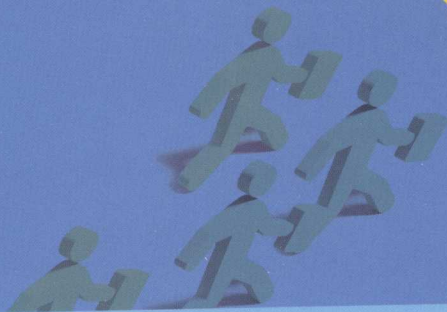


21世纪高等学校专业英语系列规划教材



人力资源管理 专业英语教程

English for Human Resources Management

董晓波 主编



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主 编 董晓波
副主编 孙茂华 王辰诚 陈冬霞
参 编 陈 茜 李逸鸣 魏 越 马宁艳

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内 容 简 介

《人力资源管理专业英语教程》所选的国外原版阅读文章涵盖了工商管理人力资源专业核心课程的重要领域,反映了当前许多国内外工商管理人力资源学科最前沿的知识信息。全书共十五章,以人力资源管理实务环节来规划章节,内容涉及工作分析与职位评析、人力资源计划与招聘、人员使用与调配,以及绩效管理、薪酬管理、人员培训、组织文化、职业计划与发展、劳动关系、跨文化管理等方面。

本书可用作高校工商管理(人力资源)相关专业的高年级本科生、研究生及 MBA 学生的教材,也可以作为经贸英语专业高年级阅读课程教材;还可用作其他各类专业本科生及研究生的选修课或课外泛读教材;也适用于企业管理人员在职培训。

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投诉电话: 010-51686043, 51686008; 传真: 010-62225406; E-mail: press@bjtu.edu.cn。

Preface

前言

随着全球经济一体化和中国对外开放的进一步扩大,中国正以更快的步伐融入全球化的浪潮中。大型企业向国际化管理模式的转变及工商企业“走出去”战略的实施,对工商管理人才、商务英语专业人才培养模式提出了更高的要求。我国日益频繁的对外商务交往需要培养大量外语基础好且精通国际商贸规则的高素质的复合型商务英语人才和管理人才。为了满足各大专院校培养复合型工商管理人才、商务英语人才及社会上各阶层商务管理工作者的需要,我们特编写了《人力资源管理专业英语教程》一书。

阅读是语言学习者最重要的信息获取形式之一,本教材的编写设计以学习者的需求为出发点,重在培养学习者的语言应用能力。文章的选题力求做到广泛、专业、精要,宏、微观领域并重,能够全面涵盖人力资源管理领域各个环节的知识。内容具有先进性、科学性、时代性和实用性。全书共十五章,以人力资源管理实务环节来规划章节,内容涉及工作分析与职位评析、人力资源计划与招聘、人员使用与调配,以及绩效管理、薪酬管理、人员培训、组织文化、职业计划与发展、劳动关系、跨文化管理等方面。全书用文均选自英美人力资源管理最前沿著作和论文,语言纯正、地道,读者可以通过英语了解国内外工商管理(人力资源)学科最前沿的知识信息;也可以通过学习学科专业知识,掌握专业英语。全书每章包含3篇文章,紧扣单元主题,Reading A 和 Reading B 作为精读文章,Supplementary Reading 作为泛读的补充材料,章后附有 Tips 版块,对人力资源管理相关知识做专题介绍,内容丰富、专业性强,如:结构化面试指南、职业生涯阶段规划、员工评价示例,等等。Reading A 和 Reading B 都附有中文导读、插图、注释和练习,便于教学之用。为了方

便自学，所有练习均在书后附有参考答案。

本书由董晓波任主编，孙茂华、王辰诚、陈冬霞任副主编，陈茜、李逸鸣、魏越、马宁艳参与编写。在整个编写过程中，我们力求完美，但由于水平所限，不乏疏漏和欠妥之处，恳请广大同仁和读者不吝指正，以便充实与完善本书。

