Unit

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'dautidli] *adv.* 毋庸置疑地，的确地

propel [prə'pel] *v.* 推进；驱使

destination [ˌdesti'neiʃən] *n.* 目的地；终点

non-human ['nɔn-'hju:mən] *adj.* 非人类的

capital ['kæpitəl] *n.* 首都；资本；大写字母 *adj.* 资本的；大写的；一流的；首要的

properly ['prɔpəli] *adv.* 适当地，完全地

equipment [i'kwipmənt] *n.* 装备，设备，器材

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

determine [di'tə:min] *v.* 决定；确定；测定

objective [əb'dʒektiv] *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 [feiz] *n.* 阶段；时期 *v.* 逐步执行

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

upcoming ['ʌpˌkʌmiŋ] *adj.* 即将来临的；预定将要

qualification [ˌkwɔlifi'keiʃən] *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'meiniŋ] *adj.* 剩余的

anticipate [æn'tisipeit] *v.* 预期；提前使用

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

deployment [di'plɔimənt] *n.* 部署；展开

utilization [ˌju:tilai'zeiʃən] *n.* 利用

overall ['əuvərɔ:l] *adj.* 全部的；总体的

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

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

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

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

selection [si'lekʃən] *n.* 选拔，挑选

strategy ['strætədʒi] *n.* 政策，策略

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

candidate ['kændideit] *n.* 候选人，投考者

systematic [ˌsistə'mætik] *adj.* 系统的，体系的

document ['dɔkjumənt] *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 ['spesifai] *v.* 指定，详细说明

coordinate [kəu'ɔ:dineit] *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'prəuprieit] *adj.* 适当的；相称的

mechanical [mi'kænikl] *adj.* 机械的；力学的

aptitude ['æptitju:d] *n.* 天资；资质；才能

policy ['pɔlisi] *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 ['æplikənt] *n.* 申请人

indicate ['indikeit] *v.* 表明；指明

demanding [di'mændiŋ] *adj.* 要求多的；吃力的

position [pə'ziʃən] *n.* 位置；职位；立场

assess [ə'ses] *v.* 评定；评估，估算

ultimately ['ʌltimətli] *adv.* 最后，最终

deem [di:m] *v.* 认为，视作

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

locate [ləu'keit] *v.* 确定；找出，找到

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

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

identify [ai'dentifai] *v.* 鉴定；识别，辨认出

accurate ['ækjurət] *adj.* 准确的，精确的

legal ['li:gəl] *adj.* 法定的；法律的；合法的

maximize ['mæksˌmaiz] *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 ['enədʒaiz] *v.* 使活跃；激励；使精力充沛

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

enhance [in'hɑ:ns] *v.* 提高；增加，加强

appraisal [ə'preizəl] *n.* 估计，评估

adequacy ['ædikwəsi] *n.* 足够；适当

evaluation [iˌvælju'eitʃən] *n.* 评价；评估

motivate ['məutiveit] *v.* 激发（兴趣或欲望）

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

demotion [di'məuʃən] *n.* 降级；降职

discharge [dis'tʃɑ:dʒ] *v.* 解雇；解除

distribute [di'stribju:t] *v.* 分配；散发；分布

bonus ['bəunəs] n. 红利；意外所得之物；奖金

contribution [ˌkɔntri'bjuːʃən] n. 贡献

discount ['diskaunt] n. 贴现率；折扣价

outcome ['autkʌm] n. 结果；后果

encompass [in'kʌmpəs] v. 围绕，包围；包括

develop [di'veləp] v. 培养；发展

maintain [mein'tein] v. 维持；维修；坚持；断言

represent [ˌrepri'zent] v. 代表；象征

ensure [in'ʃuə] v. 担保，保证，确保

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

structure ['strʌktʃə] n. 结构；体系

decentralize [diː'sentrəlaiz] v.（使）权力下放

authority [ɔː'θɔrəti] n. 权威；权利

empower [im'pauə] v. 授权；使能够

invest [in'vest] v. 投资；投入

expertise [ˌekspə'tiːz] 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 lowperforming 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 illegibly discriminate against any employee.

