

# 人力资源管理英语

English for  
Human Resource Management

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南开大学出版社

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## 前 言

在过去的十几年中,人力资源管理正在逐渐代替企业中传统的人事管理,进而逐渐发展成为企业管理领域的热点问题。鉴于各企业对于人力资源管理人才的需求,各个高校也于上世纪九十年代相继开设了人力资源管理专业。人力资源管理在中国尚属于新兴学科,无论是理论还是实践都暂时落后于英美等国家,所以目前高校中所用理论专著尚以英美原版教材为主。由于这门学科中专用术语繁多,管理思想精妙缜密,中国读者在初涉此领域的原版教材时,不免深感艰涩难懂,举步维艰,常常因语言障碍而却步。正是为了解决这个问题,我们编写了这本《人力资源管理英语》,旨在为中国读者搭起一座桥梁,为中国学生阅读英文原著和外企管理者的实践提供帮助。本书主要有以下特点:

1. 对人力资源管理的主要理论进行系统介绍和阐述。涉及内容广而全,使读者可以对人力资源管理这一学科有一个清晰的认识和全面的了解。第1章介绍人力资源管理的定义及其主要职能;第2、3章则从变化的角度阐述人力资源管理环境的变化以及战略人力资源管理;第4至13章系统介绍人力资源管理的具体内容,包括工作分析、人员招聘、雇员培训、人员甄选与分配、雇员职业生涯发展、绩效管理、薪酬制度等;第14、15章介绍工会与劳工法以及雇员集体谈判,为读者提供关于人力资源管理所处法律环境的知识;第16章介绍如何应对员工申诉以及如何奖惩;第17章介绍员工健康及安全方面的知识。

2. 注重专业词汇的介绍,帮助读者排除语言障碍。本书所有章节后均包括中英对照的词汇表以及中文注释,书后增设英汉对照词汇表,目的是帮助中国读者熟悉人力资源管理的相关术语,理解相对较

为艰涩的专业概念，从而帮助读者从容应对原版教材。

3. 增加案例，强调理论的实用性。每一章后有与课文内容相对应的案例，对课文中所涉及的理论从实践角度进行进一步地阐述，以体现本书的实用性，也可用于教师课后讨论所用。

本书适用于各高校管理、国际商务等专业的师生使用，也可满足三资企业管理层和商务人士自学的需要。如对本教材的使用需要寻求帮助或者提供建议，或者使用本书的教师需要参考中文，请发电子邮件至 [fgaojy@126.com](mailto:fgaojy@126.com)，直接与作者联系。

感谢天津外国语大学美籍专家 Lee Seetoo，他审阅了全书的英文部分。另外，感谢南开大学出版社王乃合先生对本书出版的大力支持。由于编著时间有限，书中难免存在着错误与不足，请广大读者指正。

高嘉勇

于南开大学西区 B 座

2007 年 6 月

## Contents

Unit 1 HR Foundations .....	1
Unit 2 The Changing HRM Environment .....	23
Unit 3 Strategic HRM .....	50
Unit 4 Job Design and Analysis .....	78
Unit 5 Recruitment .....	92
Unit 6 Selection and Placement .....	107
Unit 7 Training .....	124
Unit 8 Career Development .....	146
Unit 9 Performance Management .....	165
Unit 10 Compensation .....	183
Unit 11 Basic Pay .....	199
Unit 12 Incentive Pay .....	219
Unit 13 Benefits .....	238
Unit 14 Union Structure and Labor Law .....	252
Unit 15 Unionization Process and Collective Bargaining .....	266
Unit 16 Discipline and Grievances .....	286
Unit 17 Employee Safety and Health .....	303
Appendix I Sample Questionnaire 1 on Compensation	
Policy and Wage Survey .....	333
Appendix II Sample Questionnaire 2 on Compensation	
Policy and Wage Survey .....	334
Appendix III NLRB Form 501: Filing an Unfair Labor	
Practice Charge .....	337
Appendix IV Glossary .....	339



