

◎ 普通高校专业英语教程系列

人力资源管理英语

陈红美 司小侠 车艳菊 编著



清华大学出版社

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北京

内 容 简 介

本书是为提高人力资源管理专业学生的英语能力而编写的教材,包括以下主题:人力资源管理、工作分析、人力资源规划、招聘、员工配置、培训需求分析、绩效管理、薪酬管理、激励劳动关系管理。

本书共有十个单元,每单元由以下几部分组成:课文——本单元所涉主题的基本理论、主要领域、常用方法;单词——课文中出现的新词,读者由此可以积累专业基础词汇;词组——课文中的常用词组;缩略语——课文中出现的、业内人士必须掌握的缩略语;习题——巩固所学知识;阅读材料——提供最新的行业资料,进一步扩大读者的视野。

本书既可作为高等院校人力资源管理专业英语教材,也可供相应的培训机构使用。相关从业人员使用本书“自我充电”,亦颇得当。

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前 言

Preface

全球经济一体化的一个主要标志是组织的国际化，因此，组织中的人力资源管理人员必须有国际化的视野和理解的多元化，并要有面向全球的人力资源组织与管理能力。具备相关专业知识和精通外语的人员能处于竞争的优势地位，成为行业中的佼佼者。职场对从业人员的专业英语水平要求很高，这有力地促进了从业人员学习专业英语积极性的提升。许多大学也因此开设了“人力资源管理专业英语”课程，本书就是为了提高读者的专业英语能力而编写的行业英语教材。

结合学生情况，面对学生毕业后的就业环境，根据未来工作的实际要求，本书做了切合实际的精心编排，主要内容包括：人力资源管理基础、人力资源管理的重要性、人力资源管理历史、工作分析、工作设计、组织结构、人力资源规划、人力资源规划的流程、人力资源规划的重要因素、招聘、面试、员工配置、员工选择和安置、就业测试、培训需求分析、培训组织与实施、培训评估、绩效管理、绩效评估、激励理论、激励员工的策略、薪酬管理、薪酬结构设计、薪酬调查、员工福利、劳动关系管理、集体谈判以及劳动合同等。

本书每一单元由以下几部分组成：课文——本书所涉主题的基本理论、主要领域、常用方法；单词——课文中出现的新词，读者由此可以积累专业基础词汇；词组——课文中的常用词组；缩略语——课文中出现的、业内人士必须掌握的缩略语；习题——巩固所学知识；阅读材料——最新的行业资料，进一步扩大读者的视野。

本书配有教案和习题参考答案，读者可从出版社官网下载，在使用本书过程中如有任何问题，可以通过电子邮件与我们交流（邮箱地址：zqh3882355@163.com；cici12323@tom.com），邮件标题请注明姓名及“人力资源管理英语教程（清华大学出版社版）”。

由于编者水平有限，书中难免有疏漏和不足之处，恳请广大读者和同人提出宝贵意见，以便再版时进行修正。

编者

2019年3月

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Text A

Human Resource Management

Undoubtedly, any organization's success depends on how it manages its resources. A firm's resources propel it toward its goals, just as an engine propels an automobile toward its destination. Many of an organization's resources are non-human, such as land, capital, and equipment. Although the management of these resources is very important, a business cannot succeed without also managing its human resources (i.e. its people) properly. Just as automobiles will not operate efficiently if they are not driven by capable people, and organizations will not operate successfully unless they too are "driven" by capable people. People determine the organization's objectives, and people run the operations that allow the organization to reach its objectives.

Human resource management, focusing on the people aspect of management, consists of practices that help the organization deal effectively with its people during the various phases of the employment cycle: pre-selection, selection, and post-selection.

The HRM pre-selection practices, which are human resource planning and job analysis, lay the foundation for the other HRM practices. The organization must decide what type of job openings will exist in the upcoming period and determine what qualifications are necessary to perform these jobs. In other words, firms must analyze and plan for their treatment of workers before they can carry out the remaining HRM practices.

Human resource planning helps managers anticipate and meet changing needs relating to the acquisition, deployment and utilization of its employees. The organization first maps out an overall plan (called a strategic plan). Then, through a process called demand and supply forecasting, it estimates the number and types of employees needed to successfully carry out

overall plan. Such information enables a firm to plan its recruitment, selection, and training strategies. For example, let's say that a firm's HR plan estimates that 15 additional engineers will be needed during the next year. The firm typically hires recent engineering graduates to fill such positions. Because these majors are in high demand, the firm decides to begin its campus recruiting early in the academic year, before other companies can "snatch away" the best candidates.