New Words

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

coherent [kəu'hiərənt] *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 [kɔn'glɔmərət] *n.* 联合企业；密集体

payroll ['peirəul] *n.* 工资单；工薪总额

enrollment [in'rəulmənt] *n.* 登记，注册；入伍；入会

critical ['kritikəl] *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 [ˌprɔfitə'biləti] *n.* 收益性；盈利能力

curb [kə:b] *v.* 抑制；勒住

excessive [ik'sesiv] *adj.* 过分的；过多的

trim [trim] *v.* 修剪；削减；装饰

budget ['bʌdʒit] *n.* 预算 *v.* 为……做预算

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

resolution [ˌrezə'lu:ʃne] *n.* 解决；决议

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

given ['givn] *prep.* 考虑到；如果

diversity [dai'və:səti] *n.* 多样性；差异

restore [ris'tɔ:] *v.* 恢复，复原；归还

current ['kʌrənt] *adj.* 现在的；流通的

satisfaction [ˌsætis'fækʃen] *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 ['disˌsætis'fækʃne] *n.* 不满

address [ə'dres] *v.* 称呼；发表演说；处理

replacement [ri'pleismənt] *n.* 更换；接替者

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

minimize ['minimaiz] *v.* 将……减到最少；贬低

wind [waind] *v.* 使喘不过气来；缠绕；给……上发条

expectation [ˌekspek'teiʃən] n. 预料；期望

sustain [səs'tein] v. 支持；承受；维持

succession [sək'seʃən] n. 连续；继承权；继位

capability [ˌkeipə'biləti] n. 能力，才能；性能；容量

eventually [i'ventjuəli] adv. 最后；终于

transition [træn'ziʃən] n. 转变；过渡

stability [stə'biləti] n. 稳定性

retain [ri'tein] v. 保持；保留

steadfast ['stedfast] adj. 坚定的，毫不动摇的

embrace [im'breis] v. 拥抱；包含；包围；接受

cohesive [kəu'hiːsiv] adj. 黏性的；有结合性的

imperative [im'perətiv] adj. 紧要的；必要的

desirable [di'zaiərəbl] adj. 令人满意的；有吸引力的

trait [treit] n. 特征；特点

orientation [ˌɔːrien'teiʃən] n. 适应；定位；情况介绍

foster ['fɔstə] v. 领养；培养；促进

intensify [in'tensifai] v. 增强；强化；加剧

deregulation [diːˌregju'leiʃən] n. 撤销管制规定，解除管制

trigger ['trigə] v. 使发生；触发；使运行 n. 扳机；起因

pose [pəuz] v. 摆姿势；提出；假装 n. 姿态，姿势

diverse [dai'vəːs] adj. 不同的；多种多样的

adapt [ə'dæpt] v. 改编；使适应

reflect [ri'flekt] v. 反映；反射；反省

sexist ['seksist] n. 性别歧视者 adj. 性别歧视的

racist ['reisist] adj. 种族主义的 n. 种族主义者

offensive [ə'fensiv] adj. 令人不快的；冒犯的；侮辱的

illegibly [i'ledʒəbli] adv. 难读地

discriminate [dis'krimineit] v. 区分；区别对待

Phrases

take shape 形成；体现
apply to 适用于，运用于
contribute to 为……做贡献；有助于
human capital 人力资本；人力资源
bottom line 底线；结果
in particular 特别，尤其
health care coverage 医疗保险
be charged with 承担；被指控
job posting 公开招聘，招聘公告

benefits plan 福利方案
be suitable for 适合……的
global competition 国际竞争，全球竞争
an avalanche of 突然一阵的，蜂拥而来的
be sensitive to 对……敏感（易感受）
shift from... to... 从……转向
respond to 响应；对……起反应
be interpreted as 被解释为