董晓波

2014年3月

于南京东方城紫金山麓

E-mail: dongxiaobo@163.com

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Unit 1

Employment & Recruitment

Text A

Staff Recruitment — A Qualitative Aspect of the Human Resources Management

导读：招聘是根据工作需要，运用相关方法和技术，吸引并选择最适当人选的过程。其任务是确保企业能够获得充足的职位候选人，并能以合理的成本从职位申请人中选拔出最符合企业需要的员工。在构成一个企业的员工、品牌、效益、利润四大元素中，员工占有首要地位。在一个真正以人为本的企业中，员工的素质直接影响着企业的效益和利润，挑战着企业的生存和发展空间，所以招聘一个企业所需要的合格员工是人力资源部门的重要职责。

The staff recruitment has an immediate impact both on the lives of the people and on the organisations. Therefore, one can say that the act of recruitment is one of the key acts of management. The success or the failure of the recruitment process has a significant impact on the enterprises and the organisations. Its quality relies mostly on the adopted strategy but also on the preparation of the manager.

When Churchill wanted to recruit the commandant of the British army in Northern Africa in the Second World War, he would have chosen the least agreeable one of his superior officers, and he declared to the state that "If the commandant was so disagreeable to us, then he should be odious to his enemies." So, the question is how we can recruit the most competitive person.

The goal of the recruitment activity is to identify a large number of applicants, so



that the ones who fulfil the requirements are selected. Recruitment ensures the selections according to the principle of performance.

John Kador thinks that there are just a few organisations who are satisfied with hiring employees who are able to reach only a reasonable performance level. The organisations only want to hire superstars for each level of the organisation. These

organisations are looking for applicants who can offer remarkable results and who are able to overcome the traditional thresholds of performance.

The process of ensuring staff from within or outside an organisation can be regarded as a series of activities which are necessary to fulfil the individual and organisational objectives. The process of ensuring staff from outside of an organisation consists of: recruitment, selection and orientation or integration of the staff, while ensuring staff from the interior of an organisation involves promotions, requalification, developments as well as prospective retirements, reassignments, dismissals or deaths.

According to George T. Milkovich and John W. Boudreau, recruitment is the first step in the process of ensuring staff, as well as the first step in the process of selecting human resources. At the same time, in spite of the fact that more attention was given to the selection of the staff, staff recruitment has to have another priority, because an efficient selection of the personnel can be accomplished only if the recruitment process provides a large number of competitive candidates. In other words, the most efficient methods or selection procedures of the personnel are limited by the efficiency of the recruitment process.

The recruitment of the human resources also takes into account the analysis of the vacancies and the projection of labour, because the basic results of these activities, the descriptions and the specifications for the jobs, are essential in the recruitment process of the personnel. This means that the person who recruits or hires has to have not only the necessary information regarding the features of the job, but also the qualities



of the future employee.

The recruitment effort of an organisation and the methods which have to be used depend on the planning process of the human resources and of the specific requirements of the jobs which are going to be taken. Knowing the need for staff or anticipating this, as a consequence of the human resources planning process, allows for a good and successful completion of the staff recruitment process. Recruitment can be carried out directly, contacting the recruitment source or indirectly through mass media. The process should take place according to a correct methodology, facilitating in this way the identification and attracting the most adequate persons.

The process of recruitment begins when new jobs appear in the organisation or when the existing ones become vacant due to transfers or to retirement. It starts with the detailed inventory of the needs that is the job description, qualifications and necessary experience. The recruitment process takes place according to the nature of the activities and it may be a permanent process or a process which takes place when a certain need appears.

Staff recruitment is the process of attracting the suitable qualified candidates for a certain job who will stay in the enterprise for a reasonable period of time after accepting the employment. The recruitment relies on internal and external sources. The recruitment from within an enterprise has not only a series of advantages but also some disadvantages as compared to the external recruitment.

