,从中获益良多。

本教材援引了英文原版教材的许多内容,在此谨表谢忱!书中如有不当之处,敬请读者指正!

张子源

2007 年 3 月

于南京大学



HUMAN RESOURCE MANAGEMENT ENGLISH

致 谢

人力资源管理学科自诞生以来,涌现出许多著名学者和经典著作。为了更加完整和准确地构建专业结构、阐述专业知识,本教材的编写选取了前人大量的研究成果,特别是一些国外原版教材的精华内容。相关资料来源主要有:

1. 罗伯特·马西斯,约翰·杰克逊. 人力资源管理[M]. 第10版. 北京:北京大学出版社, 2004.
2. 约翰·伊万切维奇. 人力资源管理[M]. 第8版. 北京:机械工业出版社, 2002.
3. 加里·德勒斯. 人力资源管理[M]. 第8版. 北京:清华大学出版社, 2005.
4. <http://www.shrm.org>.
5. <http://www.hrmguide.net>.
6. http://en.wikipedia.org/wiki/Human_resource_management.

其中,特别要感谢美国学者罗伯特·马西斯和约翰·杰克逊所著的《人力资源管理》(第10版),本书各章的部分内容即源于此书,引用的目的在于更好地让读者学习相关专业理论,掌握专业知识。在此对以上作者、出版社及相关网站表示衷心的感谢!

推荐序

前 言

致 谢

**Chapter 1 An Overview of Human Resource Management 人力资源管理
概述**

名人名言 Wisdom	1
概览 Overview	1
正文 Text	2
1.1 What is Human Resource Management?	2
1.2 Why Is Good HRM Important?	3
1.3 What Are the Typical HRM Practices and Activities?	4
1.4 The Changing Role of HRM	5
1.5 The Changing Environment of HRM	6
1.6 How Does HRM Relate to Other Management Tasks?	8
1.7 HRM as Strategic Contributor in Organizations	8
核心词汇 Core Words and Expressions	9
知识扩展 More Knowledge	10
相关网址 Useful Websites	12

Chapter 2 Job Analysis and Job Design 工作分析与工作设计

名人名言 Wisdom	13
-------------------	----

概览 Overview	13
正文 Text	14
2.1 The Nature of Job Analysis	14
2.2 The Nature of Job Design	20
核心词汇 Core Words and Expressions	22
知识扩展 More Knowledge	22
相关网址 Useful Websites	24

Chapter 3 Human Resource Planning 人力资源规划

名人名言 Wisdom	25
概览 Overview	25
正文 Text	26
3.1 HR Planning Process	26
3.2 Scanning the External Environment	26
3.3 Internal Assessment of the Organizational Workforce	27
3.4 Forecasting HR Supply and Demand	28
3.5 Managing Human Resource Surplus or Shortage	33
3.6 Human Resource Information Systems (HRIS)	34
核心词汇 Core Words and Expressions	35
知识扩展 More Knowledge	36

Chapter 4 Recruitment 招聘

名人名言 Wisdom	37
概览 Overview	37
正文 Text	38
4.1 Labor Markets Components	38
4.2 Recruiting Source Choices: Internal vs. External	39
4.3 Internal Recruiting	40

4.4 External Recruiting	42
4.5 Internet Recruiting (E-Recruiting)	45
核心词汇 Core Words and Expressions	47
知识扩展 More Knowledge	47

Chapter 5 Selection and Placement 甄选与配置

名人名言 Wisdom	49
概览 Overview	49
正文 Text	50
5.1 The Selection Process	50
5.2 Selection Testing	52
5.3 Selection Interviewing	54
5.4 Placement	58
核心词汇 Core Words and Expressions	60
知识扩展 More Knowledge	60

Chapter 6 Training and Development 培训与开发

名人名言 Wisdom	63
概览 Overview	63
正文 Text	64
6.1 Strategic Training	64
6.2 The Training Process	64
6.3 Developing Human Resources	71
核心词汇 Core Words and Expressions	73
知识扩展 More Knowledge	73

Chapter 7 Performance Management and Appraisal 绩效管理与评估

名人名言 Wisdom	75
-------------------	----

概览 Overview	75
正文 Text	76
7.1 Identifying and Measuring Employee Performance	76
7.2 Appraising Employee Performance	77
7.3 Methods for Appraising Performance	80
7.4 Appraisal Feedback	85
核心词汇 Core Words and Expressions	85
知识扩展 More Knowledge	86

Chapter 8 Compensation Strategies and Practices 薪酬策略与实践

名人名言 Wisdom	87
概览 Overview	87
正文 Text	88
8.1 Types of Compensation	88
8.2 Perceptions of Compensation Fairness	89
8.3 Development of a Base Pay System	91
核心词汇 Core Words and Expressions	97
知识扩展 More Knowledge	97

Chapter 9 Incentives and Benefits 激励与福利

名人名言 Wisdom	99
概览 Overview	99
正文 Text	100
9.1 Types of Incentives	100
9.2 Employees Benefits	105
核心词汇 Core Words and Expressions	107
知识扩展 More Knowledge	108

Chapter 10 Global Human Resource Management 全球人力资源管理

名人名言 Wisdom	111
概览 Overview	111
正文 Text	112
10.1 Factors Affecting GHRM	112
10.2 Staffing Global Assignments	114
10.3 Global Assignment Management	116
核心词汇 Core Words and Expressions	120
知识扩展 More Knowledge	121
术语表	123
参考文献	128

An Overview of Human Resource Management

人力资源管理概述



名人名言

Wisdom

"Treat people like assets and they'll create wealth."