Job analysis is a systematic procedure of gathering, analyzing, and documenting information about particular jobs. The analysis specifies what each worker does, the work conditions, and the worker's qualifications necessary to perform the job successfully. Job analysis information is used to plan and coordinate nearly all HRM practices, such as these: determining job qualifications for recruitment purposes, choosing the most appropriate selection techniques, developing training programs, helping to determine pay rates. For example, an organization may decide to use a mechanical aptitude test to screen applicants because a job analysis indicated that the nature of the work had recently changed and was then more demanding.

HRM selection practices are policies and procedures used by organizations to staff their positions, which include recruiting applicants, assessing their qualifications, and ultimately selecting those who are deemed to be the most qualified. Organizations use recruitment to locate and attract job applicants for particular positions. Organizations may recruit candidates internally or externally. The aim of recruitment practices is to identify a suitable pool of applicants quickly, cost efficiently and legally. Selection involves assessing and choosing among job candidates. To be effective, selection processes must be technically sound (i.e. accurate) and legal.

In the post-selection phase, the organization develops HRM practices for effectively managing people once they have "come through the door". These practices are designed to maximize the performance and satisfaction levels of a firm's employees by providing them with the necessary knowledge and skills to perform their jobs and by creating conditions that will energize, direct, and facilitate the employees' efforts toward meeting the organization's objectives.

Training and development are planned learning experiences that teach workers how to perform their current or future jobs effectively. Training focuses on present jobs, whereas development prepares employees for possible future jobs. Training and development practices are designed to improve organizational performance by enhancing the knowledge and skill levels of employees. Training and development is an ongoing process. Changes in technology and the environment, as well as in an organization's goals and strategies, often require organizational members to learn new techniques and ways of working.

Through the performance appraisal process, organizations measure the adequacy of their employees' job performances and communicate these evaluations to them. One aim of appraisal systems is to motivate employees to continue appropriate behaviors and correct inappropriate ones. Management may also use performance appraisals as tools for making HRM-related decisions, such as promotions, demotions, discharges and pay raises.

On the basis of performance appraisals, managers distribute pay to employees. By rewarding

high-performing organization members with pay raises, bonuses, and the like, managers increase the likelihood that an organization's most valuable human resources are motivated to continue their high levels of contribution to the organization. Moreover, by linking pay to performance, high-performing employees are more likely to stay with the organization, and managers are more likely to fill positions that become open with highly talented individuals. Benefits, such as health insurance or employee discounts, are important outcomes that employees receive by virtue of their membership in an organization.

Last but not least, labor relations encompass the steps that managers take to develop and maintain good working relationship with the labor unions that may represent their employees' interests.

Managers must ensure that all these practices fit together and complement their company's structure and control system. For example, if managers decide to decentralize authority and empower employees, they need to invest in training and development to ensure that lower level employees have the knowledge and expertise they need to make the decisions that top managers would make in a more centralized structure.



New Words

undoubtedly [ʌn'daʊtɪdli] *adv.* 毋庸置疑地, 的确地

propel [prə'pel] *v.* 推进; 驱使

destination [ˌdestɪ'neɪʃən] *n.* 目的地; 终点

non-human [ˈnɒn-'hju:mən] *adj.* 非人类的
capital ['kæpɪtəl] *n.* 首都; 资本; 大写字母
adj. 资本的; 大写的; 一流的; 首要的