In what the internal recruitment is concerned each enterprise may have its own training program in order to train the staff for certain jobs. For example, IBM, a worldwide well known company relies on an important practice-internal recruitment and promotion. In the context of Europeanization and globalisation, staff recruitment related to the evolution of the mentalities is more and more favourable for the mobility. Victor Ernoul wrote that "On a European level labour legislation allows more fluidity. This aspect involves not only more possibilities and opportunities both for the one who recruits and for the applicant, but also more competitiveness." Therefore, it is necessary for a sustained professionalization of recruitment.

In the case of the external recruitment, the sources are different according to the type of the jobs and the size of the organisation.

The external recruitment process can be: recruitment offices, newspapers, placement agencies, references, training programs.

Although there are various sources, one of the traditional practices is the recruitment of a number of individuals, larger than necessary, so that after selection the best should

be chosen. Another way is to identify the place where the best candidates come and to recruit from those sources.

There are also negative recruitment techniques which use insults and sarcasm, interview under stress and which test the ability of the employees to face certain difficulties. These practices should be avoided; if they are used, the prospective employees should be warned so they do not have an unfavourable image about the organisation.



The development potential of the candidate is identified by the psychologist in the selection process and is transmitted to the decisive persons in the organisation. The development potential of the candidate can be identified by testing four large plans: skills, intellect, motivation and character-values. According to these plans one can make a prognosis for each candidate.

The recruitment of human resources also takes into account the analysis of the jobs and designing the labour because the basic results of these activities, the descriptions and the specifications of the jobs are essential in the staff recruitment process. This means

that the person who recruits or hires has to have the necessary information regarding the characteristics of the job and the qualities of the future employee.

In the recruitment process, the job has to be presented as real as possible, so that the employees would not quit even if their expectations have not been fulfilled. Staff recruitment requires not only identifying and attracting candidates but also their first screening. The most frequently used criteria in the process of recruitment are: competencies, professional experience, development potential of the candidate.

The competencies-based recruitment systems are "focused on filtering methods which allow the fast and efficient selection of a small number of valuable candidates from an important group".

These recruitment systems are focusing on the identification of some major competencies which can satisfy the following criteria:

- competencies already possessed by the candidates and which have been proved in their professional life (for example initiative);
- competencies which may estimate on a long term the success of the candidates.

These competencies are difficult to develop through professional training or experience (competencies regarding the necessary motivation for the activity) ;

- competencies which can be evaluated through reliability, by using the maintenance of the behavioural events. For example when “the participative management of the team” is a required competence, the interviewed are required to integrate in a group and to carry out a certain activity. The given answers are codified before getting an assessment of the discussed competencies which have been proven or not;

- competencies represent a set of observable behaviours, knowledge, skills, interests and personality. All organisations are interested in candidates which are able to give quick results;

- competence is “... a fundamental feature of a person, which may include a trait, an ability, an intention, a set of knowledge, an aspect of the self-image or of the social role...”;

- competencies are defined in terms of traits, reasons, motives, knowledge and behavioural skills;

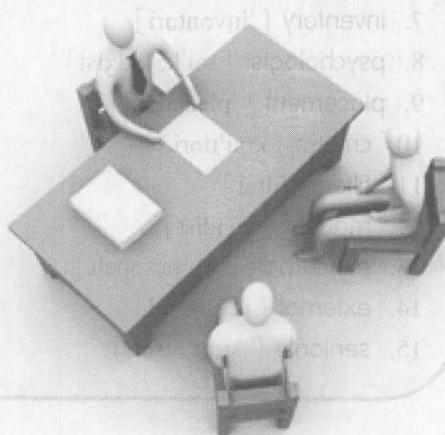
- competencies are distinct dimension of behaviours which are relevant for the performances in the job. The level of performance is affected by the way in which an individual behaves.

