

工商管理外语阅读教程系列丛书
Business Administration Foreign Languages Series

总策划 李桂山



人力资源管理 英语阅读

Selected Readings
in Human Resources Management

编著 赵敏
尚军
主审 苑清敏



责任编辑 江小珍
封面设计 艺路 DESIGN

工商管理外语阅读教程系列丛书

Business Administration Foreign Languages Series

总策划 李桂山

- 《市场营销英语阅读》
- 《财务会计英语阅读》
- 《国际商务文化英语选读》
- 《管理信息系统英语阅读》
- 《战略管理英语阅读》
- 《国际商法英语阅读》
- 《人力资源管理英语阅读》
- 《组织行为学英语阅读》
- 《物流管理日语阅读》

人力资源管理 英语阅读 Selected Readings in Human Resources Management

ISBN 7-81077-644-4



9 787810 776448 >

ISBN 7-81077-644-4

定价：24.00 元

工商管理外语阅读教程系列丛书

Business Administration Foreign Languages Series

总策划 李桂山

人力资源管理 英语阅读

Selected Readings

in Human Resources

Management

编著 赵敏
主审 尚军
苑清敏

北京航空航天大学出版社

图书在版编目(CIP)数据

人力资源管理英语阅读/赵敏等编著. —北京:北京
航空航天大学出版社, 2005. 6

(工商管理外语阅读教程系列丛书)

ISBN 7-81077-644-4

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

中国版本图书馆 CIP 数据核字(2005)第 046402 号

人力资源管理英语阅读

编著 赵 敏 尚 军

主审 苑清敏

责任编辑 江小珍

*

北京航空航天大学出版社出版发行

北京市海淀区学院路 37 号(100083) 发行部电话:010-82317024

<http://www.buaapress.com.cn> E-mail: bhp@263.net

涿州市新华印刷有限公司印装 各地书店经销

*

开本: 787 × 960 1/16 印张: 19.25 字数: 428 千字

2005 年 6 月第 1 版 2006 年 3 月第 2 次印刷 印数: 3 001~5 000 册

ISBN 7-81077-644-4 定价: 24.00 元

“You learn best by doing. So we build 10 percent of development around training, and another 20 percent around coaching. The other 70 percent comes from on-the-job training.”

“If you have employees in 12 European countries, you’ve got to have 12 different retirement funds, each with its own meetings for executives to attend, documentation and administrative requirements.”

“I remember a lot of great companies from the 1970s that have since disappeared because their focus was on products, not people.”

The air is still

The birds are quiet

The humidity is building

You can smell a hint of rain in the air

The sky is becoming darker

The thunder is beginning to rumble

The rain has started to trickle

The wind is beginning to gust

The sky is illuminating a fantastic lightening show

The rain is coming down in sheets

The thunder is cracking in sync with the lightening

前 言

《工商管理外语阅读教程系列丛书》是天津理工大学国际工商学院的教师们在经过中外合作办学的教学实践和经验总结后编写出的一套外语阅读教材。

本套丛书所选的国外原版阅读文章,涵盖了工商管理专业核心课程的重要领域,反映了当前许多国外工商管理学科最前沿的知识信息。专业语言的语料具有原汁原味的真实性,它能使学生所获取的专业英语技能在将来的工作中具有实用性。借助本套丛书,读者们能够跟踪了解工商管理科学发展的最新动态。

本套丛书中的每一本都给出了该专业学生应掌握的核心理论知识。为使学生们所学的专业领域中的语言知识得到应用、巩固、扩展和提高,课文后均配有大量的练习。

《工商管理外语阅读教程系列丛书》包括:1) 市场营销英语阅读;2) 财务会计英语阅读;3) 国际商务文化英语选读;4) 管理信息系统英语阅读;5) 战略管理英语阅读;6) 国际商法英语阅读;7) 人力资源管理英语阅读;8) 组织行为学英语阅读;9) 物流管理日语阅读。

本套丛书可作为工商管理专业学生的专业英语阅读教材。对于那些接受短期培训的企业管理者、MBA 学员和教师来说,这套丛书将会更有参考价值。我们希望这套丛书的出版,能进一步促进工商管理专业教学的推广和普及。