properly ['prɒpəli] *adv.* 适当地, 完全地

equipment [i'kwɪpmənt] *n.* 装备, 设备, 器材

capable ['keɪpəbl] *adj.* 有能力的, 能干的; 有……的可能性

determine [dɪ'tə:mɪn] *v.* 决定; 确定; 测定

objective [əb'dʒektɪv] *adj.* 客观的; 真实的 *n.* 目标; 目的

aspect ['æspekt] *n.* 方面; 方位; 外观; 外貌

various ['veəriəs] *adj.* 各种各样的

phase [feɪz] *n.* 阶段; 时期 *v.* 逐步执行

pre-selection [pri-si'lekʃən] *n.* 预选择

upcoming [ˈʌp.kʌmɪŋ] *adj.* 即将来临的; 预定将要

qualification [ˌkwɒlɪfɪ'keɪʃən] *n.* 资格, 资历; 限制; 授权

perform [pə'fɔ:m] *v.* 执行, 履行; 表演; 运转

treatment ['tri:tmənt] *n.* 处置, 处理; 治疗; 对待

remaining [ri'meɪnɪŋ] *adj.* 剩余的

anticipate [æn'tɪsɪpeɪt] *v.* 预期; 提前使用

acquisition [ˌækwi'zɪʃən] *n.* 获得; 所获之物

deployment [dɪ'plɔɪmənt] *n.* 部署; 展开

utilization [ˌju:tɪlaɪ'zeɪʃən] *n.* 利用

overall ['əʊvərɔ:l] *adj.* 全部的; 总体的

strategic [strə'ti:dʒɪk] *adj.* 战略的; 重要的; 基本的

forecasting ['fɔ:kɑ:stɪŋ] *n.* 预测, 预报
v. 预测

estimate ['estimeɪt] *n.* 估价; 估计 *v.* 估计; 估价; 评价

recruitment [ri'krʊ:tmənt] *n.* 征募新兵; 补充; 招聘

selection [si'leɪʃən] *n.* 选拔, 挑选

strategy ['strætədʒi] *n.* 政策, 策略

additional [ə'dɪʃənəl] *adj.* 另外的, 附加的, 额外的

candidate ['kændɪdeɪt] *n.* 候选人, 投考者

systematic [ˌsɪstə'mætɪk] *adj.* 系统的, 体系的

document ['dɒkjʊmənt] *v.* 记载; (用文件等)证明 *n.* 文件; 公文

procedure [prə'si:dʒə] *n.* 过程; 程序; 手续; 步骤

specify ['spesɪfaɪ] *v.* 指定, 详细说明

coordinate [kəu'ɔ:dɪneɪt] *v.* (使)协调; (使)一致

purpose ['pə:pəs] *n.* 目的, 意图; 用途; 效果; 决心 *v.* 打算, 企图

appropriate [ə'prəʊprieɪt] *adj.* 适当的; 相称的

mechanical [mi'kænikl] *adj.* 机械的; 力学的

aptitude ['æptɪtju:d] *n.* 天资; 资质; 才能

policy ['pɒlɪsi] *n.* 政策, 方针; 手段; 计谋; 策略

staff [stɑ:f] *v.* 供给人员, 充当职员 *n.* 工作人员

screen [skri:n] *v.* 筛; 检查

applicant ['æplɪkənt] *n.* 申请人

indicate ['ɪndɪkeɪt] *v.* 表明; 指明

demanding [di'mændɪŋ] *adj.* 要求多的; 吃力的

position [pə'zɪʃən] *n.* 位置; 职位; 立场

assess [ə'ses] *v.* 评定; 评估, 估算

ultimately [ˈʌltɪmətli] *adv.* 最后, 最终

deem [di:m] *v.* 认为, 视作

qualified ['kwɒlɪfaɪd] *adj.* 有资格的, 能胜任的

locate [ləu'keɪt] *v.* 确定; 找出, 找到

internally [ɪn'tə:nəli] *adv.* 内部地; 国内地

externally [eks'tə:nəli] *adv.* 外部地; 外面地

identify [aɪ'dentɪfaɪ] *v.* 鉴定; 识别, 辨认出

accurate [ˈækjʊrət] *adj.* 准确的, 精确的

legal ['li:gəl] *adj.* 法定的; 法律的; 合法的

maximize ['mæksɪmaɪz] *v.* 使增加至最大限度; 充分利用

performance [pə'fɔ:məns] *n.* 表演; 表现; 实行, 履行

energize ['enədʒaɪz] *v.* 使活跃; 激励; 使精力充沛

facilitate [fə'sɪlɪteɪt] *v.* 促进; 帮助, 使……容易

enhance [ɪn'hɑ:ns] *v.* 提高; 增加, 加强

appraisal [ə'preɪzəl] *n.* 估计, 评估

adequacy ['ædɪkwəsi] *n.* 足够; 适当

evaluation [ɪvælju'eɪtʃən] *n.* 评价; 评估

motivate ['məʊtɪveɪt] *v.* 激发 (兴趣或欲望)