# 目录

第一章 人力资源管理概述.....	1
第二章 不断变化的人力资源管理环境.....	23
第三章 战略人力资源管理.....	50
第四章 职务设计与分析.....	78
第五章 员工招聘.....	92
第六章 甄选与配置.....	107
第七章 员工培训.....	124
第八章 职业发展.....	146
第九章 绩效管理.....	165
第十章 薪酬.....	183
第十一章 基本工资.....	199
第十二章 激励工资.....	219
第十三章 福利.....	238
第十四章 工会结构与劳工法.....	252
第十五章 工会化过程与集体谈判.....	266
第十六章 惩罚与申诉.....	286
第十七章 员工安全与健康.....	303
附录 I 薪酬政策与工资调查问卷 (1).....	333
附录 II 薪酬政策与工资调查问卷 (2).....	334
附录 III “不公平雇佣”投诉表.....	337
附录 IV 人力资源管理英汉对照词汇表.....	339

# Unit 1 HR Foundations

Any organization must operate with people. People are a necessary resource that an organization depends on for performance and growth. Without them, an organization cannot get its work done, thus endangering its survival; with them, an organization may still suffer from various problems they cause. Thus, how to get the right people and manage them becomes a crucial issue for all organizations. In this book, we will talk about the people who work in an organization and the best practices managers may utilize to maximize their potential: this is human resource management.

## I. Definitions of HR and HRM

### 1. What is HR?

There are different terms used to describe the people who work in a certain organization: employees, associates (at Wal-Mart<sup>1</sup>, for instance), personnel, human resources. None of these terms is better than the others, and often they are used interchangeably. The term we have chosen for the title of this book is *human resources* (HR). In fact, the term human resources has gained widespread recognition over the past few years because it expresses the belief that workers are a valuable and sometimes irreplaceable resource. Nowadays many organizations have changed the



name of their Personnel Department into Human Resource Management Department, indicating their recognition of the vital importance of employees. Some successful businessmen even claim that the competitive focus between companies has transferred from financial capital to human resources.

## **2. What is HRM?**

Since human resources are so important for organizations, how to manage them effectively is a critical matter for managers. The term *human resource management* (HRM) means the design of formal systems in an organization to ensure effective and efficient use of human talent to accomplish organizational goals. Here formal systems are the policies and practices developed in the organization to influence employees' behavior, attitudes, and performance. The major activities involved in HRM include: analyzing work and designing jobs, attracting potential employees (recruiting), choosing employees (selection), teaching employees how to perform their jobs and preparing them for the future (training and development), evaluating their performance (performance management), rewarding employees (compensation), creating a positive work environment (employee relations), and supporting the organization's strategy (HR planning and change management). In brief, HRM aims to put the right kind and number of people in the right place at the right time. For modern organizations experiencing fast-changing environments, the core of HRM is to acquire and retain key employees<sup>2</sup>.

## **II. Importance of HRM**

Traditionally, managers and economists have seen human resource management as a necessary expense, rather than as a source of value to their organizations. Economic value is usually associated with capital like

equipment, technology, and facilities. However, research has demonstrated that HRM practices can also add economic value to organizations, because decisions such as whom to hire, what to pay, what training to offer, and how to evaluate employee performance directly affect employees' motivation and ability to provide goods and services that customers value. Companies with effective HRM tend to have more satisfied employees and customers, tend to be more innovative, have greater productivity, and develop a more favorable reputation in the community.

HRM demonstrates its importance in the following three aspects:

**1. HRM can help an organization avoid some personnel mistakes.**

Effective HRM can help managers in an organization avert some mistakes. For example, with the aid of HRM, managers will not waste time with useless interviews, hire the wrong person for the job, allow a lack of training to undermine their departments' effectiveness, experience high turnover, or suffer lawsuits because of discriminatory actions. Usually, these mistakes are very costly.

**2. HRM can help ensure that an organization gets results.**

Getting results is the bottom line<sup>3</sup> of any organization and the fulfillment of organizational goals depends on the contributions of employees. Without effective HRM, workers will not try their best, and some may even intentionally do less than they should, perhaps because they think their salaries are unfair or inequitable relative to others in the organization. As a consequence, the organization may be unable to achieve its desired results. In order to survive, the organization depends on HRM to hire the right people for the right jobs and to motivate, appraise, and develop them. In this way, employees will make use of their knowledge and skills to help the organization realize its goals.

### **3. HRM can help an organization develop sustainable competitive advantage<sup>4</sup>.**

The most important function of human resource management is attracting and retaining talented people. These people serve as the source of sustainable competitive advantage, because unlike other capital, high-quality employees are rare and cannot be imitated. Usually an organization may spend months looking for a person with high levels of the needed skills and knowledge, and it is very hard for an organization to find or train other people to match those talents in high-performing competitive companies. This kind of competitive advantage is especially important in a fast changing environment, because high-quality employees can easily adapt to new changes by developing their own abilities.