我们在此要感谢许多人,他们在本套丛书的编写过程中给予了我们极大的鼓舞和帮助。

我们要感谢加拿大开瑞博大学(the University of the Cariboo)商学院院长布洛克·戴克曼博士(Dr. Brock Dykeman)给予的支持和帮助。

我们要感谢大阪产业大学(Osaka Sangyo University)经营学部流通学科的教授和老师给予的支持和帮助。

我们要感谢 Ms. Connie Chen 抽出自己的空闲时间来阅读这套书,并提出了宝贵的意见和有益的建议。我们非常欣赏她的耐心和乐于助人的精神。

我们还要感谢工商管理学科的同人们给予我们的热情指导和帮助,他们是李健教授、张忠明教授、魏津瑜博士等。

天津理工大学国际工商学院

2004 年 2 月

CONTENTS

Chapter 1	GENERAL INTRODUCTION OF HUMAN RESOURCES MANAGEMENT (HRM)	
	1
Chapter 2	PROCESS OF HRM	31
Chapter 3	HUMAN RESOURCES PLANNING	63
Chapter 4	LABOR MANAGEMENT RELATIONSHIP	100
Chapter 5	SELECTION AND RECRUITMENT	126
Chapter 6	TRAINING	153
Chapter 7	EVALUATION AND MEASUREMENT	185
Chapter 8	MOTIVATION	219
Chapter 9	TEAMWORK	244
Chapter 10	HOW TO COMMUNICATE WITH YOUR EMPLOYEES	269

Chapter 1

GENERAL INTRODUCTION OF HUMAN RESOURCES MANAGEMENT (HRM)

Human resources management provides management, administration, and coordination of the company's human resources functions and support of organizational development. The division provides company departments with timely and professional assistance and guidance to best manage their employees and to accomplish their goals and service delivery responsibilities. The purpose of the program is to maintain a fair and equitable human resources management system by balancing the needs of employees and the company, and to assure compliance with applicable rules and regulations.

TEXT

A Brief History of Human Resources Management

The history of HRM can be traced to England, where masons, carpenters, leather workers, and other craftspeople organized themselves into guilds.¹ They used their unity to improve their work conditions.

The field further developed with the arrival of the Industrial Revolution in latter part of the 18th century, which laid the basis for a new and complex industrial society. In simple terms, the Industrial Revolution began with the substitution of team power and machinery for time-consuming hand labor. Working conditions, social patterns, and the division of labor were significantly altered.² A new kind of employee—a boss, who wasn't necessarily the owner, as

Chapter 1 GENERAL INTRODUCTION OF HUMAN RESOURCES MANAGEMENT (HRM)

had usually been the case in the past—became a power broker in the new factory system. With these changes also came a widening gap between workers and owners.

Scientific management and welfare work represent two concurrent approaches that began in the 19th century and, along with industrial psychology, merged during the era of the world wars. Scientific management represented an effort to deal with inefficiencies in labor and management primarily through work methods, time and motion study, and specialization. Industrial psychology represented the application of psychological principles toward increasing the ability of workers to perform efficiently and effectively.³

The renowned father of scientific management was Frederick W. Taylor, an engineer at Midvale Steel Works in Philadelphia from 1878 to 1890; he studied worker efficiency and attempted to discover the “one best way” and the one fastest way to do a job. He summarized scientific management as (1) science, not rules of thumb; (2) harmony, not discord; (3) cooperation, not individualism; and (4) maximum output, not restricted output.

There had to be “one best way” of doing every job.

More than a century has passed since Frederick W. Taylor, the father of work-study, decided that there had to be “one best way” of doing every job. His life’s work was to find it by breaking tasks down to their constituent movements, measuring the work using a stopwatch and notebook, then re-assembling jobs on more efficient lines.

The process was described as scientific management and came to underpin job design techniques adopted across manufacturing industry. When combined with moving assembly—taking a product past static workers specializing in one or two actions—the efficiencies it achieved revolutionized manufacturing between the First and Second World Wars.