——Marilyn Lustgarten, SPHR



概 览

Overview

Most employers and managers would say that people are the most valuable assets of their organizations. The success of organizations depends on productive and effective people. People with the right knowledge, skills and abilities, and people who give their best are critical for an organization to be effective in fulfilling its mission and achieving its strategic and operational goals.

正文 Text

1.1 What is Human Resource Management?

Human resources (HR) have at least two meanings depending on context. The original usage derives from political economy and economics, where it is traditionally called labor, one of the three factors of production. The more common usage within corporations and businesses refers to the individuals within them. Compared with physical resources and financial resources, human resources have become more critical to organizational success, and many organizations have realized that it is the *people* in an organization that can provide a competitive advantage. If these human resources are neglected or mismanaged, the organization is unlikely to do well and, in fact, may fail. From a positive standpoint, it is people — human resources — that create organizations and make them survive and prosper. It is their efforts, talents and skills in using other resources, such as knowledge, materials and energy, that result in the creation of useful products and services.

More effective management of human resources is increasingly and positively affecting the performance in organizations, both large and small. **Human Resource Management (HRM)** is a term referring to the philosophy, policies, procedures and practices related to the management of people within an organization. It is a specialty within the broader field of management that focuses on managing employees or paid staff well. It is a framework of activities and practices that supports and develops a motivated workforce while at the same time complying with legislation and regulations that govern the employer/employee relationships. As a few prominent scholars in this field point out:

“Human resources management refers to the management of people in an organization.”

– *Human Resources Management in Canada* by Dessler et al

“Human resources management deals with the design of formal systems in an organization to ensure the effective and efficient use of human talent to accomplish organizational goals.”

– *Human Resources Management* by Mathis and Jackson

“Human resources management is a set of interrelated policies, practices and programs whose goal is to attract, socialize, motivate, maintain, and retain an organization's employees.”

– *Human Resources Management* by Belcourt et al

The basic aspects of HRM are about “people activities”: attracting talented people into the organization; choosing the most qualified candidates from among the applicants; orienting and training new employees; retraining experienced employees; motivating all employees and evaluating their performance; rewarding and compensating everyone on the staff; sometimes disciplining, discharging, transferring, or promoting someone.

1.2 Why Is Good HRM Important?

Never has HRM been so important as today. Good human resource management directly contributes to the organizational effectiveness.

From high rates of turnover to unresolved conflicts among staff members, poorly managed staff can be very costly to an organization in terms of both productivity and actual dollars. Conversely, we intuitively know that competent employees who are happy with their work and their workplace are more productive and can make greater contributions to organizations and people they serve, and are likely to stay with their organization longer (research supports this).

The purpose of good human resource management is to:

- Create meaningful jobs that link to the organization’s mission.
- Maintain the right mix of people with their knowledge, skills, and abilities to accomplish the work of the organization.
- Provide a structure that helps employees be effective in their work.
- Provide fair and consistent treatment to employees.
- Provide staff with persistent feedback about their performance.
- Nurture an organizational culture that supports and motivates staff.
- Create a positive work environment.
- Help retain effective staff members.
- Help staff and the organization manage to change.

It is critical for organizations to understand that their success depends on their ability to attract and keep talented employees. And it must be realized that HRM is important to all managers in any organization, since they all get involved in activities like recruiting, interviewing, selecting and training. In the 21st century, the way people are managed is the most important determinant of organizational success.

1.3 What Are the Typical HRM Practices and Activities?

A brief description of the typical practices and activities in HRM will help you be familiar with the scope and challenges of this field. The various chapters of the book will describe these practices in more details. Such practices and their main activities are summarized in Table 1-1.

Table 1-1 Fundamental practices and main activities in HRM

HRM practice	HRM activity
Staffing <i>Meeting your staff requirements</i>	Job Analysis Job Design Job Descriptions Recruitment Selection Orientation
Training and Development <i>Developing effective staff</i>	Training Employee Development
Compensation and Benefits <i>Establishing fair compensation</i>	Job Evaluation Compensation Plan Benefits Retirement Plans
People Management <i>Building effective employer/employee relationships</i>	Work Plans Supervision Performance Management Recognition Conflict resolution Discipline Termination Day-to-Day HR Administration
Workplace Management <i>Creating a good place to work</i>	Work-life Balance Health and Safety Diversity