Exercise

EX. 5   **Answer the following questions according to the text.**

1. What is the goal of human resources management in an organization?

2. Why is human capital particularly critical for small businesses?

3. How can human resources ensure competitive and realistic wage-setting?

4. Why is workplace conflict inevitable?

5. What can companies benefit from training and developing existing staff?

6. How do human resources determine what underlies employee dissatisfaction?

7. What will happen to an organization if there is no performance management system within it?

8. What is the importance of succession planning?

9. What are employers of choice?

10. How can human resources create a cohesive work environment within a small business?

Supplementary Reading

Text	Notes
A History of Human Resource Management The history of human resource management started with providing welfare measures to apprentices[1] of the putting-out system. The first personnel department came in the early 20th century. Human resource management has evolved through the ages and gained importance with each passing age. **1. The Origins of Workforce Management** The earliest forms of human resource management were the working arrangements struck between craftsmen and their apprentices during the pre-industrial cottage-based guild[2] system. The apprentice lived in the workshop or home of his master, and the master took care of his health and welfare. The Industrial Revolution of the mid-18th century led to the emergence of large factories and the displacement of cottage-based guild manufacturing. The unhygienic[3] and arduous[4] work in factories led to many labor riots[5], and the government stepped in to provide basic rights and protections for workers. The need to comply with[6] such statutory[7] regulations	[1] apprentice [əˈprentis] *n.* 学徒，见习生 [2] guild [ɡild] *n.* 行会，协会 [3] unhygienic [ˌʌnhaiˈdʒiːnik] *adj.* 不卫生的；不健康的 [4] arduous [ˈɑːdjuəs] *adj.* 努力的；辛勤的 [5] riot [ˈraiət] *n.* 暴乱，骚乱 [6] comply with: 服从，遵守 [7] statutory [ˈstætjut(ə)ri] *adj.* 法定的，法令的

forced factory owners to set up a formal mechanism to redress[8] issues concerning labor.

The National Cash Register Company (NCR) established the first personnel management department to look into issues such as grievances[9], safety, dismissals[10], court cases, and also record keeping and wage management, in the aftermath of a bitter strike and lockout in 1901. Many other factories soon set up similar personnel departments. The role of such labor departments in factories was a continuation of their previous commitment to monitor wages, safety, working hours, and related issues, but this change meant there were formal personnel departments that ensured statutory compliance[11].

2. Personnel Management (Early 20th Century)

By the early 1900s, increased competition and pressing demands to fulfill orders made factory owners take serious note of productivity, and issues such as employee absenteeism and high turnover came into focus. The dominant[12] philosophy during this time was that employees would accept rigid standards and work faster if provided training and more wages. This approach led to Frederick W. Taylor's scientific management theory that involved time studies in an attempt to establish the most productive way to undertake a process.

The personnel department during this time was an instrument in the hands of the employer to ensure maximum productivity. Side-by-side with providing training and wages, it broke strikes by blacklisting[13] union members and forcing workers to sign "yellow-dog" contracts or an agreement not to join unions.

Personnel management gained a more professional role in the aftermath of World War I and the Great Depression of the early 1930s. The demands of wartime production had led to enactment of several provisions[14] to ensure that issues related to wages or working conditions did not hinder[15] production. Among the social security measures initiated in the aftermath of the Great Depression were *the Norris-LaGuardia Act* that made "yellow-dog" contracts unenforceable and *the National Labor Relations Act* (NLRA) or *Wagner Act* (1935) that gave employees the right to form unions and bargain[16] collectively, and listed unfair labor practices.

[8] redress [ri'dres] *v.* 纠正；补偿；革除；惩罚

[9] grievance ['gri:vəns] *n.* 委屈，不平；冤情

[10] dismissal [dis'misl] *n.* 免职，解雇；摒弃

[11] compliance [kəm'plaiəns] *n.* 顺从，服从；遵守

[12] dominant ['dɔminənt] *adj.* 主要的；占优势的

[13] blacklist ['blæklist] *v.* 把……列入黑名单

[14] provision [prə'viʒən] *n.* 供应；规定

[15] hinder ['hində] *v.* 阻碍；打扰

[16] bargain ['bɑ:gin] *v.* 讨价还价，议价

Elton Mayo, the father of human relations, had conducted his famous Hawthorne Studies (1924—1932) and concluded that human factors or non-monetary rewards were more important than physical factors or monetary rewards in motivating employees. Trade unions now began to challenge the fairness of Taylor's scientific management theories, forcing employers to take a more behavior-oriented[17] approach. Personnel programs now expanded to include new benefits such as sick benefits, vaccinations[18], holidays, housing allowances, and similar measures, and to implement the new behavioral-oriented theories.

World War II increased the importance of keeping factories running, and with most workers away in war, the workforce now began to include the hitherto-absent women and native Americans. This laid the foundation for a multicultural[19] workforce, and along with it, new challenges for the human resource department.