Measuring human performance had entered the workplace and it was here to stay. Now, it seems, there is no limit to the aspects of a job that can be

measured. The latest debate on workplace measuring centers on finding the most relevant metrics that can point to bottom line success.

This debate has been building ever since Theodore Schultz, an agricultural economist at the University of Chicago, produced his ideas on human capital in the early 1960s when he discovered a direct correlation between investing in education at a national level and economic improvement. He went on to prove that the yield on human capital in the U. S. economy was greater than that based on physical capital.⁴

Then, when the industrial giants that had dominated the corporate sector in the first half of the 20th century began to be overtaken in the 1980s by software and service companies, investors began to take a deeper interest in this form of capital that could walk out of the door.

The idea that people were a type of capital made more sense than the notion of people as a resource.⁵ Sometimes employees have been described as assets but this does not acknowledge the substantial cost of employing people. To treat a workforce as a form of capital in which the cost of employment and training can be interpreted as an investment is to appreciate the dynamism of human endeavor.⁶

At the same time, however, it would be useful if we could calculate a return on this investment. In the past 10 or 15 years or so, therefore, a large array of measures has emerged with the aim of providing managers and investors a better understanding of corporate employment strategies.

Another reason for better human capital measures is the decreasing relevance of accounting for fixed assets as new management concepts, focusing on the core contribution of individual companies, remove many of the traditional features of balance sheets.

Once it was possible to analyze the worth of a company by assessing the value of its fixed assets such as plant and equipment. Today such comparisons are losing their significance in many service and information technology businesses where the value of intangible assets such as intellectual capital, patents, research capabilities and brand values are eclipsing those of the fixed assets. Where in the

early 1970s perhaps no more than about five percent of corporate assets were considered to be intangible, today that proportion has risen above 75 percent on average. Yet financial accounts continue to concentrate on the tangibles.

The UK Government plans to tackle this issue by introducing a statutory requirement for all publicly listed companies to publish Operating and Financial Reviews for financial years beginning on or after January 1, 2005. These reviews, or OFRs, will need to give an analysis of a company's performance throughout the year, including information on trends and factors likely to influence future performance. The idea is to give investors more relevant information than can be obtained from the financial accounts.

The OFR requirement is an ambitious undertaking since it expects companies to produce relevant measures and information about environmental matters, social and community issues, and employees. Employee information can expect to be presented as measures of human capital.

The rest of Europe and the U. S. are likely to be watching developments closely since there are few precedents for the use of human capital measuring as a form of compliance. The biggest problem for the UK, and for any other jurisdiction, for that matter, is choosing relevant areas of human capital measurement.

Some measures, such as employee turnover, for example, may be more critical to one type of company than it is to another. The total number of employees may be of interest to some companies, but of less value, perhaps, to those with large numbers of temporary and part time workers or those who outsource much of their work. Much of the UK debate in the coming months, therefore, will central on the comparative value of company-specific measuring against a desire to give investors some generic measures that could be used across different companies and sectors.

There may be some temptation to recommend some of the many proprietary measures employed by consultants such as the Saratoga Institute or Watson Wyatt. But it is difficult to find impartial analysis of these "off the shelf"

metrics. A better solution may be to identify clusters of human capital measures.

One cluster, for example, might center on recruitment and retention, including measures of staff turnover, vacancy rates and the cost of recruitment. Another cluster could look at investment in training, including the average number of training days per employee each year and employee feedback on the relevance of training.

Companies with large numbers of overseas staff may choose to look at diversity ratios or to monitor the language skills of employees and possibly the number and types of degrees, qualifications and average years of experience among staff as measures of intellectual capital.

The ratio of permanent to temporary staff can be a useful year-on-year comparison in monitoring staff. Equally the ratio of male to female staff, monitored yearly, can be a revealing indicator of social change. But none of these measures should be used in isolation, nor should they be used without comparisons of other, more common performance indicators such as sales figures and customer satisfaction reports.