promotion [prə'məʊʃən] *n.* 提升; 促进; 晋升; 促销

demotion [di:'məʊʃən] *n.* 降级; 降职

discharge [dɪs'tʃɑ:dʒ] *v.* 解雇; 解除

distribute [dɪ'strɪbjʊ:t] *v.* 分配; 散发; 分布

bonus ['bəʊnəs] *n.* 红利; 意外所得之物; 奖金

contribution [ˌkɒntri'bju:ʃən] *n.* 贡献

discount ['diskaunt] *n.* 贴现率; 折扣价

outcome ['aʊtkʌm] *n.* 结果; 后果

encompass [in'kʌmpəs] *v.* 围绕, 包围; 包括

develop [di'veləp] *v.* 培养; 发展

maintain [meɪn'teɪn] *v.* 维持; 维修; 坚持; 断言

represent [ˌreprɪzənt] *v.* 代表; 象征

ensure [in'ʃʊə] *v.* 担保, 保证, 确保

complement ['kɒmplɪmənt] *v.* 相辅相成
n. 补足物

structure ['strʌktʃə] *n.* 结构; 体系

decentralize [di:'sentrəlaɪz] *v.* (使) 权力下放

authority [ɔ:'θɔ:rəti] *n.* 权威; 权利

empower [im'paʊə] *v.* 授权; 使能够

invest [in'vest] *v.* 投资; 投入

expertise [ˌekspə'ti:z] *n.* 专门知识, 专门技术



Phrases

depend on 依赖, 依靠; 取决于; 随……而定

just as 正如, 就好像

focus on 集中在

consist of 由……组成

deal with 对付, 应付; 处理

human resource planning 人力资源规划

job analysis 工作分析, 职务分析

lay the foundation for 给奠定基础, 给……打下基础

job opening 职务空缺

in other words 换句话说, 也就是说

carry out 施行, 实现

map out 筹划

overall plan 整体计划, 总体规划

strategic plan 战略计划, 战略规划

demand and supply forecasting 供求预测, 供需预测

in high demand 需要量很大

campus recruiting 校园招聘

academic year 学年

snatch away 迅速拿走

pay rate 工资标准

aptitude test 能力倾向测验

a pool of 许多

come through 经历; 成功

performance appraisal 绩效考核

pay raise 加薪

on the basis of 根据, 在……的基础上

and the like 等等, 诸如此类

link... to 把……与……联系

be likely to do sth. 可能做某事

health insurance 医疗保险, 健康保险

employee discount 员工折扣

by virtue of 由于, 因为; 凭借, 依靠

labor relation 劳资关系, 劳动关系

labor union 工会



Abbreviations

HRM (Human Resource Management) 人力资源管理

HR (Human Resources) 人力资源



Exercises

EX. 1 Answer the following questions according to the text.

1. What does an organization's success depend on?
2. What are the phases of the employment cycle?
3. How important are the HRM pre-selection practices?
4. What does human resources planning help managers do?
5. What does job analysis specify?
6. What practices does HRM selection include?
7. How can the post-selection practices maximize the performance and satisfaction levels of a firm's employees?
8. Why are training and development necessary for employees?
9. What is the aim of appraisal systems?
10. On what basis do managers distribute pay to employees?

EX. 2 Translate the following terms or phrases from English into Chinese and vice versa.

- | | |
|----------------------------|-----------|
| 1. aptitude test | 1. _____ |
| 2. campus recruiting | 2. _____ |
| 3. human resource planning | 3. _____ |
| 4. job analysis | 4. _____ |
| 5. labor relation | 5. _____ |
| 6. 加薪, 增加薪水, 增加工资 | 6. _____ |
| 7. 工资标准 | 7. _____ |
| 8. 绩效考核 | 8. _____ |
| 9. n. 候选人 | 9. _____ |
| 10. v. 解雇; 解除 | 10. _____ |

EX. 3 Translate the following text into Chinese.

Human resource management is the management of human resources. It is designed by the HR department to maximize employee performance in service of an employer's strategic objectives. HR departments are responsible for overseeing employee-benefits design, employee recruitment, training and development, performance appraisal, and rewarding. HR also concerns itself with organizational change and industrial relations. That is, the balancing of organizational practices with requirements arise from collective bargaining and from governmental laws.

