FUWU WAIBAO SHIYONG YINGYU RUMEN

服务外包
实用英语入门

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工学结合新思维高职高专财经类"十二五"规划教材

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出 版 说 明

工学结合新思维高职高专财经类"十二五"规划教材是对外经济贸易大学出版社贯彻教育部教高〔2006〕16号《关于全面提高高等职业教育教学质量的若干意见》精神，联合天津对外经济贸易职业学院、天津职业大学、河北工业职业技术学院、北京工业职业技术学院、天津国土资源和房屋职业学院、天津海运职业学院等国家、省（直辖市）级示范性高等职业院校推出的一套面向高职高专层次、涵盖不同专业的立体化教材。本系列教材包括国际经贸、财会金融、工商管理、物流管理、电子商务、旅游与酒店管理六个专业。

根据教高〔2006〕16号文件关于"高等职业院校要积极与行业企业合作开发课程，根据技术领域和职业岗位（群）的任职要求，参照相关的职业资格标准，改革课程体系和教学内容，建立突出职业能力培养的课程标准，规范课程教学的基本要求，提高课程教学质量"的要求，本套教材以提高学生专业实际操作能力和就业能力为宗旨，采取情景模块、案例启发、任务驱动、项目引领、精讲解、重实训的编写方式，让学生在理论够用的基础上，在专业技能培养环节，特别是"教学做一体化"方面有所突破，"确保优质教材进课堂"。

根据国家职业教育的指导思想，目前我国高职高专教育的培养目标是以能力培养和技术应用为本位，其教材建设突出强调应用性和适用性，既要满足专业教育，又能适应就业导向的"双证书"（毕业证和技术等级证）的人才培养目标需要。根据教育部提出的高等职业教育"与行业企业共同开发紧密结合生产实际的实训教材"的要求，本套教材的作者不仅具有丰富的高等职业教育教学经验，而且具有企业第一线实践经历，主持或参加过多项应用技术研究。这是本套教材编写质量与高等职业特色的重要保证。

此外，本套教材配有教师用PPT文稿，方便教师教学参考。

愿本套教材的出版对"十二五"期间我国高等职业教育的创新发展和高职人才培养质量的稳步提升有所助益！

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对外经济贸易大学出版社

2010 年 2 月

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前 言

　　近年来，随着中国高职高专教育事业的蓬勃发展，广大师生表现出对高职层次精品教材的强烈渴求。鉴于此种情势，在对外经济贸易大学出版社的支持和指导下，经过长期的酝酿和精心策划，天津对外经济贸易职业学院依靠该出版社在外经贸专业教材出版领域丰富的经验和强大品牌实力，凭借自身在对外经济贸易与管理职业教育方面的长期教学积淀与教材建设骨干队伍，全力打造出经贸教材领域的一流品牌，努力培育一系列适合中国财经类高等职业人才培养所需要的教材常青树。

　　《服务外包实用英语》是为贯彻落实《国务院办公厅关于促进服务业外包产业发展问题的复函》（国办函〔2009〕9 号）并在《教育部 国家发展改革委 财政部 人事部 科技部 国资委关于进一步加强国家重点领域紧缺人才培养工作的意见》（教高〔2007〕16 号）的精神指导下，为促进服务外包人才培养及就业创新建设的系列教材之一。该系列教材由天津对外经济贸易职业学院组织服务外包研究专家、服务外包企业管理人员以及服务外包培训机构共同撰写而成。

　　《服务外包实用英语》一书是该系列基础类教材，全书围绕着服务外包的三大板块及业务范围给出了服务外包专业的核心和高频词汇，以期能迅速地提高外包服务人才的英文水平，使之能尽速与国际发包企业的管理与业务程序对接。同时，结合每一具体业务范畴给出相应的情景配套功能性语句，并且在每个章节都提供了服务外包的实训案例，做到理论与实践紧密结合，突出了教学内容的实训性，从而实现"工学结合"、"产教融合"与"教学做一体化"。

