

商务专业英语系列教材 王关富 张海森 总主编

人力资源管理专业英语

(第二版)

An English Reader of
Human Resource Management
(Second Edition)

付美榕 宋颖 贾宁 主编



对外经济贸易大学出版社

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总 序

经济全球化及加入世界贸易组织给我们带来巨大的挑战,这种挑战不仅表现在我国企业在国际经营活动中必须遵守国际商业规则与惯例,同时还要求我国商界从业人员及在校学生必须提升自己的专业知识,学习国外先进的管理技术、经营理念,熟悉国际商务活动的行为规范,具有娴熟的商务沟通技能,实现与国际市场的真正接轨,而所有这一切的最终实现在很大程度上取决于他们直接用外语获取相关专业知识和水平以及商务英语交际的技能。为帮助在校大学生、商界从业人员和有志于从事商务实践的人士实现这一目标,我们推出了《商务专业英语系列教材》。

这套教材的基本指导思想是:以商科各专业的知识框架为素材,用语言学习的方法将它们有机地编撰成有鲜明特色的教材,可适用于各类不同的读者,以达到各自不同的目的。教材包括:《工商管理专业英语》、《人力资源管理专业英语》、《国际商法专业英语》、《国际贸易专业英语》、《证券专业英语》、《银行专业英语》、《国际经济专业英语》、《国际经济合作专业英语》、《旅游管理专业英语》、《国际投资专业英语》、《饭店管理专业英语》、《国际营销专业英语》、《保险专业英语》、《公共管理专业英语》、《海关专业英语》和《国际物流专业英语》。

本套教材有别于目前市场上种类繁多的商务英语书籍。在推出这套教材之前,我们对商务英语图书市场进行了深入的调研与分析。这次调研发现市场上现有的商务英语类书籍多以阅读、写作和听说类为主,选材涉及经济、工商、金融、贸易等,其特点之一是涉及到的专业内容没有系统性和完整性,其二是编写的出发点主要在语言上。当然,市场上也有一些以专业知识为内容的教科书,但它们往往都是零散的,很难满足不同背景读者的不同需要;偶尔上市的这类系列教材,要么系统性不强,要么只重专业知识或只重语言学习,鲜有两者有机结合的。因此,目前读者特别需要一套系统性强、专业知识与语言技能训练兼容、能满足不同读者需要的教材。

正是基于上述需要,我们精心策划《商务专业英语系列教材》与大家见面。本系列教材具有十分鲜明的特色,主要有:(1)目的:为具有专业背景的学生和



读者提供学习商务英语和提高实际交流能力的有效学习途径,同时英语语言类专业背景的学生和读者可以学习相关专业的基本原理和框架性专业知识;(2)选材:涵盖各相关专业的基本知识,专业内容具有代表性,语言规范标准;(3)构架:专业知识和语言训练的最佳结合。除了专业知识外,还配有阅读理解、专业术语、常用短语、要点综述、相关背景知识和注释以及丰富多彩的练习。

参与本套教材编写的作者来自对外经济贸易大学、北京外国语大学、中国人民大学等多所高等院校,他们都兼有商科和语言类的学历与学位,而且都是从事商科或商务英语教学与研究多年的资深学者,具有各自专业扎实的知识基础和丰富的教学经验。能有那么多出类拔萃的优秀学者参与编撰这套教材是我们的极大骄傲和荣幸,同时也是广大读者可以对本套教材寄予期望和信任的有利保证。

在这套教材的编写过程中,对外经济贸易大学校长陈准民教授给予了关注和支持;对外经济贸易大学出版社刘军社长高度重视;出版社宋海玲编辑则一直以来认认真真、兢兢业业,投入了大量的时间与精力,为教材的推出作出了重要贡献。我们在此对他们一并表示衷心的感谢。

