

BỘ GIÁO DỤC VÀ ĐÀO TẠO
TRƯỜNG ĐẠI HỌC DÂN LẬP HẢI PHÒNG



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FOREIGN LANGUAGES DEPARTMENT

GRADUATION PAPER

**A STUDY ON THE TRANSLATION OF ENGLISH
HUMAN RESOURCE MANAGEMENT TERMS INTO
VIETNAMESE**

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Class:

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HAI PHONG - 2010

BỘ GIÁO DỤC VÀ ĐÀO TẠO
TRƯỜNG ĐẠI HỌC DÂN LẬP HẢI PHÒNG

Nhiệm vụ đề tài tốt nghiệp

Sinh viên:.....Mã số:.....

Lớp:.....Ngành:.....

Tên đề tài:

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Nhiệm vụ đề tài

1. Nội dung và các yêu cầu cần giải quyết trong nhiệm vụ đề tài tốt nghiệp
(về lý luận, thực tiễn, các số liệu cần tính toán và các bản vẽ).

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2. Các số liệu cần thiết để thiết kế, tính toán.

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3. Địa điểm thực tập tốt nghiệp.

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CÁN BỘ HƯỚNG DẪN ĐỀ TÀI

Người hướng dẫn thứ nhất:

Họ và tên:.....

Học hàm, học vị:.....

Cơ quan công tác:.....

Nội dung hướng dẫn:.....

Người hướng dẫn thứ hai:

Họ và tên:.....

Học hàm, học vị:.....

Cơ quan công tác:.....

Nội dung hướng dẫn:.....

Đề tài tốt nghiệp được giao ngày 12 tháng 04 năm 2010

Yêu cầu phải hoàn thành xong trước ngày 10 tháng 07 năm 2010

Đã nhận nhiệm vụ ĐTTN

Đã giao nhiệm vụ ĐTTN

Sinh viên

Người hướng dẫn

Hải Phòng, ngày tháng năm 2010

HIỆU TRƯỞNG

GS.TS. NGUYỄN Trần Hữu Nghị

PHẦN NHẬN XÉT TÓM TẮT CỦA CÁN BỘ HƯỚNG DẪN

1. Tinh thần thái độ của sinh viên trong quá trình làm đề tài tốt nghiệp:

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2. Đánh giá chất lượng của khóa luận (so với nội dung yêu cầu đã đề ra trong nhiệm vụ Đ.T. T.N trên các mặt lý luận, thực tiễn, tính toán số liệu...):

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3. Cho điểm của cán bộ hướng dẫn (ghi bằng cả số và chữ):

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Hải Phòng, ngày tháng năm 2010

Cán bộ hướng dẫn

(họ tên và chữ ký)

NHẬN XÉT ĐÁNH GIÁ
CỦA NGƯỜI CHĂM PHẢN BIỆN ĐỀ TÀI TỐT NGHIỆP

1. Đánh giá chất lượng đề tài tốt nghiệp về các mặt thu thập và phân tích tài liệu, số liệu ban đầu, giá trị lí luận và thực tiễn của đề tài.

2. Cho điểm của người chấm phản biện :

(Điểm ghi bằng số và chữ)

Ngày..... tháng..... năm 2010

Người chấm phản biện

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Abbreviation

Adj	Adjective
EAP	English for Academic Purposes
EBE	English for Business and Economics
Eg	Example
EGBP	English for General Business Purpose
ELT	English Language Teaching
EOP	English for Occupational Purposes
ESBP	English for Specific Business Purpose
ESP	English for Specific Purposes
ESS	English for Social Studies
EST	English for Science and Technology
N	Noun
SL	Source language
ST	Source text
TG	Target language
TT	Target text

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PART I. INTRODUCTION

1. Rationale

It was a milestone in my life when I passed the hard entrance exam and became a student of Hai Phong Private University. During my study here, my passionate love for English language grows strongly day by day. In the last three terms, English students including me have been taught translation and I immediately took special pleasure in translating particular from English to Vietnamese. However, there are a wide range of fields need to translate like: politics, economic issues, finance and banking, social development, etc. Truly speaking, when practicing translation at class, we have the feeling that the deeper scopes of life we touch on, the greater challenges we are face with. In fact, the problem may not lie in the language itself but in the background knowledge containing in the Source Language text required to produce a comprehension professional translated version. Thus, in the very first phrase of translation learning, I myself find it extremely hard to deal successfully with terms arising in English version as well as orient the translation field for the future job.

