

工商企业管理英语系列教材

BUSINESS MANAGEMENT ENGLISH
NICK BRIEGER and JEREMY COMFORT

bme



PERSONNEL

人事管理

北京语言学院出版社

Prentice Hall International

工商企业管理英语系列教材

人事管理

尼克·布里哲

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北京语言学院出版社

普兰蒂斯 — 霍尔国际出版公司

(京)新登字 157 号

北京语言学院出版社获 Prentice-Hall International 授权在中国
出版本书的中文注释本及配套录音磁带。

Original English language edition published by
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北京语言学院出版社 出版发行

(北京海淀区学院路 15 号 邮政编码 100083)

新华书店北京发行所经销

北京朝阳北苑印刷厂印刷

开本 787×1092 毫米 1/16 18 印张 292 千字

1993 年 6 月第 1 版 1993 年 6 月第 1 次印刷

印数: 0001—10100 册

ISBN 7-5619-0254-9/H·188 定价: 11.85 元

引 言

《工商企业管理英语》系列教材包括四本专业内容的书：

《市场营销》

《财务管理》

《生产和经营》

《人事管理》

和一本同这四种书配套的语言与交际参考资料《商业英语语言手册》。

基本原则

本丛书的基本原则是将培训内容集中于：

- 主要的管理训练，
- 语言知识，
- 交际技巧。

因此本书是专为下列人员设计的：

- 专业人员：需要在自己的专业领域内提高语言技巧和交流技巧，
- 非专业人员：希望扩大管理方面的知识和提高语言技巧和交流技巧。

人事管理

读者对象和教学目的

本书的读者对象是人事管理在职人员和学员：在日益国际化的工商管理界，他们需要用英语交流。本书内容尤为适合英语不是母语的读者，语言水平至少要达到中级，并且需要：

- 有效地提高在这一领域内的阅读能力和听力能力，
- 提高在这一领域内的说话技巧和写作技巧，
- 扩大人事管理专业用语和更为通用的商业英语的积极词汇，
- 将这一语言知识运用于自己的工作和学习中。

内容的编排

本书及配套磁带分为学习材料、题解和专业词汇。

学习材料

学习材料共 8 个单元，每个单元分为 A、B 两篇，每篇又分为两个部分。

第一部分以阅读练习为基础；第二部分以听力练习为基础。每个部分包括下面的内容：

1. 准备

针对下面的阅读/听力练习设计的问题。

2. 阅读/听力

课文和练习。

3. 理解/解释

有关课文的细节问题。

4. 语言重点

语言实践练习——可以参考《商业英语语言手册》的解释。

5. 词语学习

通过语言练习增加专业、商业和特有词汇。

6. 运用

这是口头和书面交际练习，鼓励使用者将提供的信息运用于自己的领域。

题解

这一部分包括：

● 听力文选录音文字

● 学习材料中下列练习的答案：

2. 阅读/听力练习

3. 理解/解释问题

4. 语言重点练习

5. 词语学习练习

● 必要的交际活动的知识

专业词汇

500 个人事管理词语。选收的词语以在这一领域内的使用频度为依据。所收词语不限于书中使用过的。简单的释义后，必要时有用法举例。

将每部分中的活动作为一个单元使用

1. 准备

这里的问题将把你引导到下面的练习中，鼓励你去思考和讨论这一题目。

2. 阅读/听力

(i) 阅读

每篇课文都集中于一个主要的专业性问题。在阅读过程中或者读完后总有练习要做：这样阅读就会主动。为了提高你的阅读技巧，你应当：

- 略读课文，找出有关的主题，
- 浏览有关段落，完成作业。

然后对照题解检查你的答案。如果答案是错的，那么重读有关的片段。阅读练习最好作为家庭作业独立完成。答案可以下次在课上讨论。

(ii) 听力

每篇课文都集中于一个主要的专业性问题。同样，你在听磁带时也总有练习要做。为了提高你的听力技巧，你应当：

- 先从头至尾听一遍，然后
- 再听时，停下录音机写出你的回答。

最后，对照题解检查你的答案。

3. 理解/解释

提出的问题都是为了

- 检查你对课文细节的理解，
- 鼓励你对该题目做进一步思考。

你也许需要再读/听一遍课文以回答这些问题。如果你是在课上做作业，那么就讨论你的回答。最后，核对题解。正如你会看到的，有时并没有“正确的”答案。

4. 语言重点

这项练习集中扩展你的语言知识。你可以在课上来做这些练习，也可以自学完成。如果你需要更多的知识，请参考《商业英语语言手册》。你每完成一项练习，就请对照题解中的答案。