　　本书可作为全国各类服务外包培训机构和组织的专业培训教材，亦可作为欲从事服务外包工作的各大专院校学生和有关政府部门、企业管理人员及技术人员的培训教材和参考书。

　　本书由天津对外经济贸易职业学院田玉娟老师担任主编，天津对外经济贸易职业学院张艳宾老师、天津外国语大学张珺老师担任副主编，天津对外经济贸易职业学院陈娟、梁晶、刘慧、王琪、吴娜、杨玥等老师参加了本书的编写工作。本书的编写过程中，得到软通动力信息技术有限公司、美国爱思爱（天津）高科技有限公司等服务外包企业的大力支持和帮助，在此表示衷心的感谢。另外，由于作者本身水平有限，编写时间仓促，恳请服务外包业内专家与高职教育界广大师生批评指正书中存在疏漏、错误之处，以便再版时修订。

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编者

2010 年 8 月

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业务流程外包

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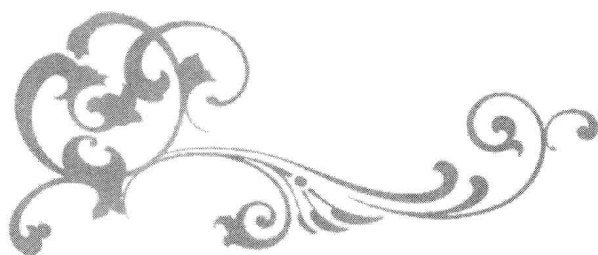
第一章　人力资源管理外包
Human Resource Management Outsourcing

　　人力资源外包，是指企业为了节省开支或者是因缺乏中高层治理人员等原因，而将人力资源治理的部分或全部职能，包括人力资源规划、制度设计与创新、流程整合、员工满足度调查、薪资调查及方案设计、培训工作、劳动仲裁、员工关系等方面外包给实力更强的专业人力资源治理服务公司来经营，使治理者能集中精力致力于战略性的人力资源治理活动之中，从而达到治理绩效最优的目的。随着以全球化和 Internet 为特征的新经济时代的到来，产品日新月异而生命周期加速缩短，企业面临着更加激烈的竞争。为了适应更加快速的技术革命，迎接知识经济的挑战，参与世界竞争，许多企业都积极进行组织结构及管理方式的变革和创新，努力朝着柔性化、扁平化、虚拟化的方向发展。"人力资源外包"正是在这样的社会大背景下应运而生的帮助企业提高效率、赢得竞争优势的一种新型管理模式。

　　本章节学习的重点在于学生首先了解人力资源外包的概念和业务涵盖。其次在掌握大量的专业知识的基础上，学习实际操作中常用的词语和句子，通过练习加以巩固，以至于熟练使用。

　　本章的实训部分结合实际案例，使学生熟悉人力资源外包流程，实际操作及最终的效果。并通过了解该项目找到自身业务上所存在的不足，从而使所学专业知识能更好地与业务操作接轨。

　　Human Resource Management (HRM) is considered as the heart of a company. Human resource management outsourcing enables the business to use all its human resources for its core responsibilities. Human resource management outsourcing is the key element that can make the difference between efficient and inefficient employment of resources for businesses. Resources not utilized fully could lead a business towards higher operating costs and loss. Setting apart a substantially large chunk of the company's resources and income for an HR department prevents the resources from benefiting the company's productivity and capacity for greater income generation. HR management outsourcing is the process of sub-contracting human resources functions to an external supplier, such as payroll administration or recruitment, or perhaps the whole human resources function. Potential benefits of HR outsourcing are as follows: reduced cost; increased efficiency; access to improved HR IT systems; improved management information; access to HR expertise not available internally;

increased flexibility and speed of response; reduced risk to free HR resources to operate more strategically, ect.

Part I 案例回顾 Cases Review

Case 1

HRO Human Resources Outsourcing, Marco México
from a Standard Personnel Structure to a Congruent One

In 2002, Marco[①] began its operations with the "South Korean Electronics Corporation", on administrative and operative level for responsibilities at points of sales.

According to Mexico's subsidiary, the electronics manufacturer is divided into two consumer markets: Electronics and Home Appliances.