最后希望广大读者在使用本套教材过程中,如发现不足与问题请给予指正以便将来改进。

对外经济贸易大学

王关富 教授

前言

人力资源,作为推动整个经济与社会发展的具有智力和体力的劳动者,是企业系统的一个重要环节,因而人力资源的开发与管理关系着企业的生存与发展,是决定企业核心竞争力的关键。随着社会的进步,人力资源管理职业以及人力资源管理实践都正在经历着深刻的变革和调整。与传统的人事管理相比,现代人力资源管理具有以下几个特点:首先,管理核心不同。传统的人事管理往往以事为中心,工作职责只涉及员工的录用、报酬、晋升等事务性内容,属于静态管理。现代人力资源管理则以人为中心,强调以人为本,注重对人进行开发式管理,属于动态管理。其次,价值观念不同。传统的人事管理把人的劳动等同于物质生产资料,忽视了对人的培训与后续教育。现代人力资源管理则强调人力资源的开发与利用以求得人力资本的增值,注重通过培训与工作协调积极开发员工的潜能。此外,管理地位不同。传统的人事管理受制于上层领导,被动地进行人员安排、协调关系等执行性工作。现代人才资源管理则把人力资源开发与管理置于决策层的战略性高度地位,人力资源部门积极地为组织发展、挖掘人才潜能并对各级人员进行有效的管理。总之,在当今市场经济与知识经济的条件下,人力资源管理的新特征表现为管理内容逐步规范化、秩序化与系统化;管理模式趋于“软”化;管理方法高效化与标准化;决策透明度高;参与度增强;沟通方式人性化。

本书力求在内容编排上反映人力资源管理的发展趋势与新特征,所包括的十四篇课文涉及现代企业人力资源管理的主要方面:战略管理、人力资源规划、工作设计、公平就业机会、招募程序、人员与配置、绩效评估、员工培训、员工激励、薪酬管理、福利与服务、跨国企业人力资源管理。每课课文长度约3 000—3 500词,以 Pre-reading Questions 导引,由 Text (课文)、Vocabulary (一般词汇)、Key Terms



(专业词汇)与 Notes(知识点)组成,同时配有针对课文内容的不同形式的练习题供学习者使用。

本书是三位作者通力合作的结果。其中第2—7课由宋颖老师完成,贾宁老师贡献了第8—13课,付美榕老师负责第1课和第14课以及全书的统筹。书中不当之处,请读者批评指正。

编者

2012年6月



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Unit 1

An Overview of Human Resource Management

Pre-reading questions:

1. What are the features of employment that you value most?
2. How can Human Resource Management activities contribute to the presence of these features?
3. How is Personnel Management different from Human Resource Management?
4. "Human Resource is not a department—it is the department." How do you interpret this saying?

Text



Organizations require a number of things to be effective: Physical resources, financial resources, marketing capability and human resources. While all these are important to organizational effectiveness, the factor that is most likely to provide potential competitive advantage is human resources and how these resources are managed. The production technology, financing, and customer connections (marketing) can all be copied. The basics of managing people also can be copied, but the most effective organizations find unique ways to attract, retain and motivate employees—a strategy that is harder to imitate.



In a superb article, *Competitive Advantage through People*, Jeffrey Pfeffer took America's Southwest Airlines as an example.

Consider...Southwest Airlines, whose stock had the best return from 1972 to early 1992. It certainly did not achieve that success from economies of scale. In 1992, Southwest had revenues of \$1.31 billion and a mere 2.6 percent of the U.S. passenger market...Southwest (has not) succeeded because it has had more access to lower-cost capital—indeed, it is one of the least leveraged airlines in the United States. Southwest's planes, Boeing 737s, are obviously available to all its competitors. It isn't a member of any of the big computerized reservation systems; it uses no unique process technology and sells essentially a commodity product—low-cost, low-frills airline service at prices its competitors have difficulty matching.

Most of Southwest's cost advantage comes from its very productive, very motivated, and by the way, unionized workforce. Compared to the U.S. airline industry, according to 1991 statistics, Southwest has fewer employees per aircraft (79 versus 131), and flies more passengers per employee (1 891 082 versus 1 339 995). It turns around some 80 percent of its flights in 15 minutes or less, while other airlines on average need 45 minutes, giving it an enormous productivity advantage in terms of equipment utilization. It also provides an exceptional level of passenger service. Southwest has won the airlines' so-called triple crown (best on-time performance, fewest lost bags, an fewest passenger complaints—in the same month) nine times. No competitor has achieved that even once.