5. 词语学习

这项练习集中扩大你的词汇量。你可以课上做也可以自学完成。答案在题解中。你也可以希望对照阅读或听力段落来体会这些词是如何使用的。

6. 运用

这项练习在于提高你的语言技巧和交际技巧。练习最好是两人一组或分

成小组来完成。在题解中有时你会发现补充资料。

注

下面的区分用于指明练习中缺少的内容：

— — — — — 一个以上的词

_____ 只有一个词

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STUDY MATERIAL

UNIT 1

The role of personnel management

Section A	What is personnel management?	3
Part 1	Key aspects of personnel management	3
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Section B	Personnel management philosophy	11
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Section A: What is personnel management?

Personnel management is both part of every manager's job as well as a separate staff function – one through which a personnel director assists all managers in important ways.

Part 1: Key aspects of personnel management

1 Warm-up

- 1.1 What are the purposes of personnel management?
- 1.2 What are the key elements of personnel management?

2 Reading

As you read, complete Chart 1.1 using the information in the text.

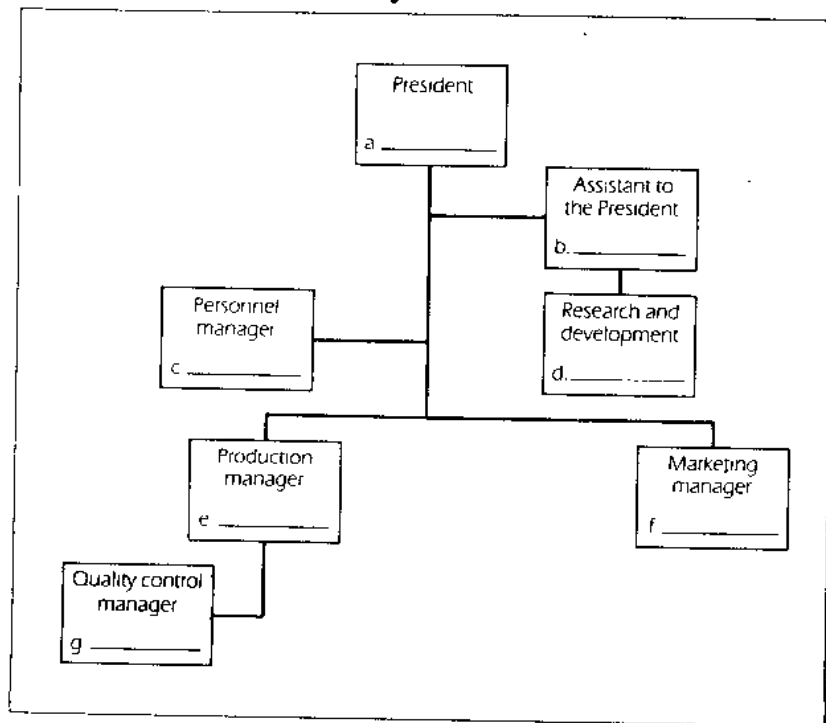
The work of personnel specialists varies between human resources management and personnel management. These are not different phrases with the same meaning, but different emphases in the work that all such specialists undertake. Personnel management is directed mainly at the organisation's employees; human resources management at management needs for human resources (not necessarily employees).

What, then, are the functions of the personnel specialist? According to one expert, 'The direct handling of people is, and always has been, an integral part of every line manager's responsibility, from president down to the lowest-level supervisor.' So all managers are, in a sense, personnel managers, since they get involved in activities like recruiting, interviewing, selecting and training. Yet most firms also have a specialist department (personnel or human resources). So what are the duties of this manager? Before answering this question, let's start with a short definition of 'line' versus 'staff' authority.

Line managers are authorised to direct the work of subordinates – they're always someone's boss. In addition, line managers are in charge of accomplishing the basic goals of the organisation. Staff managers, on the other hand, are authorised to assist and advise line managers in accomplishing these basic goals. So personnel management is very much a part of every line manager's responsibility. These personnel management responsibilities include placing the right person on the right job, orienting, training and working to improve his or her job performance. In small organisations line managers may carry out these duties unassisted. But as the organisation grows, they need the assistance, specialised knowledge, and advice of a separate personnel staff.

