人力资源管理专业英语

Professional English for
Human Resource Management

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人力资源管理专业英语

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本书共分10章，涵盖了人力资源管理的基本理论、实务及最新发展，可以划分为三个部分：

第一部分，人力资源管理概述，包括第1章内容，主要讲授了人力资源管理的内涵、人力资源管理的功能以及人力资源管理部门的相应职责。

第二部分，人力资源管理的职能、技术与工具，包括第2章至第8章，分别从人力资源规划、工作分析与工作设计、招聘与甄选、员工培训、绩效考核、薪酬管理、劳动关系等角度，对人力资源管理的功能、技术、手段、工具等知识进行阐述。

第三部分，人力资源管理的最新发展成果，包括第9章和第10章。第9章全球化人力资源管理是在国际化人力资源管理基础上发展出来的新观点和新内容。第10章领导力则是目前国际上人力资源管理的最新研究和应用成果。

全书每章都附有本章导读、重点词汇和精选案例，能够帮助读者更清晰和系统地学习。另外，本章导读、重点词汇和章节标题都附加了中文翻译，方便学习者掌握和使用。

本书适合普通高等院校人力资源管理、劳动与社会保障、企业管理等相关专业选作教材使用，亦可作为相关从业人士的专业参考用书。

前　　言

　　"人力资源管理专业英语"是高校人力资源管理专业的主干课程之一，是一门用英语讲授的专业课程。学生通过学习既可以提高英语能力，又能够增强对专业知识和技能的掌握。目前全国开设人力资源管理专业的高校有几百所，在读学生数以万计，对人力资源管理专业英语的教学需求巨大。另一方面，人力资源管理的从业人员面对全球化的竞争环境，也越来越需要提升自身的英语能力，因此也有必要对人力资源管理的相关理论和知识的英语表达内容进行自学。面对众多教师、学生和从业人员的教学和自学需求，编者认为有必要编辑出版一本既符合人力资源管理专业教学规律，又能满足专业英语教学需求，同时理论与实务相结合、专业知识与英语知识并重、充分体现新环境新内容的《人力资源管理专业英语》教材。

　　本书的内容涵盖了人力资源管理的主要知识和技能，涉及现代企业人力资源管理的主要方面，既有人力资源管理的基础内容，也有前沿理论。全书共10章内容，包括人力资源管理概论、人力资源规划、工作分析与工作设计、招聘与甄选、员工培训、绩效考核、薪酬管理、劳动关系、全球化人力资源管理和领导力等内容。为帮助读者学习，每章在正文之前都撰写了本章导读、重点词汇，在正文之后提供相应案例供讨论和学习。其中，本章导读、重点词汇和章节标题都附加了中文翻译，方便读者学习。

　　本书的主要特色如下：

　　第一，内容全面，重点突出，反映人力资源管理发展的新趋势与新特征。近年来，在人力资源管理的国际环境和工具技术方面都有许多新变革，这需要体现在教材内容上。本书对这些变化内容进行了审慎的解读，并反映在相关章节上，以使现实变化与教材内容相匹配，满足教学需要。例如，以往教材编有国际化人力资源管理内容，而本书则用全球化人力资源管理取而代之，因为全球化人力资源管理代表了人力资源管理发展的新要和新内容。再如，本书特别编写了领导力一章内容，就是对目前国际上人力资源管理最新的管理理论和知识的介绍。

　　第二，理论性和实用性有机结合，既保证高校教学的需要，也满足读者对实际应用的需要。本书在涵盖基本理论和前沿理论的基础上，强调人力资源管理的应用性。由于人力资源管理本身的实践性，本书在文中编写了诸多

真实的人力资源管理案例和工具，并进行分析和解释。既可以使在校学生对真实的人力资源管理工作有直观的理解，也可以供人力资源管理从业人员参考使用。

第三，专业技能与英语知识有机结合，既完整阐释专业知识，又体现纯正英语表达方式。为了使本书的语言最大程度地接近纯正英语书写习惯和规则，编者在尊重我国专业英语教材编写规律的基础上，借鉴、吸收了大量纯正英文文献内容，保证了语言的专业性与英语语法的正确性。同时，为了提高读者的学习效率，本书在内容编排方面也注意符合中国读者的学习方式和思维模式，力求做到中英学习方法相结合。

总之，本书在充分借鉴已有的各类中英文人力资源管理教材的基础上，综合了目前市场上人力资源管理专业英语教材的优点，突出自身特色，内容丰富，形式多样。同时考虑到能够适应不同层次的人力资源管理专业英语教学需要，在编写过程中兼顾了不同层次学生及从业人员对人力资源管理专业英语的不同需求，既适合普通高等院校人力资源管理、劳动与社会保障、企业管理等相关专业选作教材使用，亦可作为相关从业人士的专业参考用书。