Although the company's products are not massively consumed, they posses a great dynamics at IT industry, generate big challenges and a strong response of their main competitors. As a consequence, HRO area suggested "anticipating market needs and repositioning the brand ahead of competition".

Understanding Client's Needs

After becoming aware of the brand commitment concept, the competition and the real opportunity, HRO Mexico detected a threat of competition: a centralized structure at points of sale. According to this old system, all decisions depended on a single administrative executive's criterion. Therefore, it was essential to restructure the existing 150 – people system at different levels: operative, administrative and management.

Taking into account, HRO area developed a product by the name of "Need of Congruence", which has depurated and organized all job positions at points of sale. Thinking about this, all personnel could specialize more reducing the need to depend on a single person.

"Need of Congruence", building a new structure

"Need of Congruence" system has been provided a new structure for points of sale personnel, this project was carried out through different levels to modify human resource's profile by HRO area.

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① **Marco Marketing Consultants** is a leading marketing consultancy firm specializing in the technology market, with vast experience in traditional and mass market channels. It provides integrated solutions configured on the basis of marketing consultancy and market and business intelligence services, developing strategies focused on achieving positive results for more than 40 leading companies from all over the world. It has offices in all the main Latin American cities as well as an office in China, and MARCO employs a total of over 2,000 people. One of four types of services is sale-force outsourcing solutions which is to help their clients reduce costs and manage their human resources effectively by understanding which is the best way to find the right people to add value to the business.

At first stage, the main objective was to purify the base profile on the pyramid points of sale personnel, the Promotion level.

Through this Promotion level process, HRO area suggested that "it must have a focus on excellence at a high education level and sale - professional knowledge for Promotion staff, in order to achieve the brand objectives".

As a consequence, it selected professional salespeople according to their experience and knowledge at sale markets; and it also developed extras-training courses for the old staff to improve their work performance.

For second stage, HRO area worked on following job position that was considered the key to link management objectives, the Supervisor level (Officer in charge level at points of sales).

Through defining this profile at supervisor level, HRO achieved a time and form planning on client's professional calendars and logistics. By doing this "Good Operations", was set up a clear direction at points of sale channels for the client and this can manage the main objectives towards all personnel positions.

At last stage, HRO area worked on job position that was the link to the whole personnel structure regarding points of sales channels, the Management level called "Coordination". It means a management position that controls the Supervisor and Promotion level.

The Results

The main objective behind building this last profile Management level was that all personnel positions work under the same Coordination's guidelines, from Promoters, Account Managers to Sales Forces. As a result, now the whole points of sales personnel moves towards the same place, seeing always the benefit for the brand.

At present, the client personnel structure reaches 350 persons at national points of sale, at Mexico. HRO area carries on providing to competent human resources for the client's points of sale, in order to achieve its main objectives for success and sale increase.

Through "Need of Congruence" tool, the client's points of sales personnel structure have been organized into a solid base to strengthen its brand image at Retail Channel.

Case 2

SCO - Sales and Consultancy Operations, Marco Brazil

Lab Training

"Lab Training" project has been developed for the Company's Imaging and Printing Group by the Sales and Consultancy Operations (SCO) area, Marco Brazil.

The project was created "in April 2002, when leader Company in the personal computing and printing space was selecting an organization with training-oriented know-how, Marco Brazil presented the best proposal and was chosen. Then, Marco took part in its improvement",

comments Rafael Ribe Quiros, SCO Account Manager.

At the beginning, Laboratory Training was a project developed by human resources of the printing Company; they were in charge of hiring the training instructors. Rafael explains that this system "was proved to be ineffective", because the client "identified some failures within that model, in the HR selection, training and in the trainings follow up and management".

Today, SCO area of Marco Brazil continues on "Lab Training" development for the Company concentrated in the fields of computing, imaging and printing.

Develop Special Training Course for Retail Channel

The main idea of "Lab Training", following Rafael, is "to train retail salespeople and the extended sales force by presenting them the products, their respective features and showing how to deal with day-to-day situations, such as objections and sales argumentation, through the benefits each product offers to meet consumer's needs".