People have enormous potential. An organization can realize this potential only through the ways it practices HRM. Employees in today's organizations are not interchangeable, easily replaced parts of a system, but the source of the company's success or failure. By influencing who works for the organization and how those people work, HRM contributes to such basic measures of an organization's success as quality, profitability, and customer satisfaction.

## **III. Functions of HRM**

The important status of HRM in an organization is mainly derived from the outcomes of many HRM activities. The major functions or responsibilities of HRM are: job analysis and design, recruitment and selection, training and development, compensation and benefits, employee relations, performance appraisal, and support for strategy.

### **1. Job Analysis and Design**

To produce their given product or service, companies require that a

number of tasks be performed. The tasks are grouped together in various combinations to form jobs. Ideally, the tasks should be grouped in ways that help the organization to operate efficiently and to obtain people with the right qualifications to do the jobs well. In order to achieve this, HRM involves the activities of *job analysis* and *job design*. Job analysis is the process of getting detailed information about jobs. Job design is the process of defining the way work will be performed and the tasks that a given job requires.

## **2. Recruitment and Selection**

Based on job analysis and design, an organization can determine the kinds of employees it needs. With this knowledge, it carries out the function of recruiting and selecting employees. *Recruitment* is the process through which the organization seeks applicants for potential employment. *Selection* refers to the process by which the organization attempts to identify applicants with the necessary knowledge, skills, abilities, and other characteristics that will help the organization achieve its goals. There are a variety of approaches to recruiting and selection, so HR managers must make choices. For instance, they should determine whether to recruit from external sources or rely on promotions from within and employee referrals<sup>5</sup>, and whether to select employees according to specific skills or general abilities<sup>6</sup>.

## **3. Training and Development**

Usually managers base their hiring decisions on candidates' current qualifications, but most organizations provide ways for their employees to broaden or deepen their knowledge, skills, and abilities. To do this, HR managers provide for employee training and development. *Training* is a planned effort to enable employees to learn job-related knowledge, skills, and behavior. For example, many organizations offer safety training to

teach employees safe work habits. *Development* involves acquiring knowledge, skills, and behavior that improve employees' ability to meet the challenges of a variety of new or existing jobs. Training is designed to provide the knowledge and skills needed for a particular job with a short-term objective. On the other hand, development involves learning that goes beyond today's job with a more long-term focus. Training and development is important for an organization to be successful, because it is a learning experience that seeks a relatively permanent change in employees to improve their performance. Management is responsible for deciding when employees are in need of training and development and what form it should take.

#### **4. Compensation and Benefits**

The establishment of an effective compensation system is another crucial function of HRM, because the pay and benefits that employees receive play an important role in motivating them. When pay and benefits are based on what employees really want and need, they produce the greatest impact. HR managers need to make many decisions involving compensation and benefits. For instance, they should decide how much to offer in salary or wages, as opposed to bonuses, commissions, and other performance-related pay<sup>7</sup>; which benefits to offer, from retirement plans to various kinds of insurance; and how to administer employee compensation and benefits programs.

#### **5. Employee Relations**

The relationship between managers and their employees must be handled effectively if both the employees and the organization are to prosper together. Organizations often depend on HR professionals to help them identify and perform many of the tasks related to maintaining positive relations with employees. Typically, an HR department should

establish policies related to hiring, discipline, promotions, benefits, and the other activities of HRM; address employee rights and respect their privacy; develop safety and health programs; ensure compliance with all relevant labor laws; and manage union/management relations if there is a union in the organization.

## **6. Performance Appraisal**

*Performance appraisal* refers to a process in which employees and teams are evaluated to determine how well they are performing their assigned tasks. It is important for managers to help their employees achieve the results expected. This is done through identifying and communicating expected performance standards and then evaluating or measuring performance against the standards.

## **7. Support for Strategy**

As more organizations have come to appreciate the significance of highly skilled human resources, many HR departments have taken an active role in supporting the organization's strategy. This function involves two major activities: *human resource planning* and *change management*<sup>8</sup>. Through HR planning, managers attempt to anticipate forces that will influence the future supply of and demand for employees, and to identify the numbers and types of employees the organization will require in order to meet its objectives. Often, an organization's strategy requires some type of change—for example, adding, moving, or closing facilities; applying new technology; or entering markets in other regions or countries. Common reactions to change include fear, anger, and confusion. The organization may turn to its HR department for help in managing the change process.