There are two tendencies in the practices of the organisations:

organisations which recruit only young people because they start from the premises that they can be easier trained and modelled, and their requirements are more modest;

organisations which recruit only personnel with a certain experience, starting either from the principle of quality and avoiding the training costs, or from principles which are imposed by normative acts which govern certain sectors of activity.

In practice these two exacerbated tendencies do not give good results, because the recruitment has to focus on the competence and quality of the employee and not on the economic costs. The best recruitment has to take into account the accomplishment of an age pyramid from the young to the elderly. Therefore, if we maintain the pyramid, we can send the future generation the professional information and



secrets.

The seniority-based recruitment system can be found in the public organisations, the system appreciates the degree and the seniority, and this aspect is characteristic both for the person and for the job. One starts from the idea that all these aspects are correlated with the proven ability.

In conclusion, the human resources recruitment process is related to other staff activities as for example: the evaluation of the performances, the rewards given to employees, training and developing the personnel and the relations with the employees. Therefore, the candidates with corresponding preparation have better performances, and the constant preoccupations for performance also involve the identification and attraction of competitive candidates. The recruitment effort of an organisation and the methods which should be used rely on the human resource planning process and of the specific requirement for the jobs which are to be taken. Knowing the necessary staff need or anticipating it, as a consequence of the human resource planning process, facilitates a better and successful staff recruitment process.

Words & Expressions

- | | |
|---------------------------------|---------------------------|
| 1. commandant [ˌkɒməndənt] | n. 司令官, 指挥官 |
| 2. fulfil [fʊlˈfɪl] | vt. 满足 |
| 3. threshold [ˈθreʃhəʊld] | n. 门槛; 极限 |
| 4. dismissal [dɪsˈmɪʃəl] | n. 解雇; 免职 |
| 5. vacancy [ˈveɪkənsɪ] | n. 空缺; 空位 |
| 6. anticipate [ænˈtɪsɪpeɪt] | vt. 预期, 期望 |
| 7. inventory [ˈɪnvəntəri] | n. 详细目录 |
| 8. psychologist [saɪˈkɒlədʒɪst] | n. 心理学家, 心理学者 |
| 9. placement [ˈpleɪsmənt] | n. 人员配置 |
| 10. criteria [kraɪˈtɪəriə] | n. 标准, 条件 (criterion 的复数) |
| 11. filter [ˈfɪltər] | v. 过滤, 滤除 |
| 12. modest [ˈmɒdɪst] | adj. 谦虚的, 谦逊的 |
| 13. exacerbate [ekˈsæsəbeɪt] | vt. 使加剧; 使恶化 |
| 14. external [ɪkˈstɜːnəl] | adj. 外部的 |
| 15. seniority [ˌsiːniˈɔːrɪti] | n. 老资格; 前任者的特权 |



1. **Labour legislation (劳工法):** Labour legislation is the regulation of labour in some form or another, whether by statute, custom, royal authority, ecclesiastical rules or by formal legislation in the interests of a community. This is as old as the most ancient forms of civilization.
2. **Competency-based recruitment system (能力导向型招募选拔机制):** Competency-based management provides organizations with a unique opportunity to create and shape a recruitment and selection system based on competencies that job experts within the organization have identified as being critical for success in the targeted job or role.

Exercises



I Comprehension of the Text.

Decide whether the following statements are true (T) or false (F) according to the passage.

1. The goal of the recruitment activity is to identify a small group of elites from all applicants, so that the ones who fulfil the requirements are selected.
2. The process of ensuring staff from outside of an organisation consists of: recruitment, selection and orientation or integration of the staff, while ensuring staff from the interior of an organisation involves promotions, requalification, developments as well as prospective retirements, reassignments, dismissals or deaths.
3. The external recruitment process can be: recruitment offices, newspapers, placement agencies, references, training programs.
4. The development potential of the candidate is identified by the deputy manager in the selection process and is transmitted to the decisive persons in the organisation.
5. The best recruitment has to take into account the accomplishment of an age pyramid from the young to the elderly. Therefore, if we maintain the pyramid, we can send the future generation the professional information and secrets.