Luckily, a chance came to me when I was assigned working in Human Resource department of a company. I approached Human Resource Management naturally and I actually don't know from when I was "in love" with it. However, Human Resource Management field particularly Human Resource Management terms are quite a new and strange in Vietnam and it confuses not only me but everyone. This motivates me to do something to bring Human Resource Management closer to everyone especially students and anyone who wants to try something new. For this reason, I chose this topic for my graduation paper. Hopefully, my paper

may be useful for teachers and students in English Department of Hai Phong Private University particularly who concern Human Resource Management terms.

2. Aims and scope of the study

I strive to do my research with the aims of:

- Giving the general overview of term and method applied in the translation of term.
- Helping readers have more understanding of Human Resource Management in general and term on Human Resource Management in particular.
- Analyzing the translation of Human Resource Management terms

I hope that my study can provide readers general overview about Human Resource Management terms as well as help them translate it effectively. However, due to my limited knowledge and the rapid development of Human Resource Management, shortcomings and mistakes are unavoidable. Thus, any comment, correction or constructive ideas by my friends, teachers and readers to further complete my research are deeply appreciated.

3. Methods of the study

In order to write a good graduation paper, the right track, careful outline as well as effective method of doing a research are very first necessary.

Add more, I tried my hard and patient:

- To ask my teachers and my colleagues for advice

- To research in reference books, internet

4. Design of the study

This Graduation paper is divided into three parts, in which the second is the most important part.

- Part I is the INTRODUCTION in which reason of the study, aims of the study, scope of the study, and method of the study are presented. The *Reason* of the study mentions the reason why I choosing this thesis. The *Aims* of the study lists all the aims that the paper has to achieve. The *Methods* describe the ways with which the study was carried out. The *Scope* of the study clarifies the areas and subjects which was studied. The *Design* gives the outline of the main parts of the graduation paper.

- Part II is the DEVELOPMENT includes two chapters. Chapter I makes an overview of theoretical background on translation, ESP as well as translation on Human Resource Management. Chapter II present firstly an overall look on Human Resource Management, then the overview of Human Resource Management terms. The last one is the main part of the study which presents the study on translating Human Resource Management term into Vietnamese, analysis of equivalence and some problems in translation process at last.

- Part III will wrap up the study with CONCLUSION.

PART II. DEVELOPMENT

Chapter I. Theoretical background

I. Translation theory.

1. Definitions:

Each country has their own language, their own custom. Thus, translation was born to help everybody all around the world understand each other. However there are so many translation definitions and a great numbers of books and articles have been written about this subject. The following are some typical definitions that are basic theoretical background for this study

- **Translation** is the interpreting of the meaning of a text and the subsequent production of an equivalent text, like wise called a "**translation**" that communicates the same message in another language. The text to be translated is called the "**source text**", and the language that it is to translate into is called the "target language"; the final product is sometimes called the "target text".

Wikipedia

- **Translation** is the process of changing something that is written or spoken into another language.

AdvancedOxford Dictionary

- **Translation** is the replacement of a text in one language (Source language – SL) by an equivalent text in another language (Target language – TL)

_Catford (1988) _

- **Translation** involves the transfer of meaning from a text in one language into a text in another language.

_ Bell, 1991:8 _

- **Translation** is an act of communication which attempts to relay, across cultural and linguistic boundaries, another act of communication.

_ Hatim and Mason, 1997:1 _

- **Translation** is to be understood as the process whereby a message expressed in a specific source language is linguistically transformed in order to be understood by readers of the target language.

_ Houbert, 1998:1 _

2. Translation methods

There has been controversy since at least the first century B.C over whether to translate literally or freely. However, eight methods of translation proposed by Peter Newmark (1995: 45-47) have long known to translators. They are:

SL Emphasis	TL Emphasis
Word-for-word translation	Adaption
Literal translation	Free translation
Faithful translation	Idiomatic translation
Semantic translation	Communicative translation

- Word-for-word translation: this is often demonstrated as interlinear translation, with the TL immediately below the SL words. The SL words order is preserved and the words translated singly by their most common meaning, out of context. Cultural words are translated literally. The main use of word-for-word translation is either to understand the mechanics of the source language or to construe a difficult text as a pre-translation process.

- Literal translation: The SL grammatical constructions are converted to their nearest TL equivalents but the lexical words are again translated singly, out of context. As a pre-translation process, this indicates the problems to be solved

- Faithful translation: A faithful translation attempts to reproduce the precise contextual meaning of the original within the constraints of the TL grammatical structures. It “transfer” cultural words and preserves the degree of grammatical and lexical “abnormality” (deviation from SL norms) in the translation. It attempts to be completely faithful to his intentions and the text-realization of the SL writer.

- Semantic Translation: It differs from faithful translation only in as far as it must take more account of the aesthetic value of the SL text, compromising on meaning where appropriate so that no assonance, word play, or repetition jars in the finished version.