Thinking about this, SCO area has developed special creative and different interactive activities for this new "Lab Training".

At first place, the training course points to the following concept: "Learning through experimentation". This stage considers that "the knowledge assimilation is done by building situations. The start is the understanding of the 'customer's voice' and the presentation of the most adequate solution to its expectations and needs, translating attributes into benefits and real gains".

"Learning through experimentation" concept is developed through different modules: "Digital Image, Digital Photography Seminar, Productivity I and II, Projectors, Mobility Seminar and Original Supplies". As a consequence, the Training Modules allow the company that all selected retail salespeople can learn about its specific Market Segments and Lines of Products, such as digital cameras, printers, laptops, handhelds, DeskJet's, LaserJet's, scanners, paper, toners and cartridges, among others.

How "Lab Training" Works

Lab training is structured in "modules". "Each client is able to choose as many Training Modules as they consider necessary to focus on" says Rafael. Each module is divided into two parts: "Expositive and Practical".

Expositive level is focused on benefits for customers, for example, Opened Expositive Method, Dramatization Techniques and Troubleshooting. Practical Level aims to apply acquired knowledge in the laboratory; main objective is to put "trainees in touch with products through experimentation and sales arguments reinforcement".

"During the Expositive segment we present the products specifications, details and develop the trainees' sales skills for argumentation, objections and meeting the consumer's needs. In the Practical segment, the trainee is able to get in touch with company products, experiencing what they have learned in the Expositive segment".

At present, 11,440 persons and salespeople of Retail Channel have taken Lab Training

course. Marco Brazil Laboratory offers an auditorium with a capacity for 40 persons, 20 equipped workstations and latest products of the consumer IT & Printing leader company.

"Lab Training", the Sales Solution for Retail

SCO area applied knowledge evaluations before and after each module, measuring the training's overall performance. Rafael adds that "SCO area receives the results after the training by e-mail".

As for the retail sale team (people that took the training), Rafael says that "in order to have their feedback we use a specific metric called Qualitative Evaluation. After the training, each trainee receives an evaluation form, where he/she is able to qualify subjects, material, methodology, instructor's performance and contribution for his/her professional progress. Our overall average is around 4.7 in a 0 - 5 range.

"At present time, we are designing new tools in order to reach a greater number of people at more affordable costs", adds Rafael.

Part II 实用词汇 Useful Expressions

1. 360-degree feedback	360°反馈	
2. action learning	行动学习	
3. adverse impact	不利影响	
4. advertising	广告	
5. affirmative action	反优先雇用行动	
6. age discrimination in employment act of 1967 (ADEA)	1967年《雇佣年龄歧视法》（ADEA）	
7. agency shop	工会代理制企业	
8. aiming	准确度	
9. alcoholism	酗酒	
10. alternation ranking method	交替排序法	
11. Americans with disabilities act (ADA)	《美国残疾人法》（ADA）	
12. annual bonus	年终分红、年度奖金	
13. application form	工作申请表	
14. appraisal interview	评价面试	
15. aptitudes	资质	
16. arbitration	仲裁	
17. assistant district service manager	地区服务经理助理	
18. attendance incentive plan	参与式激励计划	
19. authority	职权	
20. authorization card	授权卡	
21. availability forecast	供给预测	
22. bargaining union	谈判组	