An employee opinion survey, repeated annually to build up a picture of changing employee concerns over time, is a valuable management tool, allowing companies to identify areas that need to be improved before morale begins to decline too rapidly.

Every employer must appreciate today that people—the employees—make the biggest contribution to corporate success. Understanding the link between the human capital investment and profits has never been more important for a healthy and well-managed business.

Whereas scientific management focused on the job and efficiencies, industrial psychology focused on the worker and individual differences. The maximum well being of the worker was the focus of industrial psychology. Hugo Munsterberg and his book *Psychology and Industrial Efficiency* initiated in 1913 the field of industrial psychology. The book served as a stimulus and model for the development of the field in the United States and Europe.

Chapter 1 GENERAL INTRODUCTION OF HUMAN RESOURCES MANAGEMENT (HRM)

The drastic changes in technology, the growth of organizations, the rise of unions, and government concern and intervention concerning working people resulted in the development of personnel departments. There is no specific date assigned to the appearance of the first personnel department, but around the 1920s more and more organizations seemed to take note of and do something about the conflict between employees and management. Early personnel administrators were called *welfare secretaries*. Their job was to bridge the gap between management and operator (worker); in other words, they were to speak to workers in their own language and then recommend to management what had to be done to get the best results from employees.⁷

Another early contributor to HRM was called the *human relations* movement.⁸ Two Harvard researchers, Elton Mayo and Friz Roelthisberger, incorporated human factors into work. This movement began as a result of a series of studies conducted at the Hawthorne facility of Western Electric in Chicago between 1924 and 1933. The purpose of the studies was to determine the effects of illumination on workers and their output. The studies pointed out the importance of the social interaction and work group on output and satisfaction. The human relations movement eventually, around the mid-1960s, became a branch of and a contributor to the field of organizational behavior.

The early history of personnel still obscures the importance of the HRM function to management. Until the 1960s, the personnel function was considered to be concerned only with blue-collar or operating employees. It was viewed as a record-keeping unit that handed out 25-year tenure pins and coordinated the annual company picnic. Peter Drucker, a respected management that reflected its blue-collar orientation. Drucker stated that the job of personnel was “partly a file clerk’s job, partly a housekeeping job, partly a social worker’s job, and partly firefighting, heading off union trouble.”



Words and Phrases

compliance n. 服从,遵守

— His compliance with everything we suggest makes it hard to know what he really feels. 他对我们的建议无不顺从,因此很难知道他真正的看法。

applicable adj. 生效的,适合的

— The new law is applicable from next Monday. 新法律于下周一生效。

— This rule is not applicable to foreigners. 这项规定不适用于外国人。

craftspeople n. 工匠,手工业者

— The jewellery was made by the finest craftsmen. 这个珠宝是由一流工匠制作而成的。

constituent n. 成分;构成分子 adj. 做成的,成分的

— Families are the constituent parts of society. 家庭是社会的组成部分。

— What are the constituent parts of an atom? 原子的成分是什么?

stopwatch n. 秒表;跑表

underpin v. 支持;加强

— A solid basis of evidence underpins their theory. 有力的证据支持着他们的理论。

metrics n. 韵律学,做诗法

correlation n. 相关性

— There is a high correlation between unemployment and crime. 失业与犯罪之间存在很大的相关性。

yield n. 收获量;收益;利润;生产量

— The trees gave a high yield this year. 这些果树今年丰收了。

giant n. 能力高强的人;巨擘

— Shakespeare is a giant among writers. 莎士比亚是作家中的巨擘。

asset n. 资产;财产

acknowledge v. 认识到;接受;承认

— He was acknowledged to be the best player. 他被公认为最佳球员。

dynamism n. 精力;魄力;活力

endeavor (endeavour) n. 努力;竭力 v. 努力

Chapter 1 GENERAL INTRODUCTION OF HUMAN RESOURCES MANAGEMENT (HRM)