Complete Chart 1.1 (an organigram) by writing in 'line' or 'staff', as appropriate.

Chart 1.1 Line and staff authority



The personnel department provides this specialised assistance in the following areas:

- Job analysis (determining the nature of each employee's job)
- Planning manpower needs and recruiting job candidates
- Selecting job candidates
- Orienting and training new employees
- Wage and salary management (how to compensate employees)
- Providing incentives and benefits
- Appraising performance
- Face-to-face communicating (interviewing, counselling, disciplining)
- Developing managers

In addition, the personnel manager should know about:

- Equal opportunity and affirmative action
- Employee health and safety
- Handling grievances and labour relations

Above we have listed some of the activities of the personnel manager. However, we can also say that the personnel manager carries out three distinct functions, as follows:

1. *A line function.* First the personnel director performs a line function by directing the activities of the people in his or her department and in service areas, e.g. the plant cafeteria. In other words, he or she exerts line authority.
2. *A co-ordinative function.* Personnel directors also function as co-ordinators of personnel activities - as 'the right arm of the top executive to assure him that personnel objectives, policies and procedures are being consistently carried out.'
3. *Staff functions.* Staff functions to line management are the 'bread and butter' of the personnel director's job. These include assisting in the hiring, training, evaluating, rewarding, counselling, promoting and firing of employees at all levels.

3 Comprehension/interpretation

- 3.1 What difference between human resource management and personnel management is mentioned in the text?
- 3.2 What personnel activities are all managers involved in?
- 3.3 What three personnel functions are mentioned in the text?
- 3.4 To whom does the personnel manager provide each of these functions?

4 Language focus

4.1 Present passive verb forms (see Unit 22 in *Language Reference for Business English*)

Look at the following extracts taken from the Reading passage:

'Personnel management *is directed* mainly at the organisation's employees.'

'Line managers *are authorised* to direct the work of subordinates.'

'Personnel objectives, policies and procedures *are being* consistently carried out.'

Now put the following active sentences into the passive. Include **by** + the agent where appropriate and make any necessary changes to the word order. The first one has been done for you.

1. All personnel specialists have to undertake both human resources management and personnel management.
Both human resources management and personnel management have to be undertaken by all personnel specialists.
2. At present we are assessing the organisation's manpower needs.
3. We can consider all managers as personnel managers.
4. Next week we are offering a seminar on delegation.
5. The MD is still considering the new appraisal scheme. We expect to introduce it later this year.
6. The personnel manager's responsibilities include orienting, training and working to improve job performance.
7. The line managers will be advising the personnel manager during the evaluation.
8. In small organisations, line managers may carry out personnel duties unassisted.

Now complete the sentences below by choosing an appropriate verb from the list and putting it into the correct present passive form:

raise ask consult involve make redundant

1. John expected _____ about the new appraisal scheme.
2. By _____, John hoped to make his own contribution.
3. While _____, John stated his reservations about the scheme.
4. He said, 'Let the questions _____ now rather than later.'
5. After _____, John received many letters of support.

4.2 Like versus as (see Unit 65 in *Language Reference for Business English*)

Look at the following sentences taken from the Reading passage:

'They get involved in activities *like* recruiting, interviewing, selecting and training.'

'Personnel directors also function *as* co-ordinators of personnel activities.'

Now complete the following sentences by putting in *as* or *like*:

1. Peter has just been promoted. Now he works _____ assistant sales manager.
2. We offer training courses in areas _____ written communication, time management and counselling.
3. _____ usual at this time of year, the personnel manager is going to talk about the new pay awards.
4. The new merit scheme will be _____ follows:
5. It is just _____ them to ask for a big pay rise.
6. The situation is exactly _____ I said earlier: high wage rises and low productivity.
7. The prize is something _____ an award for special performance.
8. We try to use PR consultants _____ Brent and Chapel.

5 Word study

The following word table contains some key words from the field of personnel. Complete the table (the first one has been done for you).

<i>Verb</i>	<i>Noun</i>
recruit	recruitment
_____	orientation
perform	_____
_____	analysis
benefit	_____
_____	evaluation
appraise	_____
_____	development
compensate	_____
_____	promotion

6 Transfer

As we have seen, personnel management is important to all managers. Now discuss with your colleagues the personnel mistakes that you don't want to happen in your organisation, for example:

- To hire the wrong person for the job.
- Your people not doing their best.