#### **IV. Cooperation between the HR Department and Line Managers in HRM**

HRM has so many complex functions, that it is almost impossible for the people who staff the HR department to carry out HR activities effectively by themselves. Undoubtedly, cooperation between the HR department and line managers<sup>9</sup> in other departments is necessary for HR efforts to succeed. In fact, all managers, regardless of their functional area, their position in the hierarchy, and the size of the firm for which they work, must deal effectively with HR issues because these issues are at the heart of being a good manager.

Both the HR department and line managers have human resource management responsibilities. The role of a company's HR department is to support, not supplant, managers' HR responsibilities. For instance, the HR department may develop a form to help managers measure the performance of subordinates, but it is the managers who conduct the actual evaluation. Stated another way, the HR department is primarily responsible for helping the firm meet its business objectives by designing HR programs, but often, other managers must carry out these programs. Often it is very hard to divide HRM responsibilities between the HR department and line managers. The following table shows what such a division might look like.

**Table 1-1 Selected Activities Illustrating Division of HR Responsibility Between  
Line Managers and HR Department**

	<b>DEPARTMENT SUPERVISORS' (LINE) ACTIVITIES</b>	<b>HR SPECIALISTS' (STAFF) ACTIVITIES</b>
<b>I</b> Recruitment and Selection	➤ Assist job analyst by listing specific duties and responsibilities of job in question.	➤ Write job description and job specification based on input from department supervisor.
	➤ Explain to HR future staffing needs and sorts of people needed to be hired.	➤ Develop personnel plans showing promotable employees. ➤ Develop sources of qualified applicants and engage in recruiting activities aimed at developing pool of qualified applicants.
	➤ Describe "human requirements" of job so HR can develop selection tests.	➤ Conduct initial screening interviews and refer feasible candidates to department supervisor.
	➤ Interview candidates and make final selection decisions.	
<b>II</b> Training and Development	➤ Orient employees regarding the company and job; instruct and train new employees.	➤ Prepare training materials, orientation documents, and outlines.
	➤ Evaluate and recommend managers for developmental activities. ➤ Provide leadership and empowerment that builds effective work teams.	➤ Advise CEO regarding development plan for managers based on CEO's stated vision of firm's future needs. ➤ Serve as resource for providing information regarding how to institute and operate quality improvement programs and team-building efforts.
	➤ Use firm's appraisal forms to appraise employee performance.	➤ Develop performance appraisal tools and maintain records of appraisals.

	<ul style="list-style-type: none"> <li>➤ Assess subordinates' career progress and advise them regarding career options.</li> </ul>	
	<ul style="list-style-type: none"> <li>➤ Assist HR by providing information regarding nature and relative worth of each job, to serve as basis for compensation decisions.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Conduct job evaluation procedures aimed at determining relative worth of each job in firm.</li> </ul>
III Compensation	<ul style="list-style-type: none"> <li>➤ Decide on nature and amounts of incentives to be paid to subordinates.</li> <li>➤ Decide on package of benefits and services firm is to offer.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Conduct salary surveys to determine how other firms are paying same or similar positions.</li> <li>➤ Serve as resource in advising line management regarding financial incentives and pay plan alternatives.</li> <li>➤ Develop, in consultation with line management, firm's benefits and services packages including health care options and pensions.</li> </ul>
	<ul style="list-style-type: none"> <li>➤ Establish day-to-day climate of mutual respect and trust needed to maintain healthy labor-management relations.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Diagnose underlying causes of labor discontent with an eye toward anticipating the sorts of morale and other problems that may lead to unionization efforts.</li> </ul>
IV Labor Relations	<ul style="list-style-type: none"> <li>➤ Consistently apply terms of labor agreement.</li> <li>➤ Ensure that firm's grievance process is functioning in manner consistent with labor agreement and make final decisions on grievances after investigating same.</li> <li>➤ Work with HR in negotiating collective bargaining agreement.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Train line managers regarding interpretation of contract terms and legal pitfalls to be avoided during union organizing effort.</li> <li>➤ Advise managers regarding how to handle grievances and assist all parties in reaching agreements regarding grievances.</li> </ul>