The illustration of Southwest Airlines proves a vivid example of the role that people—human resources—play in determining the competitiveness and effectiveness of organizations in meeting the challenges of the 21st century. The success of Southwest Airlines comes from managing people effectively, a combination of a number of important but less visible aspects of operations. From this example it is clear that most of the changes and challenges facing organizations have to do with their employees. In organizations as diverse as *Fortune 500* corporations, nonprofit



universities, NFL football teams, and local restaurants, CEOs are seeing the results of employee involvement, of having the right people to do the job, and of getting managers to care about their people. The successful organizations of the 1990s have adopted a professional approach to human resource management that will ensure continued success in the 21st century.

Businesses are diverse. Prisons, restaurants, oil companies, corner shops, fire brigades, churches, hotel chains, hospitals, schools, newspapers, charities, dentists' surgeries, professional sports teams, airlines, law firms and universities are all businesses in the sense that they have overall corporate missions to deliver and these have to be achieved within financial constraints. The basis of management is always the same: getting the people of the business to make things happen in a productive way, so that the business prospers and the people thrive. Human resource management (HRM) is the basis of all management activity today.

Evolution of HR Management

What traditionally were called "personnel departments" now are usually termed "human resource departments." And "Human Resource Management" (HRM) has replaced the term "personnel management" as a description of the processes involved in managing people in organizations. But more than the name has changed. The focus of such departments has shifted, and their responsibilities have expanded. Figure 1.1 highlights the major shifts that have occurred in the field.

Before 1900, improving the working life of individuals was a major concern of reformers. Some employees attempted to start unions or strike for improved conditions. As far back as 1786, the Philadelphia Cordwainers (shoemakers) went on strike to obtain a \$6 per week minimum wage.

The Inception of HR Management

HR management as a specialized function in organizations began its formal emergence shortly before 1900. Before that time, most hiring, firing, training, and pay-adjustment decisions were made by individual supervisors. Some organizations adopted programs to benefit some employees, such as American Express which



established a pension plan in 1875. Also, the scientific management studies conducted by Frederick W. Taylor and others, beginning in 1885, helped management identify ways to make work more efficient and less fatiguing, thus increasing worker productivity.

As organizations grew larger, many managerial functions such as purchasing and personnel began to be performed by specialists. The growth of organizations also led to the establishment of the first personnel departments in 1910. Work by individuals such as Frank and Lillian Gilbreth dealt with task design and efficiency. The Hawthorne Studies, conducted by Elton Mayo in the mid-1920s, revealed the impact of work groups on individual workers. Ultimately, these studies led to the development and use of employee counseling and testing in industry.

In the 1930s, the passage of several major labor laws, such as the National Labor Relations Act of 1935, led to the growth of unions. The importance of collective bargaining and union/management relations following the labor unions' rise to power in the 1940s and 1950s expanded the responsibilities of the personnel area in many organizations, especially those in manufacturing, utilities, and transportation. Such work as keeping payroll and retirement records, arranging stockholder visits, managing school relations, and organizing company picnics were often the major tasks of personnel departments. The role of the HR department in the organization as a staff function to support operational (line) departments expanded during this period, and line/staff issues grew to influence HR departments in the following decades.

Increased legal requirements and constraints arising from the social legislation of the 1960s and 1970s forced dramatic changes in the HR departments of most organizations. HR departments had to become much more professional and more concerned about the legal ramifications of policies and practices. Also, organizations took a new look at employee involvement and quality of work as a result of concerns about the impact of automation and job design on worker productivity.

During the 1980s, the strategic role of HR management became essential as organizations reduced staff, closed plants, or "restructured." The ability of foreign firms from Japan, Korea, and other countries to outperform U.S.-based manufacturing companies forced U.S. organizations to become more productive. Outplacement of employees and retraining of those kept became prime concerns of HR departments.