本书的编写人员来自全国多所高校（以及一所国外高校），他们均是人力资源管理专业的教师或研究人员，其中有不少编者都有英语专业教育背景，出色的编者团队保证了本书的质量。本书由詹婧、孟续铎、张明任主编，朱延红、李楠任副主编，各章编写分工如下：第1章，詹婧（首都经济贸易大学）；第2章、第3章，张明（广东海洋大学）；第4章，李楠（首都经济贸易大学）；第5章，刘慧贞（东北财经大学）、夏凡（首都经济贸易大学）；第6章，孟续铎（首都经济贸易大学）、雷伟艳（首都经济贸易大学）；第7章，朱延红（首都经济贸易大学）、夏凡；第8章，詹婧、雷伟艳；第9章，孟续铎、杜淑君（北京工业大学）；第10章，王硕（爱尔兰，都柏林城市大学）。詹婧、孟续铎对全书的结构和内容进行了设计编排并负责最后的统稿工作，张明、朱延红对全书的英文语言进行了审校。

本书在编写过程中参阅了大量文献，在此，谨向各位中外作者衷心致敬。

尽管编者付出很大努力，但仍不免存在可以不断完善和修改的地方，真诚希望广大读者不吝赐教。

编　者

目　　录

Chapter 1

An Overview of Human Resource Management

人力资源管理概论

Chapter Review 【本章导读】

Human resource management (HRM) is the utilization of the firm's human resources to achieve organizational goals. Human resource managers have primary responsibility of coordinating the firm's human resource actions through a well-conceived human resource management system that embraces nine functional areas of effective human resource management: human resource planning; recruitment and selection; human resource development; performance management; compensation and benefits; safety and health; employee and labor relations; personnel policies and support for firms strategy.

This chapter introduces the definition and content of human resource management and clarifies its nine functions and corresponding responsibilities of human resource departments. Furthermore, it explains four skills of HRM professionals including human relations skills, decision-making skills, leadership skills and technical skills. Finally, environmental developments and new changes of human resource management are discussed in the chapter.

人力资源管理（HRM）是通过利用公司的人力资源，来实现组织目标的活动。人力资源管理人员的首要责任是通过一个完善的人力资源管理系统来协调公司的人力资源活动，这一系统主要包含九个主要功能，分别是：人力资源规划、招聘与选拔、人力资源开发、绩效管理、薪酬与福利、安全与健康、雇员与劳工关系、人事政策制订以及企业战略支持。

本章首先介绍人力资源管理的定义和内涵，解释人力资源管理的九大功能以及人力资源管理部门的相应职责；之后阐述了人力资源管理者应具备的四大重要

技能，包括人际关系技能、决策技能、领导技能和技术技能。最后，本章讨论了影响人力资源管理的环境变革以及人力资源管理的新变化。

Key Words 【重点词汇】

human resource management 人力资源管理
human resource manager 人力资源经理
human resource planning 人力资源规划
recruitment 招聘
selection 选拔
human resource development 人力资源开发
compensation and benefits 薪酬与福利
safety and health 安全与健康
employee and labor relations 员工关系
human relations skills 人际关系技能
decision-making skills 决策技能
leadership skills 领导技能
technical skills 技术技能

1.1 Defining Human Resource Management

人力资源管理的定义

Human resource management (HRM) is the utilization of the firm's human resources to achieve organizational goals. To understand the content of human resource, we should first review the key objectives of HRM to be achieved. Five objectives form the content of all HR activities.

1. Staffing Objective

Human resource managers are first concerned with ensuring that the business is appropriately staffed and thus able to draw on the human resources it needs. This involves designing organization structures, identifying under what type of contract different groups of employees will work, selecting and developing the people required to fill the roles before recruiting: the right people, with the right skills to provide their services when needed. There is a need to compete effectively in the employment market by recruiting and retaining the best, affordable workforce that is available. This involves

developing employment packages that are sufficiently attractive to maintain the required employee skill levels and, where necessary, disposing of those judged no longer to have a role to play in the organization.

2. Performance Objective

Once the required workforce is in place, human resource managers seek to ensure that people are well motivated and committed so as to maximize their performance in their different roles. Training and development has a role to play, as do reward systems to maximize effort and focus attention on performance targets. In many organizations, particularly where trade unions play a significant role, human resource managers negotiate improved performance with the workforce. The achievement of performance objectives also requires HR specialists to assist in disciplining employees effectively and equitably where individual conduct and/or performance standards are unsatisfactory. Welfare functions can also assist performance by providing constructive assistance to people whose performance has fallen short of their potential because of illness or difficult personal circumstances. Last but not least, there is the range of employee involvement initiatives to raise levels of commitment and to engage employees in developing new ideas.

