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# 商务人力 资源管理

总主编 涂小贞

主 编 涂新辉

彭朝林



高等教育出版社  
HIGHER EDUCATION PRESS

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## 图书在版编目(CIP)数据

商务人力资源管理 / 徐小贞总主编, 徐新辉, 彭朝林  
主编. —北京: 高等教育出版社, 2006.5

ISBN 7-04-018969-0

I. 商... II. ①徐...②徐...③彭... III. 劳动力  
资源—资源管理—高等学校: 技术学校—教材—汉、英  
IV. F241

中国版本图书馆CIP数据核字(2006)第044277号

策划编辑 周 龙 周俊华 责任编辑 张迎庆 封面设计 王 峥  
责任绘图 王 辉 版式设计 奚春雷 责任印制 韩 刚

---

出版发行	高等教育出版社	购书热线	010—58581118
社 址	北京市西城区德外大街4号	免费咨询	800—810—0598
邮政编码	100011	网 址	<a href="http://www.hep.edu.cn">http://www.hep.edu.cn</a>
总 机	010—58581000		<a href="http://www.hep.com.cn">http://www.hep.com.cn</a>
经 销	蓝色畅想图书发行有限公司	网上订购	<a href="http://www.landaco.com">http://www.landaco.com</a>
印 刷	北京市鑫霸印务有限公司		<a href="http://www.landaco.com.cn">http://www.landaco.com.cn</a>
		畅想教育	<a href="http://www.widedu.com">http://www.widedu.com</a>
开 本	787×960 1/16	版 次	2006年5月第1版
印 张	18	印 次	2006年5月第1次印刷
字 数	350 000	定 价	25.00元

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# 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(NVQ: 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高职高专类双语教材,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》、《国际商务人力资源管理》、《国际商务管理》、《电子商务》、《国际商务交际》和《国际商务文秘》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(NVQ)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、ICT(Information and Communication Technologies)技能、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”。

5. 教材使用的人性化: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,校长俞仲文教授更是站在我国高职教育创新发展的战略高度,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

2006 年 3 月

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# Part I

## For Students





# Chapter 1

## Introduction to Human Resource Management

### 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 is available, the supervisor tries 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.

### Questions:

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

### 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

### Key Words

1. Human Resource Management: 人力资源管理
2. globalization: 全球化
3. deregulation: 反常
4. workforce diversity: 劳动力多元化
5. performance: 绩效
6. commitment: 承诺
7. technological advance: 技术进步
8. corporate strategy: 公司战略
9. competitive advantage: 竞争优势
10. 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 were successful because they had hired the right people for the right jobs and had motivated, appraised, and developed them.

## 1.2 HRM Responsibilities

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, represent 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.

### 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. Companies 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. For instance, the use of computer-aided design or computer-aided manufacturing systems plus robotics is booming. Manufacturing developments like these will eliminate many blue-collar jobs, replacing them with more highly



skilled jobs, and these new workers will require a degree of training. As a result, to remain competitive, jobs and organization charts will have to be redesigned, new incentive and compensation plans instituted, new job descriptions written, and new employee selection evaluation, and training programs instituted — all with the help of HR management.

### 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.

## 1.4 The Changing Role of HR Management

The role of HR management 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