- Adaption: This is the “freest” form of translation. It is used mainly for plays and poetry; the themes, characters, plots are usually preserved, the SL culture converted to the TL culture and the text rewritten.

- Free translation: reproduces the matter without the manner, or the content without the form of original. Usually it is a paraphrase much longer than the original, a so-called “intralingual translation”, not translation at all
- Idiomatic translation: reproduces the “message” of the original but tend to distort nuances of meaning by preferring colloquialism and idioms where there do not exist in the original.
- Communicative translation: attempts to render the exact contextual meaning of the original in such a way that both content and language are readily acceptable and comprehensible to the readership.

II. An overview of term

1. Definitions of term

According to Oxford Advanced Learner Dictionary, term is “a word or a phrase used as name of something especially one connected with a particular type of language.” Besides, this dictionary also defines terminology as “a set of technical words or expressions used in a particular subject”.

Quite a few senior Vietnamese linguists have also proposed other definitions of term as follow:

- Terminology is a word or a word group used in science, technology, politics, diplomacy, art, etc, which exactly indicates a concept or a title of a particular

(Nguyễn Văn Tú, 1960)

- Terminology is a part of special words of language. It consists of certain words and phrase that are the exact names of a variety of concepts and subjects, which belong to professional field.

(Nguyễn Thiện Giáp, 1986)

- Terms are words and compound words that are used in specific contexts

(en.wikipedia.org)

In brief, unlike ordinary words, term or the set of terms are regarded as scientific words and each term denotes a concept in a particular field such as economic, chemistry, biology, and so on. Ordinary words often convey more than literal meanings and evoke further images, emotions, and reactions on the part of listener or readers, whereas terms are largely free from such distorting associations.

2. Features of term

It is common knowledge that most of the layers of vocabularies have their own features and are used in certain situation by particular group of people. That is also applied in term. According to Đỗ Hữu Châu, there are three main characteristics of term including: Accuracy, Systematicity and Internationality.

- **Accuracy**

A concept represented a term must be clear and exact. In addition, an accurate term should not make the reader misunderstand the concept it

expresses with another. Actually the accuracy of term is well recognized in both form and meaning.

With respect to the lexical meaning of words, normal word often bear the characteristic of polysemy or synonym, whereas term must keep away from this. The semantic of ordinary words may change in difference usage and contexts while that of term is fixed in specialized fields it is employed in.

As regard the accuracy of term in terms of form, term has no other form or outer cover other than its original one. We can hardly add any factors like prefix, suffix, so on, to a term to refer a plural form or any change in word meanings. However, considering systematicity (that will be discussed in the next part), the form of a term could be changed, but in a special way.

In fact, the accuracy of term has, to some extent, changed along period of history. Besides, the accuracy of term does not require on-to-one relationship in translation. This means a term in SL(English) may be equivalent in two or more term in TL (Vietnamese). Thus, it is important for translators to be cautious about accuracy of terms when doing translating or interpreting job. They should closely observe the principle “each term represent one concept and vice versa”.

- **Systematicity**

As defined as above, term is “a set of technical words or expressions used in a particular subject”. This means term of a specific profession should include term that are closely related to each other and reflect a

system of concepts of profession. The relation between them can be based on contrast in meaning “negative and positive”, “male and female”, similarities in meaning, dominant and secondary meaning.

A system of terms not only meets general requirements but also satisfy particular ones posed by certain specialized it reflects. As a matter of fact, each field of science has its own system of solid and finite concepts, expressed by its own terms. The semantic value of a term is determined by its relation to others in the same field. Therefore, once isolated, the term may have no or ambiguous meaning.

The systematicity also requires a term itself to be systematic in its own meaning. To this end, term usually short in form. For instance, “người lái máy bay” is called “phi công”.

In summary, systematicity makes terms the insiders of a particular field and help us understand concept that terms express.

- **Internationality**

The internationality is recognized in both form and meaning of term.

With respect to such characteristics of term in term of meaning, term denotes common scientific concepts shared and equally understood by speakers of different culture. This feature is an important property that helps distinguish term from other layers of vocabulary such as slang, dialect, etc. Terms denote universal concepts of a certain subject to various limits of expression, context, and cultural difference.

The internationality is also seen in form of term. For example:

Term	English	German
Nhôm	Aluminium	aluminium
Vitamin	Vitamin	Vitamin

Acronyms also contribute to the internationality of term. They are widely used and easy to remember to people in all countries they reach.

For instance: HIV stand for human immunodeficiency virus

Finally, the internationality could make terms quickly shift into normal words and become non-standardized language. The internationality of terms help promote accelerate the irreversible trend of global integration today in term of languages as well as other field.