23. behavior modeling	行为模拟
24. behaviorally anchored rating scale (BARS)	行为锚定等级评价法
25. benchmark job	基准职位
26. benefits	福利
27. bias	个人偏见
28. board interview	会议型面试
29. boycott	联合抵制
30. bumping/layoff procedures	工作替换/临时解雇程序
31. burnout	耗竭
32. business game	经营管理策略
33. business necessity	经营必需
34. business process reengineering（BPR）	业务流程再造
35. candidate-order error	候选人次序错误
36. capital accumulation program	资本积累方案
37. career	职业
38. career anchors	职业锚、职业动机
39. career cycle	职业周期
40. career development	职业发展
41. career path	职业道路
42. career planning	职业计划
43. career planning and development	职业规划与职业发展
44. case study method	案例研究方法
45. central tendency	居中趋势、集中趋势
46. citations	传讯
47. civil rights act	民权法
48. classes	类、等级
49. classification (or grading) method	归类（或分级）法
50. closed shop	封闭型企业
51. coaching	训练
52. collective bargaining	集体谈判、劳资谈判
53. comparable worth	可比价值
54. compensable factor	报酬因素
55. compensation	报酬
56. competitive advantage	竞争优势
57. computerized forecast	计算机化（人事需求）预测
58. conference method	会议方法
59. confrontation meeting	碰头会
60. content validity	内容效度

61. controlled experimentation　　　　控制试验法
62. corporate campaign　　　　企业形象
63. corporate culture　　　　企业文化
64. cost leadership　　　　成本领先
65. craft union　　　　行业工会
66. criterion validity　　　　效标效度
67. critical incident method　　　　关键事件法
68. cross-functional team　　　　跨职能团队
69. culture change　　　　文化变革
70. cutoff score　　　　录用分数线
71. Davis-bacon act (DBA)　　　　戴维斯－佩根法案
72. day-to-day-collective bargaining　　　　日常集体谈判
73. decline stage　　　　下降阶段
74. deferred profit-sharing plan　　　　延期利润分享计划
75. defined benefit pension plan　　　　固定养老金福利计划
76. defined benefit　　　　固定福利
77. defined contribution　　　　固定缴款
78. defined contribution plan　　　　固定缴款计划
79. demotion　　　　降职
80. Department of Labor job analysis　　　　劳工部工作分析法
81. differentiation　　　　差异化
82. development　　　　开发
83. diary/log　　　　现场工作日记/日志
84. direct financial compensation　　　　直接经济报酬
85. directive interview　　　　结构化（定向）面试
86. disciplinary action　　　　纪律处分
87. discipline　　　　纪律
88. dismissal　　　　解雇；开除
89. disparate rejection rate　　　　差别淘汰率
90. downsizing　　　　精简、裁减
91. early retirement window　　　　提前退休窗口
92. economic strike　　　　经济罢工
93. Edgar Schein　　　　艾德加·施恩
94. employee compensation　　　　职员报酬
95. employee equity　　　　员工公平
96. employee orientation　　　　雇员上岗引导
97. employee requisition　　　　员工申请表
98. employee retirement income security act (ERISA)　　　　雇员退休收入保障法案

99.	employee services benefits	雇员服务福利
100.	employee stock ownership plan (ESOP)	雇员持股计划、员工股权计划
101.	employment agency	职业介绍所
102.	employment interview	求职面试
103.	equal employment opportunity commission (EEOC)	公平就业机会委员会
104.	equal pay act of 1963	1963《公平工资法》
105.	equity	公平
106.	essay method	叙述法
107.	establishment stage	确立阶段
108.	ethics	道德标准
109.	executive	高级管理人员
110.	executive secretary	行政秘书
111.	exit interview	离职面谈
112.	expectancy chart	期望图表
113.	experimentation	实验
114.	exploration stage	探索阶段
115.	external environment	外部环境
116.	external equity	外部公平
117.	fact-finder	调查
118.	factor comparison method	因素比较法
119.	fair day's work	公平日工作
120.	fair labor standards act	公平劳动标准法案
121.	federal agency guidelines	联邦政府机构（就业）准则
122.	flex place	弹性工作地点
123.	flexible benefits program	弹性福利计划
124.	flextime	弹性工作时间
125.	flex years	弹性年度安排
126.	forced distribution method	强制分布法、硬性分布法
127.	four-day work week	每周4天工作制
128.	Frederick Taylor	弗雷德里克·泰罗
129.	frequency rate	频率
130.	functional control	职能控制
131.	functional job analysis	功能性工作分析
132.	functional team	功能性团队
133.	gain sharing	收益分享
134.	general economic conditions	一般经济状况
135.	globalization	全球化
136.	going rate	现行工资率