



新世纪专业英语系列教材
New Century Subject-oriented English

中国人民大学 编著
总主编
张勇先 康成翠

人力资源管理英语教程

Human Resource Management English

主编 王珠英
编者 王珠英 陈丽丽
王 红 唐启明

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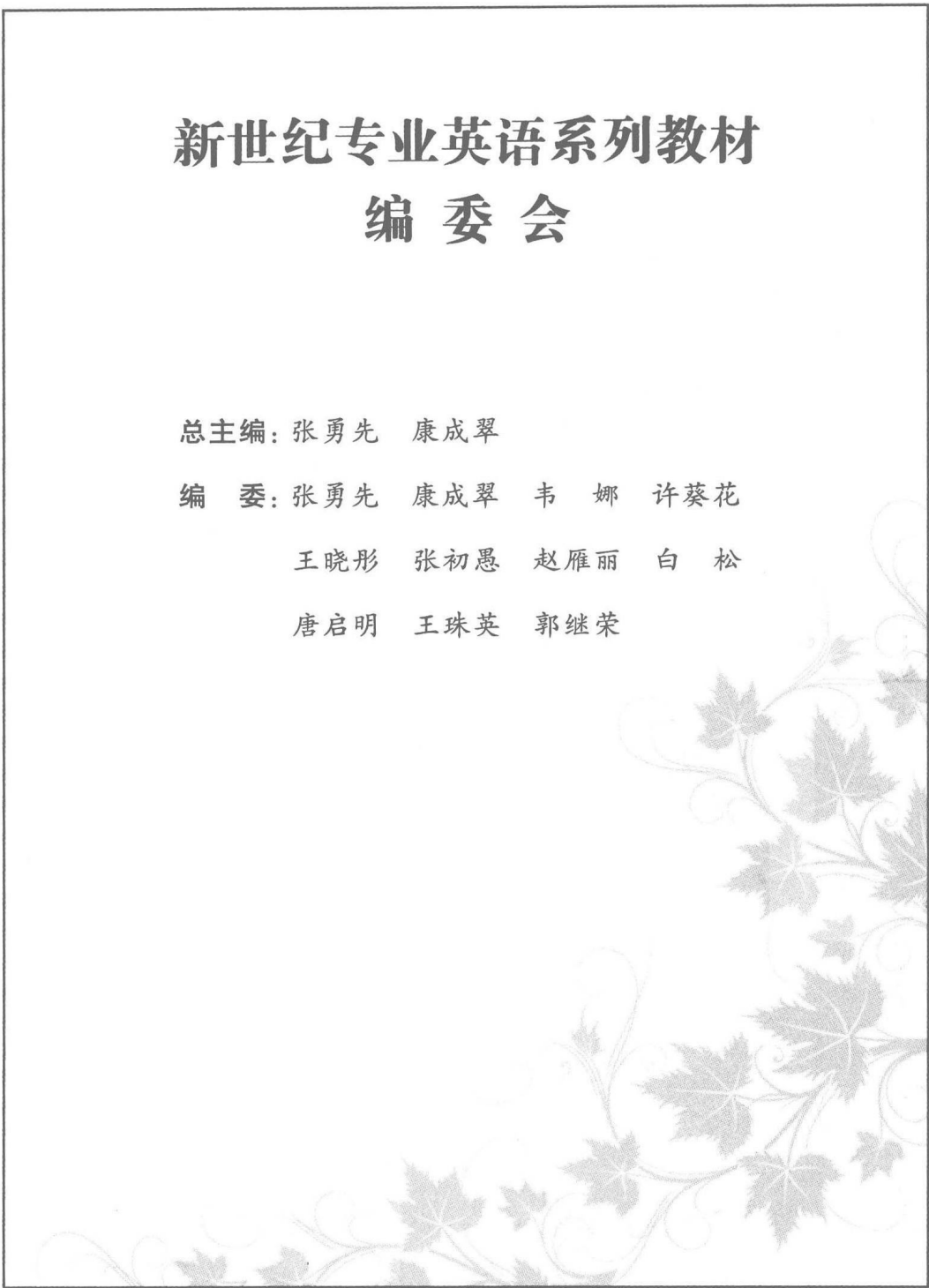
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总序 *Preface*

“新世纪专业英语系列教材”自2003年出版以来在全国高校使用了6年,受到国内专家学者及广大教师和学生的的好评,其中《工商管理英语教材》被列入教育部“普通高等教育‘十一五’国家级规划教材”。