3. Change-management Objective

The third objective in nearly every business relates to the role played by the HR function in effectively managing change. Frequently change does not come along in readily defined episodes precipitated by some external factor. Instead it is endemic and well-nigh continuous, generated as much by a continual need to innovate as from definable environmental pressures. Change comes in different forms. Sometimes it is merely structural, requiring reorganization of activities or the introduction of new people into particular roles. At other times cultural change is sought in order to alter attitudes, philosophies or long-present organizational norms. In any of these scenarios the HR function can play a central role. Key activities include the recruitment and/or development of people with the necessary leadership skills to drive the change process, the employment of change agents to encourage acceptance of change and the construction of reward systems which underpin the change process. Timely and effective employee involvement is also crucial because "people support what they help to create".

4. Administration Objective

The fourth objective is less directly related to achieving competitive advantage, but is focused on underpinning the achievement of the other forms of objective. In part it is simply carried out in order to facilitate an organization's smooth running. Hence, there is a need to maintain accurate and comprehensive data on all employees, the records of

their achievement in terms of performance, their attendance and training records, their terms and conditions of employment and their personal details. However, there is also a legal aspect to most administrative activities, meaning that it is done because the business is required by law to comply. Of particular significance is the requirement that payment should be administered professionally and lawfully, with itemized monthly pay statements being provided for all employees. There is also the need to make arrangements for the deduction of taxation and national insurance, for the payment of pension fund contributions and to be on top of the complexities associated with statutory sick pay and statutory maternity pay, as well as maternity and paternity leave. Additional legal requirements relate to the monitoring of health and safety systems and the issuing of contracts to new employees. Accurate record keeping is central to ensuring compliance with a variety of new legal obligations such as the National Minimum Wage and the Working Time Regulations.

5. Delivering HRM Objective

The larger the organization, the more scope there is to employ people to specialize in particular areas of HRM. Some, for example, employ employee relations specialists to look after the collective relationship between management and employees. Where there is a strong tradition of collective bargaining, the role is focused on the achievement of satisfactory outcomes from ongoing negotiations. Increasingly, however, employee relations specialists are required to provide advice about legal developments, to manage consultation arrangements and to preside over employee involvement initiatives.

Another common area of specialization is in the field of training and development. Although much of this is now undertaken by external providers, there is still a role for in-house trainers, particularly in management development. Increasingly the term "consultant" is used instead of "officer" or "manager" to describe the training specialist's role, indicating a shift towards a situation in which line managers determine the training they want rather than the training section providing a standardized portfolio of the courses. The other major roles of specialists are in the fields of recruitment and selection, health, safety and welfare, compensation and benefits and human resource planning.

In addition to the people who have specialist roles there are many other people who are employed as human resources or personnel generalists. Working alone or in small teams, they carry out the range of HR activities and seek to achieve all the objectives outlined above. In larger businesses generalists either look after all personnel matters in a particular division or are employed at a senior level to develop policy and take

responsibility for HR issues across the organization as a whole. In more junior roles, human resource administrators and assistants undertake many of the administrative tasks mentioned earlier.

Most HR practitioners working at senior level are now professionally qualified, having secured *membership of the Chartered Institute of Personnel and Development* (CIPD). The wide range of elective subjects which can now be chosen by those seeking qualification through the Institute's examinations has made it as relevant to those seeking *a specialist career as to those who prefer to remain in generalist roles.* However, *many* smaller businesses do not need, or cannot afford HR managers at all. They may use consultants or the advisory services of university departments. They may use their bank's computer to process the payroll, but there is still a human resource dimension to their managers' activities.

1.2   Responsibilities of Human Resource Departments

人力资源管理部门的主要职责

In all but the smallest organizations, a human resource department is responsible for the functions of human resource management. On average, an organization has one HR worker for every 100 employees served by the department. Table 1-1 details the responsibilities of human resource departments.

Table 1-1   Responsibilities of HR Departments

Function	Responsibilities
Analysis and design of work	Work analysis; job design; job descriptions
Recruitment and selection	Recruiting; job postings; interviewing; testing; coordinating use of temporary labor
Training and development	Orientation; skills training; career development programs
Performance management	Performance measures; preparation and administration of performance appraisals; discipline
Compensation and benefits	Wage and salary administration; incentive pay; insurance; vacation leave administration; retirement plans; profit sharing; stock plans
Employee relations	Attitude surveys; labor relations; employee handbooks; company publications; labor law compliance; relocation and outplacement services
Personnel policies	Policy creation; policy communication; record keeping; HR information systems
Safety and health	Safety inspections; accessibility accommodations
Support for strategy	Human resource planning and forecasting; change management