— The sick man made no endeavor to get better. 病人没有争取复原。

— He endeavored to climb the mountain. 他竭力爬上那座山。

proportion n. 比例

— The proportion of men to women in the population has changed so that there are now fewer women and more men. 男女的比例已经改变,现在女性少而男性多。

tackle v. 处理;解决

— The question set by the teacher was so difficult that the pupils didn't know how to tackle it. 老师出的问题很难,学生们不知如何解答。

statutory adj. 法定的;受法令约束的

proprietary adj. 私有的

consultant n. 顾问;专家

— John is an industrial relations consultant. 约翰是产业关系方面的顾问。

personnel n. 全体人员;人事部

obscure v. 隐藏;使朦胧 adj. 难解的;不清楚的

tenure n. 任期;保有权

do something about... 对……采取行动

— The government is going to do something about the unemployment this year. 政府今年将对失业问题采取一些措施。

bridge the gap between... and... 消除……与……之间的隔阂

— A new policy is going to be carried out in order to bridge the gap between the eastern and the western countries. 一项消除东西方国家隔阂的新政策即将实行。



Notes

1. The history of HRM can be traced to England, where masons, carpenters, leather workers, and other craftspeople organized themselves into guilds.

人力资源管理的历史可以追溯到以前的英国,那里的石匠、木匠、皮革工人和其他手工业者自发成立了协会。

2. In simple terms, the Industrial Revolution began with the substitution of team

power and machinery for time-consuming hand labor. Working conditions, social patterns, and the division of labor were significantly altered.

简单地说,工业革命是从机械替代耗时的手工劳动开始的。工作环境、社会结构、劳动力分工都发生了很大变化。

■ Industrial Revolution 工业革命

■ substitution of... for... 由……替代……

— The substituted of rice for potatoes made him happy. 把马铃薯换成大米,他很高兴。

3. Industrial psychology represented the application of psychological principles toward increasing the ability of workers to perform efficiently and effectively. 产业心理学是指将心理学的理论应用到提高工人的工作效率中去。

■ the application of... toward... 将……应用到……

4. He went on to prove that the yield on human capital in the U. S. economy was greater than that based on physical capital.

他接下来证明了在美国经济中,人力资本创造的收益要比物质资本大得多。

■ “that”在这里是代替前面的“the yield”的。这句话也可以说成:He went on to prove that the yield (based) on human capital in the U. S. economy was greater than (the yield) based on physical capital.

5. The idea that people were a type of capital made more sense than the notion of people as a resource.

认为人是一种资本的观点比认为人是一种资源的观点更有意义。

■ “that”后面引导的是“the idea”的同位语从句。

6. To treat a workforce as a form of capital in which the cost of employment and training can be interpreted as an investment is to appreciate the dynamism of human endeavor.


把劳动力看成是资本的一种形式,而雇用和培训所用的支出可以被解释成一种投资。这样能够激发工人的劳动热情和活力。

■ be interpreted as... 被解释为……

— His behavior was interpreted as a special kind of rebellion. 他的行为被理解为一种特殊的反抗。

7. Early personnel administrators were called *welfare secretaries*. Their job was to bridge the gap between management and operator (worker); in other words, they were to speak to workers in their own language and then recommend to management what had to be done to get the best results from employees.

早期的人事部门的管理者被称为“福利官员”。他们的工作是协调管理者和工人的关系。换一种说法就是他们将以自己的方式与工人对话,然后向管理者建议应采取什么样的政策使雇员以最好的状态工作。

 recommend to... 向……推荐

— Can you recommend a good company to me? 你能向我推荐一个好的公司吗?

8. Another early contributor to HRM was called the *human relations* movement.
另一个早期影响到人力资源管理的因素被称为“人际关系运动”。

Exercises



Decide whether each of the following statements is true (T) or false (F).

- 1) The history of HRM can be traced to the Industrial Revolution in latter part of the 19th century. ()
- 2) The industrial psychology came into being during the era of the world wars. ()
- 3) Frederick W. Taylor summarized scientific management into three items. ()
- 4) Employee opinion survey is a very helpful management tool for companies to make decision about which area need to be improved. ()
- 5) Until the 1960s, the personnel function was considered to be concerned only with operating employees. ()



Put in the missing words with the first letter given.

Haagen-Dazs's European marketing s _____ had the objective to increase