为更好地推进专业英语教学,强化使用效果,编者遵循教育部《大学英语课程教学要求》(以下简称《课程要求》),结合实际使用中的反馈意见,经过近2年认真仔细地调整与策划,对第1版进行了修订与补充,并在原有基础上增补了6个品种,推出“新世纪专业英语系列教材”(第2版)(总计13种)。

一、编写与修订依据

为适应我国高等教育发展的新形势,满足新时期国家和社会对人才培养的需要,教育部高教司于2007年7月颁布了《课程要求》。

《课程要求》中规定的大学英语阶段的英语教学要求分3个层次,即一般要求、较高要求和更高要求,并规定:“各高等学校应根据本校实际情况确定教学目标,并创造条件,使那些英语起点水平较高、学有余力的学生能够达到较高要求或更高要求”。《课程要求》对听、说、读、写、译均有明确的规定:

听力要求:“能听懂涉及专业知识的学术报告、专题讲座等,并能理解其中阐述的事实或包含的较为抽象的概念。”

口语要求:“能在学术会议或专业交流中较为自如地表达自己的观点和看法,……”

阅读要求:“能较为顺利地阅读所学专业的英语文献和资料。”

写作要求:“能撰写专业文章摘要,能写简短的专业报告和论文。”

翻译要求:“能借助词典翻译所学专业的文献资料和英语国家报刊上有一定难度的科普、文化、评论等文章,……”

“新世纪专业英语系列教材”(第2版)在设计和编写上贯彻《课程要求》对大学英语的“更高要求”的教学目标及大学英语参考词汇等方面所做的界定和

描述,并在此基础上,结合英语教学理论与实际教学要求,进行了修改与增补。

二、修订与增补内容

1. 将原系列中的《国际贸易英语教程》、《工商管理英语教程》、《新闻英语教程》、《旅游英语教程》、《法律英语教程》5个品种的上、下册合为1册,将《财金英语教程》按照专业拆分为《金融英语教程》和《会计英语教程》。

2. 新增《电子商务英语教程》、《人力资源管理英语教程》、《物流管理英语教程》、《市场营销英语教程》、《管理英语教程》和《医学英语教程》,从而更加方便学生与教师的学习与使用。

三、编写原则与特点

本系列教材充分贯彻《课程要求》的基本精神,在内容编排方面,除精心编选课文外,还创新性地设置听、说、读、写、译练习,更加强化了学生英语综合能力的培养。其突出特点如下:

1. **课文选材新颖:**课文中绝大部分文章是2000年以后发表的,具有很强的时代感。
2. **课文语言地道:**课文绝大部分取材于国外著名专家的原版著作,语言地道,具有很高的权威性与可读性。
3. **内容覆盖全面:**内容涉猎面广,具有很丰富的知识性。以工商管理为例,全书包括从工商管理十大原理,如企业经理的作用、策划、计划及组织等,到企业招聘面试,均有涉及。
4. **课文难度适中:**课文深入浅出,避免晦涩艰深,对学生完成从基础到专业的过渡具有很大的帮助。
5. **练习类型多样:**练习融听、说、读、写、译于一体,难易兼顾,符合我国新世纪的最新教学理念,对教师教学具有很强的可操作性。
6. **辅助功能齐备:**教材的附录部分提供了练习答案、参考译文、总词汇表及听力原文,使学生学习及教师教学更加方便与灵活。每册教材均配有由外籍语言专家朗读的Mp3听力光盘1张。

四、编写队伍

本系列教材均由专业英语教师与大学英语教师共同编写,课文译文由英语过硬的专业教师负责审定。

总主编由曾在国内出版了大量颇受欢迎的教材、专著及词典等的中国人民大学外语学院张勇先教授与康成翠副教授担任。各分册主编与编者绝大部分为中国人民大学外语学院与商学院等骨干教师。其中《金融英语教程》与《会计英语教程》由韦娜(美国教育学博士)主编;《国际贸易英语教程》由许葵花(语言学博士)主编;《旅游英语教程》由王晓彤(语言学在读博士)主编;《工商管理英语教程》、《物流管理英语教程》和《市场营销英语教程》由张初愚(英国工商管理硕士)主编;《法律英语教程》由赵雁丽(语言学与法学双硕士)主编;《新闻英语教程》由白松(语言学硕士)主编;《电子商务英语教程》由唐启明(语言学硕士)主编;《人力资源管理英语教程》由王珠英(语言学硕士)主编;《管理英语教程》由郭继荣(语言学博士)主编;《医学英语教程》由王小丽(语言学硕士)主编。