HR is a product of the human relations movement of the early 20th century, when researchers began documenting ways of creating business value through the strategic management of the workforce. It was initially dominated by transactional work, such as payroll and benefits administration, but due to globalization, company consolidation, technological advances, and further research, HR as of 2015 focuses on strategic initiatives like mergers and acquisitions, talent management, succession planning, industrial and labor relations, and diversity and inclusion.

EX. 4 Fill in the blanks with the words given below.

adapting	asset	determine	budget	compensation
internal	motivated	strategies	attract	deliver

HRM System

An effective HRM system allows organizations to address human resource issues strategically. This helps the workforce 1 high quality health services, despite 2 and external challenges to the organization. A strong human resource management system helps organizations prioritize their organizational and business 3 while effectively managing the changes inherent in health sector reform and decentralization. HRM helps 4 and retains competent employees, assists employees and managers in 5 to organizational change, and facilitates the use of technology to 6 how and where work is done.

HRM is perhaps one of the most misunderstood, but most important management systems. Employees are an organization's most important 7 , as well as its most expensive: personnel costs often consume 70–80% of an organization's 8 . With a strong and equitable HRM system, employees receive 9 that reflects their level of responsibility, feel more 10 and understand how their work relates to the organization's mission and values.

Text B**Importance of Human Resource Management**

In today's business world, human resources is an increasingly prominent field that is taking shape throughout industries and workplaces worldwide. Recognizing the fact that people are a company's greatest asset, business leaders across the globe are coming to rely more and more upon an effective management policy that applies specifically to the area of human resources.

Human resources management is the strategic and coherent approach to the management of an organization's most valued assets—the people working there who individually and collectively contribute to the achievement of the objectives of the business. Its goal is to help an organization to meet strategic goals by attracting, and maintaining employees and also to manage them effectively. The key word here perhaps is “fit”, i.e. an HRM approach seeks to ensure a fit between the management of an organization's employees and the overall strategic direction of the company.

For small businesses and large conglomerates alike, the human resources management can be helpful for much more than simply processing payroll or handling the open enrollment season once a year. Human resources management plays an essential role in developing a company's strategy as well as handling the employee-centered activities of an organization. Here are ten reasons why the human resource management is important.

Human capital value. Having an in-house human resources function is important. An in-house human resources staff or a human resources expert on staff can increase the understanding of how important human capital is to the company's bottom line. For small businesses, in particular, human capital is critical because so many smaller firms have employees who perform cross-functional duties. With a smaller workforce, if just one person leaves, it leaves the company with a huge gap to fill and a potential threat to the company's profitability.

Budget control. Human resources management curbs excessive spending through developing methods for trimming workforce management costs, which include negotiating better rates for benefits such as health care coverage. In addition, human resources ensure competitive and realistic wage-setting based on studying the labor market, employment trends and salary analysis based on job functions. As some small businesses have budget constraints, this human resources function is especially helpful.

Conflict resolution. Workplace conflict is inevitable, given the diversity of personalities, work styles, backgrounds and levels of experience among employees. A human resources manager or a staff person specially trained to handle employee relation matters can identify and resolve conflict between two employees or a manager and an employee and restore positive working relationships.

Training and development. Human resources conduct needs assessments for the

organization's current workforce to determine the type of skills training and employee development necessary for improving skills and qualifications. Companies in the beginning or growth phases can benefit from identifying training needs for existing staff. It's much less expensive than the cost to hire additional staff or more qualified candidates. In addition, it's a strategy that can also reduce turnover and improve employee retention.

Employee satisfaction. Human resources specialists usually are charged with the responsibility of determining the level of employee satisfaction—often an ambiguous measurement at best. With carefully designed employee surveys, focus groups and an exit interview strategy, human resources determine what underlies employee dissatisfaction and address those issues to motivate employees.

Cost savings. The cost to hire new or replacement workers, including training and rampup time, can be exorbitant for employers, especially for small businesses. With a well-constructed recruitment and selection process, the human resources function can minimize expenses regarding advertising job postings, training new employees and enrolling new employees in benefits plans.

Performance improvement. Human resources develop performance management systems. Without a human resources staff person to construct a plan that measures performance, employees can wind in jobs that aren't suitable for their skills and expertise. Additionally, employees whose performance falls below the employer's expectations can continue on the payroll, thereby creating wasted money on lowerperforming employees.

