



人力资源管理专业英语

主编 刘秀杰 王道理

English in Human Resources Management

哈尔滨工业大学出版社

21 世纪专业英语系列丛书

人力资源管理专业英语

English in Human Resources Management

主 编 刘秀杰 王道理
副主编 岳文赫 吴会平 王倩玉
主 审 西 宝

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内 容 提 要

本书为适应经济全球化的发展趋势,满足国内广大读者学习和借鉴国外先进的人力资源管理理论的需要而编写。本书主要包括专业学术阅读、案例、专业学术信息和专业词汇四部分。第一部分是主干内容,由人力资源管理概述、工作分析、人力资源规划、员工招聘与甄选、员工培训与开发、绩效考核与管理、薪酬设计、员工关系管理等章组成。第二部分是案例,由4个案例及其相应知识扩展组成。第三部分主要包括专业学术期刊、学术网站、学术组织及学会等内容。第四部分基本涵盖了人力资源管理领域的专业术语和常用词汇。本书可作为大专院校经济管理、人力资源管理等专业教材,也可作为相关管理人员的参考书。

图书在版编目(CIP)数据

人力资源管理专业英语/刘秀杰,王道理主编. —哈尔滨:
哈尔滨工业大学出版社,2013.8
(21世纪专业英语系列丛书)
ISBN 978-7-5603-4177-4

I. ①人… II. ①刘…②王… III. ①人力资源管理-英语-
高等学校-教材 IV. ①H31

中国版本图书馆CIP数据核字(2013)第163518号

责任编辑 田新华
封面设计 卞秉利
出版发行 哈尔滨工业大学出版社
社 址 哈尔滨市南岗区复华四道街10号 邮编 150006
传 真 0451-86414749
网 址 <http://hitpress.hit.edu.cn>
印 刷 哈尔滨工业大学印刷厂
开 本 880mm×1230mm 1/32 印张 11.75 字数 338 千字
版 次 2013年8月第1版 2013年8月第1次印刷
书 号 ISBN 978-7-5603-4177-4
定 价 35.00元

(如因印装质量问题影响阅读,我社负责调换)

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前 言

为适应经济全球化的发展趋势,满足国内广大学生和读者了解、学习和借鉴国外先进的人力资源管理理论,了解前沿动态的需求,使学生通过大量阅读英语文章来扩充词汇量,提高熟练获取信息和独立阅读原著的能力,我们编写了此书。

本书主要内容由专业阅读、案例、专业学术信息和专业词汇四部分组成。第一部分为主干内容,包括人力资源管理概述、工作分析、人力资源规划、员工招聘与选择、员工培训与开发、绩效考核与管理、薪酬设计、员工关系管理等九章,这也是人力资源管理的逻辑顺序。第二部分为案例,由4个案例及其相应知识扩展组成。第三部分的主要内容为人力资源管理专业的国内外相关学术信息,如专业学术期刊、学术网站、学术组织及学会等,可供读者了解最新人力资源管理专业学术动态。第四部分基本涵盖了人力资源领域的专业术语和常用词汇。

本书具有以下特点:第一,内容全面,时代感强。内容覆盖了人力资源管理的各个方面,所有文章均选自近年英美国家原版教材和期刊杂志。第二,内容实用,针对性强。专业学术信息篇提供了详尽的了解人力资源管理专业学术信息的渠道,能够有效促进学生的专业发展。第三,注释合理,可读性强。选文中的难点和重点词汇、句子都配有相应的中文解释和实用例句,能够激发学生进一步学习的积极性。

本书适用范围较广,可作为高校人力资源管理、工商管理专业

教材,也可供人力资源管理专业人士阅读。

在编写过程中,我们参考了部分作者的成果,在此一并表示谢意。由于编写时间仓促,且编者水平及经验有限,书中不妥和疏漏之处在所难免,恳请广大读者批评指正。

编 者

2013年7月

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PART ONE
ACADEMIC READING

第一部分 专业阅读

Introduction to Human Resource Management

人力资源管理绪论

【本章导读】 本章是全书的引言部分,阐述人力资源管理的概念和重要性。1.1 介绍人力资源管理的四个特点和八个职能目标,如实现组织目标、有效利用劳动力技能、培养训练有素动力十足的员工、最大限度提高员工的工作满意度并达到自我实现等。1.2 介绍人力资源管理中要注意就业机会平等,遵守《平等薪酬法案》、《民权法案》第七条、《雇佣年龄歧视法案》等。1.3 阐释当今人力资源管理的一些热点问题,如人事变动和团队等。

1.1 Human Resource Management and Organizational Effectiveness

人力资源管理和组织效能

When an organization is really concerned about people, its total philosophy, culture, and tone will reflect this belief. In this book, human resource management (HRM) is used to describe the function that is concerned with people—the employees. Human resource management is the function performed in organizations that facilitates the most effective use of people (employees) to achieve organizational and

individual goals^①.