此外,还特邀了北京外国语大学、中国社科院、西安交通大学、北京联合大学等单位的著名教授、专家与学者加盟。

本系列教材虽经编者尽心推敲、仔细查阅,纰漏与差错在所难免,恳请各界专家、学者及热心的读者不吝赐教。

编者

2010年3月

前言 Foreword

教育部颁布的《大学英语课程教学要求》指出,各高等学校应根据实际情况,按照《课程要求》和本校的大学英语教学设计出各自的大学英语课程体系,将综合英语类、语言技能类、语言应用类、语言文化类和专业英语类等必修课程和选修课程有机结合,确保不同层次的学生在英语应用能力方面得到充分的训练和提高。《人力资源管理英语》正是根据该要求而编写的,旨在提高学生用英语作为语言工具来了解人力资源管理领域的专业知识和进行专业交流的技能。

本书的主要特点如下:

1. 知识体系合理,涵盖核心内容。为了更加完整和准确地构建专业结构,阐述专业知识,全书在编写过程中,参考了多种权威的英文原版教材,最终确定 10 个单元。10 个单元的主题基本涵盖了人力资源管理的核心内容,各单元自成体系,涉及人力资源管理各个方面最基本的知识和管理实践的最新发展。

2. 语言地道,原汁原味。课文均选自英美经典的人力资源管理原版教材,语言精髓地道。补充阅读的选材除了来自国外原版教材的内容外,还选取了 *Business Week*, *Financial Times*, *The Wall Street Journal*, *Workforce* 等英美著名杂志和网站。文章的视角独特,思想深邃,语言精练。

3. 解困释惑,扩展技能。每个单元的课文后除了配有生词释义和课文难点、专业术语注释外,还提供了全方位的听、说、读、写、译等语言技能训练。这些练习以提高学生运用英语直接进行专业交流的能力为宗旨,通过课文理解、词汇、英汉互译、听力理解、写作和角色扮演等形式,拓展学生在人力资源管理实践背景下的英语语言技能,练习设计注重表达和针对性,着眼应用和实际问题的分析能力。

本书内容以人力资源管理专业知识为主线,同时注重培养学生的英语语言技能。因此,学生在学习人力资源管理知识的同时,又可锤炼其英语应用能力。本书内容深入浅出,克服了国外引进的英文原版教材内容繁杂令学生望而生畏的不足,也解决了国内编写的此类教材无练习或练习缺乏多

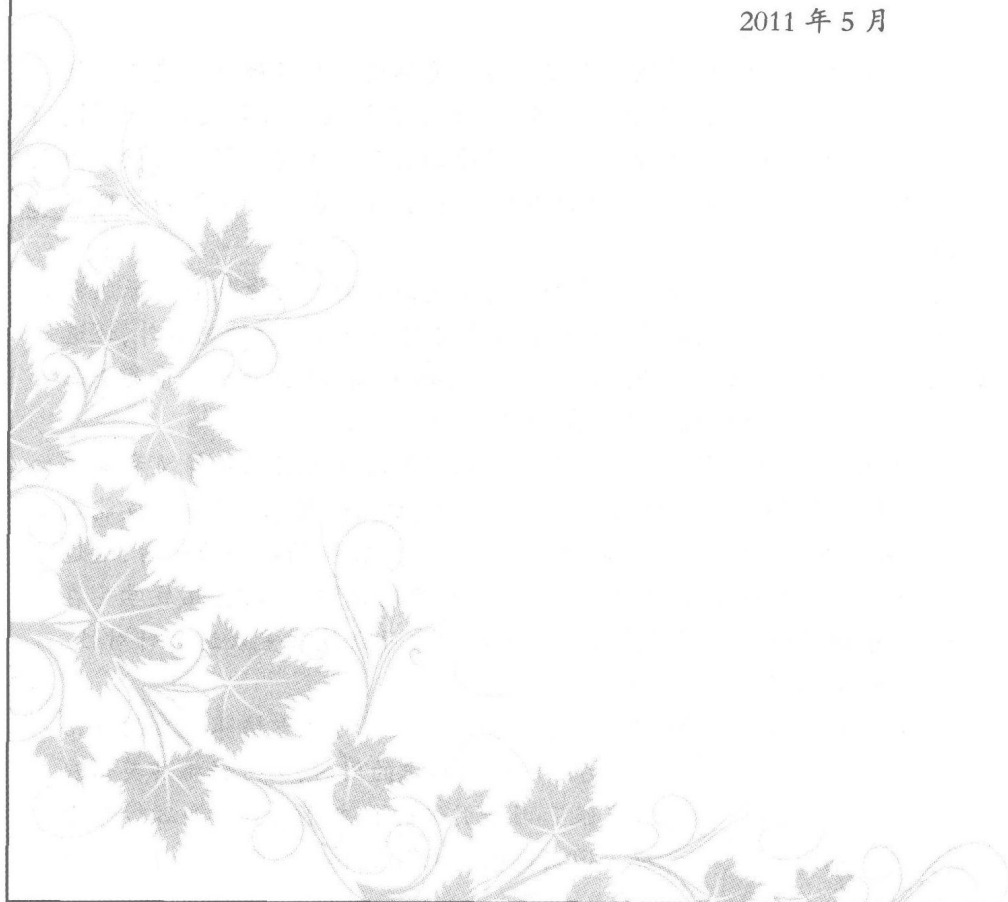
样化的问题。对于已经达到了大学英语课程教学的一般要求同时又想运用英语熟悉人力资源管理的相关知识的学生来说,本书是比较合适的“英语+人力资源管理”的专业英语教材。