II Translate the Following Sentences into Chinese.

1. The goal of the recruitment activity is to identify a large number of applicants, so that the ones who fulfil the requirements are selected.
2. The human resources recruitment process is related to other staff activities as for example: the evaluation of the performances, the rewards given to employees, training and developing the personnel and the relations with the employees.
3. At the same time, in spite of the fact that more attention was given to the selection of the staff, staff recruitment has to have another priority, because an efficient selection of the personnel can be accomplished only if the recruitment process provides a large number of competitive candidates.
4. In what the internal recruitment is concerned each enterprise may have its own training program in order to train the staff for certain jobs.
5. The seniority-based recruitment system can be found in the public organisations, the system appreciates the degree and the seniority, and this aspect is characteristic both for the person and for the job.

Text B

How to Use Social Media as a Recruiting Tool?

导读:“不花钱找不到人,花钱找到的却是不好用的人。”现在,越来越多企业的人力资源管理人员正面临这样的尴尬处境。在网络时代到来之前,信息传播的局限让企业不知从何处找人才。如今最让企业头疼的是,如何才能从互联网上征集来的一大批简历中找到自己想要的人。

There are millions of people on social media sites like LinkedIn, Facebook or Twitter. More companies are using social media to target candidates. Here's how to use social media as a way to find your next hire.

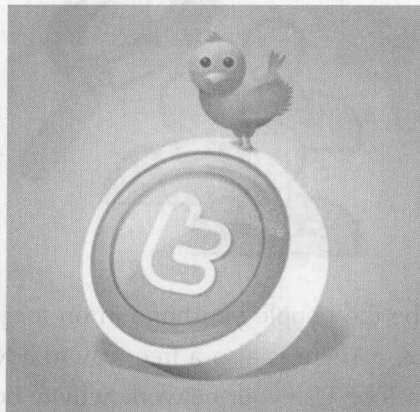
As a recruiter, you want to be where the most qualified, talented, and largest pool of applicants are. Human resources can leverage social media to tap in to potential recruits. This type of head hunting is called social recruiting. It's about engaging with users and using social media tools to source and recruit talent. LinkedIn, Facebook, and Twitter have over 535 million combined users. That equals a lot of potential talent for

your company. But how do you find the right person for the job you have available using social media? Here's how to get started.

Understanding Each Social Network

By now you should be familiar with LinkedIn, Facebook, and Twitter. But just in case you're not, here is a quick overview.

"LinkedIn is an interconnected network of experienced professionals from around the world, representing 170 industries and 200 countries. You can find, be introduced to, and collaborate with qualified professionals that you need to work with to accomplish your goals," states the company's website. That is the corporate way of saying they are a giant jobs board and you can connect to other professionals. There are over 65 million professionals on LinkedIn.



Facebook is the largest of the social networking sites with over 400 million users. Facebook is a social utility that connects people with friends and others who work, study, and live around them. It is intended to connect friends, family, and business associates. The model has expanded to include connections to organizations, businesses, and interests — not just individual people.

Twitter is a microblogging social networking service. Messages, better known as tweets, are no more than 140 characters. According to their website, "Twitter is a simple tool that helps connect businesses more meaningfully with the right audience at the right time."

So, now that you know what the major social media sites are, which one should you use and how do you use it?

Using LinkedIn

The most obvious ways to use LinkedIn are to post jobs you have available and search for candidates. It costs \$195 to post a job for 30 days. Or you can buy job credits and pay less per job posting if you buy more credits. You can also sign up for LinkedIn Talent Advantage. It is an exclusive suite of tools for recruiters. But if you don't have the budget to pay for job postings or join the Talent Advantage you can still tap in to the free resources LinkedIn offers.

You should start by building connections to people you already know. This could