The Labor-Management Relations Act (1947) or *the Taft-Hartley Act* banned the use of "closed shops" or hiring only workers from a union, and gave government the role of mediating[20] union and management disagreements.

3. Traditional Human Resource Management (Late 20th Century)

The post-World War II and post-Korean War era marked a distinct change in human resource management history. This erawitnessed well educated baby boomers influenced by ideas such as human rights and self-actualization, taking the various behavioral oriented management philosophies to heart[21] and adopting management philosophies that encouraged incorporation[22] of worker ideas and initiatives[23].

The changes manifested[24] as a spate of labor legislations such as *the Equal Pay Act* (1963), *the Civl Rights Act* (1964), *Occupational Safety and Health Act* (1970), and *the Employee Retirement Income Security Act* (1974). The need to comply with such legislation increased the importance of the human resource function.

The Michigan Model or "Hard HRM" proposed by Fombrun, Tichy, and Devanna in 1984 encapsulated[25] the spirit of the age and became the basis for a traditional human resource approach. This model held employees as a valuable resource, to be obtained cost effectively, used sparingly, and developed and exploited to the maximum to further corporate interests.

[17] behavior-oriented [biˈheivjə(r)-ˈɔːrientid] *adj.* 以行为为导向的
[18] vaccination [ˌvæksiˈneiʃən] *n.* 接种疫苗；种痘

[19] multicultural [ˌmʌltiˈkʌltʃər(ə)l] *adj.* (融合或具有) 多种文化的

[20] mediate [ˈmiːdieit] *v.* 调停；斡旋

[21] take… to heart: 认真对待

[22] incorporation [inˌkɔːpəˈreiʃən] *n.* 包含；合并
[23] initiative [iˈniʃiətiv] *n.* 首创精神；主动权
[24] manifest [ˈmænifest] *v.* 显示；证实；表露

[25] encapsulate [inˈkæpsjuleit] *v.* 压缩；概括

4. Strategic Human Resource Management (21st Century)

The new business environment in the post-Cold War age, combined with the widespread use of computers and Internet for commercial applications, radically altered ways of doing business, and workforce management was not immune to[26] the change. The increase of service-oriented firms, the infusion[27] of more and more women into the workforce, and other changes all made obsolete[28] the traditional paradigms[29] of people management.

In sharp contrast to the attitude of the early 1900s when workers were cogs[30] in the industrial machine, the highly skilled knowledgeable workers of today control the machines, and with technology freely available, the skill of such workers becomes the major source of competitive advantage for firms. The human resource department tries to retain such knowledgeable workers by facilitating a conducive[31] work environment, enriching the work, communicating objectives clearly, encouraging innovation, and many other behavioral interventions[32].

The "Harvard Model" of Beer et al. (1984), or Soft HRM, advocates[33] leading people through communication and motivation rather than managing them; it underlines[34] the strategic human resource management approach. This approach considers employees as assets, far more valuable than resources.

[26] be immune to: 不受……影响的；对……有免疫力的

[27] infusion [in'fju:ʒən] n. 灌输；激励

[28] obsolete ['ɔbsəli:t] adj. 已废弃的；过时的

[29] paradigm ['pærədaim] n. 范例，示范

[30] cog [kɔg] n. 轮齿；从属地位的人或物

[31] conducive [kən'dju:siv] adj. 有助的；有益的

[32] intervention [ˌintə(:)'venʃən] n. 介入；干预；调停

[33] advocate ['ædvəkit] v. 提倡；主张

[34] underline [ˌʌndə'lain] v. 在……下面画线；强调

参考译文（Text A）

人力资源管理

毋庸置疑，任何企业的成功都取决于它如何管理资源。企业资源驱动着企业去实现目标，就如同汽车要用发动机驱动才能到达目的地一样。企业的大多数资源都是非人的，如土地、资本和设备。尽管管理这些资源非常重要，但是企业必须恰当地管理其人力资源（如员工）才能取得成功。正如汽车不可能有效地驱动，除非有能力的人来驾驶；企业也不可能成功地运转，除非有能力的人来管理。人决定了企业的目标，也是通过人的有效运作，企业才能够实现其目标。