本书由中国人民大学外国语学院的王珠英、陈丽丽、王红和唐启明编写,白洁老师负责了部分内容的选材。我们在编写过程中选取了许多国外原版教材、杂志和网络上的相关资料,同时也参考了国内本土教授编写的教材和国外这类教材的中译本,在此对本书所选材料的原刊出单位和机构及相关的著作者深表谢意。

由于编写人员时间、水平和材料所限,书中不足之处在所难免,恳请读者批评指正。

编者

2011年5月



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Unit 1

An Overview of Human Resource Management

Managing Human Resources

Imagine trying to run a business where you have to replace every employee two or three times a year. If that sounds chaotic, you can sympathize with the challenge facing Rob Cecere when he took the job of regional manager for a group of eight Domino's Pizza stores in New Jersey. In Cecere's region, store managers were quitting after a few months on the job. The lack of consistent leadership at the store level contributed to employee turnover rates¹ of up to 300 percent a year (one position being filled three times in a year). In other words, new managers constantly had to find, hire, and train new workers—and rely on inexperienced people to keep customers happy. Not surprisingly, the stores in Cecere's new territory were failing to meet sales goals.

Cecere made it his top goal to build a stable team of store managers who in turn could retain employees at their stores. He held a meeting with the managers and talked about improving sales, explaining, "It's got to start with people" hiring good people and keeping them on board. He continues to coach his managers, helping them build sales and motivate their workers through training and patience. In doing so, he has the backing of Domino's headquarters. When the company's current chief executive, David Brandon, took charge in 1999, he was shocked by the high employee turnover² (then 158 percent nationwide), and he made that problem his priority. Brandon doubts the pay rates are what keeps employees with

any fast-food company; instead, he emphasizes careful hiring, extensive coaching³, and opportunities to earn promotion. In the years since Brandon became CEO, employee turnover at Domino's has fallen. And in New Jersey, Cecere is beginning to see results from his store managers as well.

The challenges faced by Domino's are important dimensions of human resource management (HRM), the policies, practices, and systems that influence employees' behavior, attitudes, and performance. Many companies refer to HRM as involving "people practices." There are several important HRM practices: 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 (compensation⁴), creating a positive work environment (employment relations), and supporting the organization's strategy (HR planning and change management). An organization performs best when all of these practices are managed well. At companies with effective HRM, employees and customers tend to be more satisfied, and the companies tend to be more innovative, have greater productivity, and develop a more favorable reputation in the community.

❁ Human Resources and Company Performance

Managers and economists traditionally have seen human resource management as a necessary expense, rather than as a source of value to their organization. Economic value is usually associated with capital—cash, equipment, technology, and facilities. However, research has demonstrated that HRM practices can be valuable. 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 that attempt to increase their competitiveness⁵ by investing in new technology and promoting quality throughout the organization also invest in state-of-the-art staffing, training, and compensation practices.

The concept of "human resource management" implies that employees are resources of the employer. As a type of resource, human capital⁶ means the organization's employees, described in terms of their training, experience, judgment, intelligence, relationships, and insight—the employee characteristics

that can add economic value to the organization. In other words, whether it manufactures automobiles or forecasts the weather, for an organization to succeed at what it does, it needs employees with certain qualities, such as particular kinds of training and experience. This view means 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, human resource management therefore contributes to such basic measures of an organization's success as quality, profitability, and customer satisfaction.