TIME PERIOD	SUBJECT OF PRIMARY CONCERN TO MANAGEMENT	MANAGERIAL PERCEPTIONS OF EMPLOYEES	HR ACTIVITIES
Before 1890	Production technologies	Indifference to needs	Discipline systems
1890 to 1910	Employee welfare	Employees need safe conditions and economic opportunity	Safety programs, English-language classes, inspirational classes
1910 to 1920	Task efficiency	Employees need high earnings made possible with higher productivity	Motion and time studies
1920 to 1930	Individual differences	Employees' individual differences considered	Psychological testing, employee counseling
1930 to 1940	Unionization	Employees as management adversaries	Employee communication programs, anti-unionization techniques
1940 to 1950	Economic security	Employees need economic protection	Employee pension plans, health plans, benefits
1950 to 1960	Human relations	Employees need considerate supervision	Supervisor training (role playing, sensitivity training)
1960 to 1970	Participation	Employees need involvement in task decisions	Participative management techniques (MBO, etc.)
1970 to 1980	Task challenge	Employees need work that is challenging and congruent with abilities	Job enrichment, integrated task teams, etc.
1980 to 1990	Employee displacement	Employees need jobs to replace those lost through economic downturns, international competition, and technology changes	Outplacement, retraining, restructuring
1990 to 2000	Workforce changes and shortages	Employees need more flexibility in work schedules, benefits, policies	Strategic HR planning, employee rights, training, flexible benefits, computerization, etc.

Figure 1.1 Changing Concerns of HR Management



Containment of the costs of health-care benefits also grew in importance.

Over the 1990s, organizational restructuring has continued. Another major area of emphasis in HR management is workforce diversity. Computerization of HR activities, even in small firms, has received attention as well. Finally, growth in issues involving employee rights, such as drug testing and smoking restrictions, are affecting how HR activities are managed. The movement toward direct participation of HR executives in the strategic planning for the organization continues, with three-quarters of HR executives in large companies reporting to the CEO. Further, many of those executives report major changes in their influence on strategic issues and organizational direction.

Following the arrival of the twenty-first century, problems of the scales being tipped so considerably towards rationalization began to appear. Businesses became more than slim; some became anorexic. Cost cutting achieved impressive short-term results, but it cannot be repeated year after year without impairing the basic viability of the business. Steadily the number of problem cases mounted. In Britain there was great public discussion about problems with the national rail network and the shortage of skilled staff to carry out maintenance and repairs or lack of trained guards. In February, 2003 the space shuttle *Columbia* disintegrated over Texas during its reentry to the earth's atmosphere, which caused the death of all seven crew members. In August an official inquiry was severe and unequivocal in its condemnation of cost cutting that took no account of safety requirements. NASA staff had been reduced from 32 000 to 19 000 and its budget had been cut by 40 percent. Much of the responsibility for safety had been subcontracted to Boeing, and NASA's safety culture had become 'reactive, complacent and dominated by unjustified optimism, displaying no interest in understanding a problem and its implications'.

HR managers need to be particularly aware of the risks associated with cost cutting, as they may be the greatest culprits. This prompted a move towards redressing that balance in search for an equilibrium between the needs for financial viability and success in the marketplace on the one hand and the need to maximize human capital on the other.

The field of HR management is undergoing transition because organizations themselves are changing. It should be emphasized that as HR roles shift to the right, the previous roles still must be met and the additional ones performed.



Activities of HR Departments

Human resource management (HRM) refers to the policies, practices, and systems that influence employees' behavior, attitudes, and performance. Many companies consider HRM as involving "people practices." These HRM practices include determining human resource needs (HR planning), attracting potential employees (recruiting), choosing employees (selection), teaching employees how to perform their job and preparing them for the future (training and development), rewarding employees (compensation), evaluating their performance (performance management and creating a positive work environment (employee relations). Only recently have companies looked at HRM practices as a means to contribute to profitability, quality, and other business goals through enhancing and supporting business operations.

Human resource management is a strategic, integrated and coherent approach to the employment, development and well-being of the people working in organizations. (Armstrong p5) The overall purpose of human resource management is to ensure that the organization is able to achieve success through people. HRM aims to increase organizational effectiveness and capability—the capacity of an organization to achieve its goals by making the best use of the resources available to it. The characteristics of HRM are that it is diverse, strategic and commitment-oriented, adopts a unitary rather than pluralist viewpoint, is founded on the belief that people should be treated as assets and is a management-driven activity.