The following four descriptions of HRM should be stressed at the outset:

- It is action-oriented. HRM emphasizes the solution of employment problems to help achieve organizational objectives and facilitate employees' development and satisfaction.

- It is individual-oriented. Whenever possible, HRM treats each employee as an individual and offers services and programs to meet the individual's needs, McDonald's, the fast-food chain, has gone so far as to give its chief personnel executive the title vice president of individuality.

- It is globally oriented. HRM is not only an American function or activity; it is being practiced efficiently and continuously in Mexico, Poland, and Hong Kong. Many organizations around the world treat people fairly, with respect, and with sensitivity.

- It is future-oriented. Effective HRM is concerned with helping an organization achieve its objectives in the future by providing for competent, well-motivated employees.

HRM activities play a major role in ensuring that an organization will survive and prosper. Organizational effectiveness or ineffectiveness is described in this book in terms of such criteria and components as performance, legal compliance, employee satisfaction, absenteeism, turnover, scrap rates, grievance rates, and accident rates^②. Three crucial elements are needed for firms to be effective: (1) mission and strategy, (2) organizational structure, and (3) HRM. However, it is important to remember that people do the work and create the ideas that allow the organization to survive. Even the most capital-intensive, best-structured organizations need people to run them.

People limit or enhance the strengths and weaknesses of an organization. Current changes in the environment are often related to changes in human resources, such as shifts in the composition,

education, and attitudes of employees. The HRM function should provide for or respond to these changes. The objectives of HRM function are as follows:

Helping the Organization Reach Its Goals

Bruce R. Elly, vice president of personnel at Pfizer, Inc. , expresses the role of the HRM function this way:

The HR function is a very key portion of the organization today. That message is coming across consistently in surveys of CEOs. So far, the emphasis has been on doing things right. The real jump in effectiveness will come when the focus is first placed on doing the right things. I can't imagine how HR functions without thoroughly knowing the business issues of its organization. Every business issue has HR implications.

Efficiently Employing the Skills and Abilities of the Workforce

Clyde Benedict, the chief personnel officer for Integon Corporation, stated this purpose somewhat differently. He said the purpose is "to make people's strengths productive, and to benefit customers, stockholders, and employees. I believe this is the purpose Walt Disney had in mind when he said his greatest accomplishment was to build the Disney organization with its own people."

Providing Well-trained and Well-motivated Employees

This is a measure of effectiveness for HRM. David Babcock, chairman of the board and chief executive officer of the May Company, phrases this purpose as "building and protecting the most valuable asset of the enterprise; people." Mary Kay Ash is a master of motivation for her cosmetics sales force of over 300,000. Mary Kay believes that giving people recognition and not just cash is the key to motivation. She has

become a master of employee recognition.

HRM's effectiveness measure—its chief effectiveness measure, anyway—is to provide the right people at the right phase of performing a job, at the right time for the organization.

Increasing to the Fullest Employees' Job Satisfaction and Self-actualization

Thus far, the emphasis has been on the organization's needs. But unlike computers or cash balances, employees have feelings. For employees to be productive, they must feel that the job is right for their abilities and that they are being treated equitably. For many employees, the job is a major source of personal identity. Most of us spend the majority of our waking hours at work and getting to and from work. Thus, our identity is tied closely to our job.

Achieving Quality of Work Life

This purpose is closely related to the previous one. Quality of work life is a somewhat general concept, referring to several aspects of the job experience. These include such factors as management and supervisory style, freedom and autonomy to make decisions on the job, satisfactory physical surroundings, job safety, satisfactory working hours, and meaningful tasks. Basically, a sound quality of work life(QWL) program assumes that a job and the work environment should be structured to meet as many of the worker's needs as possible^③.

Communicating HRM Policies to All Employees

Chuck Kelly, director of human resources of a small manufacturing firm, expressed this objective as follows: "We can't afford not to communicate our programs, policies, and procedures fully. There are effective, personal development and legal reasons why everyone in the firm has to be HRM-knowledgeable. Communicating HRM programs