Human resource management is critical to the success of organizations because human capital has certain qualities that make it valuable. In terms of business strategy, an organization can succeed if it has a sustainable competitive advantage (is better than competitors at something, and can hold that advantage over a sustained period of time). Therefore, we can conclude that organizations need the kind of resources that will give them such an advantage. Human resources have these necessary qualities:

- Human resources *are valuable*. High-quality employees provide a needed service as they perform many critical functions.
- Human resources are rare in the sense that a person with high levels of the needed skills and knowledge is not common. An organization may spend months looking for a talented and experienced manager or technician.
- Human resources *cannot be imitated*. To imitate human resources at a high-performing competitor, you would have to figure out which employees are providing the advantage and how. Then you would have to recruit people who can do precisely the same thing and set up the systems that enable those people to imitate you competitor.
- Human resources have *no good substitutes*. When people are well trained and highly motivated, they learn, develop their abilities, and care about customers. It is difficult to imagine another resource that can match committed and talented employees.

These qualities imply that human resources have enormous potential. An organization realizes this potential through the ways it practices human resource management.

Effective management of human resources can form the foundation of a high-performance work system⁷—an organization in which technology, organizational

structure, people, and processes all work together to give an organization an advantage in the competitive environment. As technology changes the ways organizations manufacture, transport, communicate, and keep track of information, human resource management must ensure that the organization has the right kinds of people to meet the new challenges. Maintaining a high-performance work system may include development of training programs, recruitment of people with new skill sets, and establishment of rewards for such behaviors as teamwork, flexibility, and learning.

❁ Responsibilities of Human Resource Departments

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 staff person for every 100 employees served by the department.

The following table details the responsibilities of human resource departments:

FUNCTION	RESPONSIBILITIES
analysis and design of work	work analysis; job design; job descriptions
recruitment and selection	recruiting ⁸ ; job posting; interviewing; testing; coordinating use of temporary labor
training and development	orientation ⁹ ; skills training; career development programs
performance management	performance measure; 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 ¹⁰ ; employee handbooks; company publications; labor law compliance; relocation and outplacement services
personnel policies	policy creation; policy communication; record keeping; HR information systems
compliance with laws	policies to ensure lawful behavior; reporting; posting information; safety inspections; accessibility accommodations
support for strategy	human resource planning and forecasting; change management

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 value. In some companies, the HR department handles all the activities listed in the table above. 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.

✻ Skills of HRM Professionals

With such varied responsibilities, the human resource department needs to bring together a large pool of skills. These skills fall into the four basic categories: human relations skills, decision-making skills, leadership skills, and technical skills.

Human relations skills

The ability to understand and work well with other people is important to virtually any career, but human relations skills have taken on new significance for human resource management today. As organizations' managers increasingly appreciate the significance of human resources, many are calling for HRM to become the "source of people expertise" in the organization. HR managers therefore need knowledge of how people can and do play a role in giving the organization an advantage against the competition, as well as of the policies, programs, and practices that can help the organization's people do so. Some of the human relations skills that are particularly important for today's HR professionals are communicating, negotiating, and team development.

Decision-making skills

Human resource managers must make a wide variety of decisions that affect whether employees are qualified and motivated and whether the organization is operating efficiently and complying with the law. Especially at organizations that give HRM departments a role in supporting strategy, HR decision makers also must

be able to apply decision-making skills to strategic issues. This requires knowledge of the organization's line of business and the ability to present options in terms of costs and benefits to the organization, stated in terms of dollars. Decisions must also take into account social and ethical implications of the alternatives.

Leadership skills

Through their knowledge, communication skills, and other abilities, HR managers need to play a leadership role with regard to the organization's human resources. In today's environment, leadership often requires helping the organization manage change. Fulfilling this leadership role includes diagnosing problems, implementing organizational changes, and evaluating results, especially in terms of employees' skills and attitudes. Changes typically produce conflict, resistance, and confusion among the people who must implement the new plans or programs. HR professionals must oversee the change in a way that ensures success. HRM provides tools for overcoming resistance to change, teaching employees to operate under new conditions, and even encouraging innovation. A survey of large corporations found that in 87 percent of the companies, organization development and change were managed by the HR department.

Technical skills

In any field, including management, "technical skills" are the specialized skills of that field. In human resource management, professionals need knowledge of state-of-the-art practices in such areas as staffing, development, rewards, organizational design, and communication. New selection techniques, performance appraisal methods, training programs, and incentive plans are constantly being developed. These developments often include the use of new software and computer systems. New laws are passed every year, and technical skills require knowledge of how to comply.

Professionals must be able to evaluate the worth of the techniques that are available for carrying out HRM activities. Some of the new methods and tools will provide value to the organization, whereas others may be no more than the HRM equivalent of snake oil. HRM professionals must be able to critically evaluate new techniques in light of HRM principles and business value to determine which are beneficial.

(1,858 words)