人力资源管理关注对人员的管理，包括对雇佣周期中不同阶段的人员进行的有效管理阶段，即挑选前阶段、挑选阶段，和挑选后阶段。

人力资源管理的挑选前阶段由人力资源规划和工作分析构成，它们为其他的人力资源管理阶段奠定了基础。企业要决定近期何种类型的工作职位有空缺，并决定胜任该工作需要何种资质。换言之，企业在实施其余的人力资源管理前，必须首先分析和规划如何对待

其员工。

　　人力资源规划帮助管理者预见并满足不断变化的，与员工获取、配置和使用相关的需求。首先，企业要制订一个整体计划（战略计划），然后，通过人力资源供求预测来估计顺利完成该计划所需要的员工数量和类型。这些信息能使企业合理规划其招聘、挑选和培训战略。例如，假设人力资源规划预计企业在下一年度需要增加 15 个工程师，那么企业通常会招聘工程专业的大学毕业生来填补职位空缺。由于这些专业的学生的市场需求较高，在其他公司"迅速抢走"最好的候选人之前，企业应决定在学年年初就启动校园招聘。

　　工作分析是收集、分析、记录特定工作信息的一个系统化流程。分析结果能详细地说明每位员工的工作内容、工作条件和成功完成该工作所必需的资格。工作分析信息被用于计划和协调几乎所有的人力资源管理实践，如确定任职资格、选择最恰当的挑选方法、开发培训项目、决定工资标准。例如，一个企业的工作分析显示，一项工作的性质最近已发生变化，对人员的要求更加严格，所以该企业可以决定用能力倾向测试来筛选应征者。

　　人力资源管理挑选阶段是企业用于员工安置的政策和程序，包括招募申请人、评价其资格，以及最终挑选出最胜任的申请人。企业通过招聘来搜寻和吸引那些申请特定职位的应征者，招聘既可在公司内部也可在公司外部进行。招聘的目的是快速、低成本、合法地识别出合适的应征者。挑选阶段包括对工作候选人的评价和选择。为了能够有效实施此阶段，挑选过程必须技术精确且符合法律要求。

　　在挑选后阶段，企业将通过人力资源管理实践来有效地管理那些顺利进入企业的员工。这些管理实践的设计目的是：通过向员工提供完成工作所必需的知识和技能，以及通过激发、指导、促进员工努力实现企业目标，使企业员工的绩效和满意度得到最大化。

　　培训和开发是有计划的学习体验，它教会员工如何有效地开展当前和未来的工作。培训关注当前的工作，而开发则是让员工为未来的工作做好准备。企业设计培训与开发实践的目的是通过提高员工的知识和技能水平，来提高企业绩效。培训与开发是一个持续不断的过程，技术和环境的变化，或组织目标和战略的变化常常会要求员工学习新的工作技术和方法。

　　企业通过绩效考核来测试员工是否能够胜任其工作，并将评价结果告诉员工。绩效考核系统的一个重要目的就是激励员工保持正确的行为并纠正不恰当的行为。管理层也可以以绩效考核为工具，做一些相关的人力资源管理决策，如晋升、降级、解雇和加薪。

　　企业管理者根据绩效考核结果给员工发放工资，并通过增加薪水、发放奖金等方式来奖励高绩效的企业员工。管理者以此激励企业中最具价值的人力资源，使他们继续为企业做出更大的贡献。而且，通过将薪酬与绩效挂钩，高绩效的员工继续留在本企业的可能性更大，管理者也更可能为空缺职位填补上高素质的人才。福利政策，如健康保险或员工折扣，都是员工作为企业成员所得到的重要回报。

　　最后，同样重要的是劳动关系管理，它包括企业管理者与代表员工利益的工会为发展和保持良好工作关系所采取的一系列措施。

　　管理者必须确保上述所有实践相互结合并能辅助完善公司的结构与控制系统。例如，如果管理者决定分散权力，对员工授权，那么他们必须在员工培训与开发上进行投资，使较低级别的员工掌握拥有决策权所必需的知识和专业技术，而这些决策在更加集权的企业结构下通常是由高层管理者负责的。

Unit 2

Job Analysis

Job analysis is a family of procedures to identify the content of a job in terms of activities involved and attributes or job requirements needed to perform the activities. Job analysis provides information to organizations, which helps to determine which employees are best fit for specific jobs. Through job analysis, the analyst needs to understand what the important tasks of the job are, how they are carried out, and the necessary human qualities needed to complete the job successfully.