The practice of human resource management (HRM) is concerned with all aspects of how people are employed and managed in organizations. It covers activities such as strategic HRM, human capital management, corporate social responsibility, knowledge management, organization development, resourcing (human resource planning, recruitment and selection, and talent management), performance management, learning and development, reward management, employee relations, employee well-being and health and safety and the provision of employee services. HRM practice has a strong conceptual basis drawn from the behavioural sciences and from strategic management, human capital and industrial relations theories.

Table 1.1 shows the activities of human resource departments. Since 1978, the average ratio of HR department staff to a total number of employees has been 1.0 for



every 100 employees severed by the department. Expenditures for HR departments have been relatively stable over the past few years. The median HR department expenditure per employee from 1994 to 1995 was \$823, with education and government organizations spending the least (\$352) and transportation, communications, and utility companies the most (\$1 320). As with other business functions, HR expenditures relative to operating costs have been fairly stable over the past few years.

Activities that the HR department is solely responsible for include outplacement, labor law compliance, record keeping, testing, unemployment compensation, and some aspects of benefits administration. The human resource department is most likely to collaborate with other company functions on employment interviewing, performance management and discipline, and efforts to improve quality and productivity. Large companies are more likely than small companies to employ HR specialists, with benefits specialists being the most prevalent. Other common specializations include recruitment compensation, and training and development.

Table 1.1

Activities of HR Departments

Employment and recruiting	Interviewing, recruiting, testing, temporary labor coordination
Training and development	Orientation-performance management skills training, productivity enhancement
Compensation	Wage and salary administration, job descriptions executive compensation, incentive pay, job evaluation
Benefits	Insurance, vacation-leave administration, retirement plans, profit sharing, stock plans
Employee services	Employee assistance programs, relocation services, outplacement services
Employee and community relations	Attitude surveys, labor relations, publications, labor law compliance, discipline
Personnel records	Information systems, records
Health and safety	Safety inspection, drug testing, health, wellness
Strategic planning	International human resources, forecasting, planning, mergers and acquisitions

Source: Based on SHRM-BNA Survey No. 60, "Human Resource Activities, Budgets and Staffs: 1994-1995." Bulletin to Management, Bureau of National Affairs Policy and Practice Series, June 29, 1995. Washington, DC: Bureau of National Affairs.



The HR function is in transition from an administrative function to a strategic business partnership. The percentage of time human resource departments are devoting to administrative roles such as maintaining records, auditing and controlling, and providing services has decreased. Advances in technology such as development of the Intranet have decreased the role of human resources in maintaining records by allowing HR services to be offered on a self-service basis at substantially less cost than traditional face-to-face services. Self-service refers to giving employees control of HR transactions. Self-service also fits with the changing psychological contract—employees are expected to take greater responsibility for their own careers. Self-service is being used for a wide range of HR services including training course catalogs and course enrollment, benefits enrollment and inquiries, and attitude surveys. For example, at Richmond, Virginia-based Land American Financial Group (a 4 000-employee company that processes title insurance), the company has self-service for address changes, benefits, enrollment and taxes,, company policy information, and internal job postings. Besides reducing costs, the self-service system has helped to shape employee perceptions that HR is a progressive department.

Outsourcing of the administrative role has also occurred. Outsourcing refers to the practice of having another company (known as a vendor, third-party provider, or consultant) provide services. Many companies have outsourced payroll administration. Outsourcing is also being used for benefits administration, training, selection, and recruiting employees.

Other roles such as practice development and strategic business partnering have increased. One of the most comprehensive studies ever conducted regarding HRM concluded that “human resources is being transformed from a specialized, stand-alone function to a broad corporate competency in which human resources and line managers build partnerships to gain competitive advantage and achieve overall business goals.” There is an increase in managers in charge of the human resource function being included on high-level committees that are shaping the strategic direction of the company. These managers report directly to the CEO, president, or board of directors and they are being asked to propose solutions to business problems.