Sustaining business. Through succession planning that human resources develop, the company identifies employees with the promise and requisite capabilities to eventually transition into leadership roles with the company. This is an important function as it can guarantee the organization's stability and future success.

Corporate image. Businesses want to be known as the "employer of choice". Employers of choice are the companies that receive recognition for the way they treat employees; they are the companies for whom people want to work. Becoming an employer of choice means human resources balance recruiting the most qualified applicants, selecting the most suitable candidates and retaining the most talented employees.

Steadfast principles. Human resource ensures the workforce embraces the company's philosophy and business principles. From the perspective of a small business, creating a cohesive work environment is imperative. The first opportunity human resource has to accomplish is through wise hiring decisions that identify desirable professional traits, as well as orientation and on-boarding programs.

Generally speaking, human resource management practices and policies can play a crucial role in fostering employee commitment and enabling the firm to function efficiently. However, as we'll see in a moment, intensified global competition, deregulation and technical advances have triggered an avalanche of change, which poses some great challenges to human resource management. For instance, as organizations become more diverse, employers have been adapting their human resource practices to reflect those changes. Many organizations today, such as Bank of America, have workforce diversity programs. They tend to hire, promote, and retain minorities,

encourage vendor diversity, and provide diversity training for employees. Workforce diversity requires employers to be more sensitive to the differences that each group brings to the work setting. Employers may have to shift their philosophy from treating everyone alike to recognizing individual differences and responding to those differences in ways that will ensure employee retention and greater productivity. They must recognize and deal with the different values, needs, interests and expectations of employees. They must avoid any practice or action that can be interpreted as being sexist, racist, or offensive to any particular group and of course must not illegally discriminate against any employee.



New Words

prominent ['prɒmɪnənt] *adj.* 显著的; 杰出的, 突出的

coherent [kəu'hɪərənt] *adj.* 连贯的, 一致的; 有条理的

asset ['æset] *n.* 资产; 优点

collectively [kə'lektivli] *adv.* 共同地; 集体地

achievement [ə'tʃi:vmənt] *n.* 成就, 成绩; 完成

conglomerate [kɒn'glɒməreɪt] *n.* 联合企业; 密集体

payroll ['peɪrəʊl] *n.* 工资单; 工薪总额

enrollment [ɪn'rəʊlmənt] *n.* 登记, 注册; 入伍; 入会

critical ['krɪtɪkəl] *adj.* 批评的, 挑剔的; 决定性的; 危险的

potential [pə'tenʃəl] *adj.* 潜在的, 可能的 *n.* 潜力, 潜能

profitability [ˌprɒfɪtə'bɪləti] *n.* 收益性; 盈利能力

curb [kə:b] *v.* 抑制; 勒住

excessive [ɪk'sesɪv] *adj.* 过分的; 过多的

trim [trɪm] *v.* 修剪; 削减; 装饰

budget ['bʌdʒɪt] *n.* 预算 *v.* 为……做预算

conflict ['kɒnflɪkt] *n.* 冲突; 战斗 *v.* 冲突; 抵触; 争执

resolution [ˌrezə'lʊ:ʃən] *n.* 解决; 决议

inevitable [ɪn'evɪtəbl] *adj.* 不可避免的, 必然(发生)的

given ['gɪvɪn] *prep.* 考虑到; 如果

diversity [daɪ'vɜ:səti] *n.* 多样性; 差异

restore [rɪs'tɔ:] *v.* 恢复, 复原; 归还

current ['kʌrənt] *adj.* 现在的; 流通的

satisfaction [ˌsætɪs'fækʃən] *n.* 满意; 赔偿

ambiguous [ˌæm'bigjuəs] *adj.* 模棱两可的; 含糊不清的

underlie [ˌʌndə'lai] *v.* 位于……之下; 成为……的基础

dissatisfaction [ˌdɪs.sætɪs'fækʃən] *n.* 不满

address [ə'dres] *v.* 称呼; 发表演说; 处理

replacement [rɪ'pleɪsmənt] *n.* 更换; 接替者

exorbitant [ɪg'zɔ:bitənt] *adj.* (价格等) 过高的; 过分的; 不合法的

minimize ['mɪnɪmaɪz] *v.* 将……减到最少; 贬低

wind [waɪnd] *v.* 使喘不过气来; 缠绕; 给……上发条