Job analysis is crucial for helping individuals develop their careers, and for helping organizations develop their employees in order to maximize talent. The outcomes of job analysis are key influences in designing learning, developing performance interventions, and improving processes. The application of job analysis techniques makes an implicit assumption that information about a job as it presently exists may be used to develop programs to recruit, select, train, and appraise people for the job as it will exist in the future.

1. Purpose of Job Analysis

Job analysis involves collecting and recording job-related data such as knowledge and skills required to perform a job, duties and responsibilities involved, education qualifications and experience required and physical and emotional characteristics required to perform a job in a desired manner.

The main purpose of conducting a job analysis process is to use this particular information to create a right fit between jobs and employees, to assess the performance of an employee, to determine the worth of a particular task and to analyze training and development needs of an

employee delivering that specific job.

Virtually, job analysis plays an important role in recruitment and selection, job evaluation, job designing, deciding compensation and benefits packages, performance appraisal, analyzing training and development needs, assessing the worth of a job and increasing personnel as well as organizational productivity.

Recruitment and selection. Job analysis helps in determining what kind of person is required to perform a particular job. It points out the educational qualifications, level of experience and technical, physical, emotional and personal skills required to carry out a job in a desired fashion. The objective is to fit a right person at a right place.

Performance analysis. Job analysis is done to check if goals and objectives of a particular job are met or not. It helps in deciding the performance standards, evaluation criteria and individual's output. On this basis, the overall performance of an employee is measured and he or she is appraised accordingly.

Training and development. Job analysis can be used to assess the training and development needs of employees. The difference between the expected and actual output determines the level of training that needs to be imparted to employees. It also helps in deciding the training content, tools and equipment to be used to conduct training and methods of training.

Compensation management. Of course, job analysis plays a vital role in deciding the pay packages, extra perks and benefits, and fixed and variable incentives of employees. After all, the pay package depends on the position, job title, duties and responsibilities involved in a job. The process guides HR managers in deciding the worth of an employee for a particular job opening.

Job designing and redesigning. The main purpose of job analysis is to streamline the human efforts and get the best possible output. It helps in designing, redesigning, enriching, evaluating and cutting back and adding the extra responsibilities in a particular job as well. This is done to enhance the employee's satisfaction while increasing the human output.

Therefore, job analysis is one of the most important functions of an HR manager or department. This helps in fitting the right kind of talent at the right place and at the right time.

2. Approaches to Job Analysis

As stated above, the purpose of job analysis is to combine the task demands of a job with our knowledge of human attributes and produce a theory of behavior for the job in question. There are two ways to approach building that theory, meaning that there are two different approaches to job analysis.

Task-oriented. Task-oriented procedure focuses on the actual activities involved in performing work. This procedure takes into consideration work duties, responsibilities, and functions. The job analyst then develops task statements which clearly state the tasks that are performed with great detail. After creating task statements, job analysts rate the tasks on scales indicating importance, difficulty, frequency, and consequences of error. Based on these ratings, a greater sense of understanding of a job can be attained. Task analyses, such as cognitively oriented task analysis (COTA), are techniques used to describe job expertise. For example, the job analysts may tour the job site and observe workers performing their jobs. During the tour the analyst may

collect materials that directly or indirectly indicate required skills (duty statements, instructions, safety manuals, quality charts, etc.). For the job of a snow-cat operator at a ski slope, a work or task-oriented job analysis might include this statement: Operates Bombardier Snow-cat, usually at night, to smooth out snow rutted by skiers and snowboard riders and new snow that has fallen.

Worker-oriented. Worker-oriented procedures aim to examine the human attributes needed to perform the job successfully. These human attributes have been commonly classified into four categories: knowledge, skills, abilities, and other characteristics (KSAO). Knowledge is the information people need in order to perform the job. Skills are the proficiencies needed to perform each task. Abilities are the attributes that are relatively stable over time. Other characteristics are all other attributes, usually personality factors. The KSAO required for a job are inferred from the most frequently-occurring, important tasks. In a worker-oriented job analysis, the skills are inferred from tasks and the skills are rated directly in terms of importance and frequency. For the job of a snow-cat operator at a ski slope, a worker-oriented job analysis might include this statement: Evaluates terrain, snow depth, and snow condition and chooses the correct setting for the depth of the snow cat, as well as the number of passes necessary on a given ski slope.