Source: Based on SHRM-BNA Survey No. 66, "Policy and Practice Forum: Human Resource Activities, Budgets, and Staffs, 2000-2001, " Bulletin to Management, Bureau of National Affairs Policy and Practice Series (Washington, DC: Bureau of National Affairs, June 28, 2001)

Although the human resource department has responsibility for these areas, many of the tasks may be performed by supervisors or others inside or outside the organization. No two human resource departments have precisely the same roles because of differences in organization sizes and characteristics of the workforce, the industry, and management's values. In some companies, the HR department handles all the activities listed in Table 1-1. In others, it may share the roles and duties with managers of other departments such as finance, operations, or information technology. In some companies, the HR department actively advises top management. In others, the department responds to top-level management decisions and implements staffing, training, and compensation activities in light of company strategy and policies.

Let's take an overview of the HR functions and some of the options available for carrying them out. Human resource management involves both the selection of which options to use and the activities of using those options. Later chapters of the book will explore each function in greater detail.

1. Analyzing and Designing Jobs

To produce their given product or service (or a set of products or services) 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. This function 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.

In general, jobs can vary from having a narrow range of simple tasks to having a broad array of complex tasks requiring multiple skills. At one extreme is a worker on an assembly line at a poultry-processing facility; at the other extreme is a doctor in an emergency room. In the past, many companies have emphasized the use of narrowly defined jobs to increase efficiency. With many simple jobs, a company can easily find workers who can quickly be trained to perform the jobs at relatively low pay. However, greater concerns for innovation and quality have shifted the trend to more use of broadly defined jobs.

2. Recruiting and Hiring Employees

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 hiring 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. An organization makes selection decisions in order to add employees to its workforce, as well as to transfer existing employees to new positions.

Approaches to recruitment and selection involve a variety of alternatives. Some organizations may actively recruit from many external sources, such as Internet job postings, newspaper want-ads, and college recruiting events. Other organizations may rely heavily on promotions from within, applicants recommended by current employees, and the availability of in-house people with the necessary skills.

At some organizations the selection process may focus on specific skills, such as experience with a particular programming language or type of equipment. At other organizations, selection may focus on general abilities, such as the ability to work as part of a team or find creative solutions. The focus an organization favors will affect many choices, from the way the organization measures ability, to the questions it asks in interviews, to the places it recruits. Table 1-2 lists the top 10 qualities that employers say they are looking for in job candidates, based on a survey by the American National Association of Colleges and Employers.

Table 1-2   Top 10 Qualities Employers Seek in Job Candidates

1.	Communication skills
2.	Honesty/Integrity
3.	Interpersonal skills
4.	Strong work ethic
5.	Teamwork skills
6.	Analytical skills
7.	Motivation/Initiative
8.	Flexibility/Adaptability
9.	Computer skills
10.	Detail orientation

Source: Reprinted from Job Outlook 2005, with permission of the National Association of Colleges and Employers, copyright holder.

3. Training and Developing Employees

Although *organizations base hiring decisions on candidates' existing qualifications*, most organizations provide ways for their employees to broaden or deepen their knowledge, skills, and abilities. To do this, organizations 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.

Developing involves acquiring knowledge, skills, and behavior that improve employees' ability to meet the challenges of a variety of new or existing jobs, including the client and customer demands of those jobs. *Development programs often focus on preparing employees for management responsibility.* Likewise, if a company plans to set up teams to manufacture products, it might offer a development program to help employees learn the ins and outs of effective teamwork.

Decisions related to training and development include whether the organization will emphasize enabling employees to perform their current jobs, preparing them for future *jobs, or both. An organization may offer* programs to a few employees in whom the organization wants to invest, or it may have a philosophy of investing in the training of all its workers. Some organizations, especially large ones, may have extensive formal training programs, including classroom sessions and e-training programs. Other organizations may prefer a simpler, more flexible approach of encouraging employees to participate in outside training and development programs as needs are identified.

4. Managing Performance

Managing human resources includes keeping track of how well employees are performing relative to objectives such as job descriptions and goals for a particular position. The process of ensuring that employees' activities and outputs match the organization's goals is called **performance management**. The activities of performance management include specifying the tasks and outcomes of a job that contribute to the organization's success. Then various measures are used to compare the employee's performance over some time/period with the desired performance. Often, rewards—the *topic of the next section*—are developed to encourage good performance. The human resource department may be responsible for developing or obtaining questionnaires and other devices for measuring performance. The performance measures may emphasize observable behaviors (for example, answering the phone by the second ring), outcomes (number of customer complaints and compliments), or both. When the person evaluating performance is not familiar with the details of the job, outcomes tend to be