Job analysis methods have evolved using both task-oriented and worker-oriented approaches. Since the final result of both approaches is a statement of KSAO, neither can be considered the "correct" way to conduct job analysis. Because worker-oriented job analyses tend to provide more generalized human behavior and behavior patterns and are less tied to the technological parts of a job, they produce data more useful for developing training programs and giving feedback to employees in the form of performance appraisal information. Also, the volatility that exists in the typical workplace of today can make specific task statements less valuable in isolation. For these reasons, employers are significantly more likely to use worker-oriented approaches to job analysis today than they were in the past.

3. Six Steps of Doing a Job Analysis

Job analysis is performed as a basis for later improvements, including definition of a job domain, description of a job, development of performance appraisals, personnel selection, selection systems, promotion criteria, training needs assessment, legal defense of selection processes, and compensation plans. Doing a job analysis involves the six steps as follows:

Step 1: Decide how to use the information. How the information will be put into use will determine what data to collect and how to collect it. Some data collection techniques, such as interviewing the employee, asking what the job entails are good for writing job descriptions and selecting employees for the job. Other techniques, like the position analysis questionnaire, do not provide qualitative information for job descriptions but numerical ratings for each job. Thus, they can be used to compare jobs for compensation purposes.

Step 2: Review appropriate background information like organization charts, process charts, and job descriptions. Organization charts show the organization-wide work division, how the job in question relates to other jobs, and where the job fits in the overall organization. The chart should show the title of each position and, through connecting lines, show reports to whom and

with whom the job incumbent communicates. A process chart provides a more detailed picture of the work flow. In its simplest and most organic form, a process chart shows the flow of inputs to and outputs from the job being analyzed. Finally, the existing job description (if there is one) usually provides a starting point for building the revised job description.

Step 3: Select representative positions. This is because there may be too many similar jobs to analyze. For example, it is usually unnecessary to analyze jobs of 200 assembly workers when a sample of 10 jobs will be sufficient.

Step 4: Actually analyze the job by collecting data on job activities, necessary employee behaviors and actions, working conditions, and human traits and abilities required to perform the job. For this step, one or more than one methods of job analysis may be needed.

Step 5: Verify the job analysis information with the worker performing the job and with his or her immediate supervisor. This will help confirm that the information is factually correct and complete. This review can also help gain the employee's acceptance of the job analysis data and conclusions by giving that person a chance to review and modify descriptions of the job activities.

Step 6: Develop a job description and job specification. These are two tangible products of the job analysis process. The job description is a written statement that describes the activities and responsibilities of the job as well as its important features such as working conditions and safety hazards. The job specification summarizes the personal qualities, traits, skills, and background required for completing a certain job. These two may be completely separate or in the same document.

Over the years, experts have presented several different systems and methods to accomplish job analysis. Many forms of systems are no longer in use, but those systems that still exist have become increasingly detailed over the decades with a greater concentration on tasks and less concentration on human attributes. That trend, however, has reversed in recent years for the better. Newer methods and systems examine more about the behavioral aspects of work.

New Words

attribute [ˈætribjuːt] *n.* 属性；标志；象征
analyst [ˈænəlist] *n.* 分析家
crucial [ˈkruːʃəl] *adj.* 决定性的，关键的
career [kəˈriə] *n.* 职业，事业
outcome [ˈautkʌm] *n.* 结果
influence [ˈinfluəns] *n.* 影响，势力；有影响的人（或事物） *v.* 影响；支配；对……起作用

application [ˌæpliˈkeiʃən] *n.* 应用；申请
implicit [imˈplisit] *adj.* 含蓄的，暗示的；固有的
assumption [əˈsʌmpʃən] *n.* 假定；设想
presently [ˈprezəntli] *adj.* 目前，不久，马上
appraise [əˈpreiz] *v.* 评价，估价；鉴定
characteristic [ˌkæriktəˈristik] *n.* 特性，特征，特点