Term in Human Resource Management bears all the common features of term. It is above- mentioned specific characteristics of term in SL that determine suitable translation methods applied to produce exact Vietnamese terms.

III. Translation of English for special purpose (ESP)

ESP is the abbreviation for English for Specific Purpose. It is defined in the other ways. Tony Dudley-Evans, co-editor of the ESP Journal gives an extended definition of ESP in terms of 'absolute' and 'variable' characteristics:

1. Definition of ESP (Dudley-Evans & St John , 1998)

Absolute Characteristics

1. ESP is defined to meet specific needs of the learners
2. ESP makes use of underlying methodology and activities of the discipline it serves.
3. ESP is centered on the language appropriate to these activities in terms of grammar, lexis, register, study skills, discourse and genre.

Variable Characteristics

1. ESP may be related to or designed for specific disciplines (petroleum engineering, military science...)
2. ESP may use, in specific teaching situations, a different methodology from that of General English
3. ESP is likely to be designed for adult learners in university setting or in a professional work situation. It could, however, be for learners at secondary school level.
4. ESP is generally designed for intermediate or advanced learners.
5. Most ESP courses assume some basic knowledge of the language systems but it can be use with beginner.

2. Types of ESP:

David Carter (1983) identifies three types of ESP:

- English as a restricted language: Knowing a restricted language would not allow the speaker to communicate effectively in a novel situation outside of a very specific environment (airline stewardess, waiter, air traffic controller etc)

- English for Academic (EAP) and Occupational Purpose (EOP). EAP serves an educational purpose (studying literature, science, social studies, math, business, economic etc). Occupational Purposes (EOP) serves a vocational or professional purpose (medical technician, stewardess etc)

- English with specific topics Identified by Carter (1983). Carter notes that it is only here where emphasis shifts from purpose to topic. This type of ESP is uniquely concerned with anticipated future English needs of, for example, scientists requiring English for postgraduate reading studies, attending conferences or working in foreign institutions.

The second type of ESP identified by Carter (1983) is English for Academic and Occupational Purposes. In the 'Tree of ELT' (Hutchinson & Waters, 1987), ESP is broken down into three branches:

a) English for Science and Technology (EST)

b) English for Business and Economics (EBE)

c) English for Social Studies (ESS)

Each of these subject areas is further divided into two branches:

+ English for Academic Purposes (EAP)

+ English for Occupational Purposes (EOP).

3. Definitions of technical translation

The translation style dealing with terminology in specific fields such as: politics, economic, banking and finance, law etc is called technical

translation. According to Peter Newmark (1995) “technical translation is primarily distinguished from other forms of translation by terminology. Its characteristics, grammatical features merge with other varieties of language. Its characteristic format is technical report, but also includes instruction, manuals, notices, publicity, which put more emphasis on forms of address and use of the second person.” He divides technical translation into three levels that he find of great application: Academic, Professional and Popular.

- **Academic:** it includes transferred Greek and Latin words associated with academic paper such as scientific writing or university student’s textbook

For example: In medicine

Pediatrics: khoa nhi

Geriatrics: khoa nội tiết

- **Professional:** former terms used by experts. However, they may be understandable for others.

For examples: In jurisprudence

Criminal court: tòa hình sự

Civil court: tòa dân sự

- **Popular:** Layman vocabulary, which may includes familiar alternative terms.

For examples: In construction

Tile: ngói, đá lát

Mortar and Plaster: hồ, vữa

These are general categories in which the translation of terms is often classified. Thus, whether translators would like to take such classification seriously or just take it for reference only, these categories will certainly offer them an easy and systematic assess to new terms in the source language and those in the target language as well.

Chapter II. An overview of Human Resource Management and Human

Resource Management term.

I. An overview of Human Resource Management

1. The definition of Human Resource and Human Resource Management in Vietnam

What is Human Resource Management?

There are so many definitions about Human Resource Management and here is some popular definitions which most of economists and managers use:

- Human resource management (HRM) 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.

Wikipedia

- All methods and functions concerning the mobilization and development of personnel as human resources, with the objective of efficiency and greater productivity in a company, government administration, or other organization.

Storey J (2001)

- Human resource management (HRM) is the understanding and application of the policy and procedures that directly affect the people

working within the project team and working group. These policies include recruitment, retention, reward, personal development, training and career development.

Fillipo(2008)

- The management of the workforce of a business to ensure sufficient staff levels with the right skills, properly rewarded and motivated.

(www.business2000.ie)

- Staffing function of the organization. It includes the activities of human resources planning, recruitment, selection, orientation, training, performance appraisal, compensation, and safety.

(www.crfonline.org/)

In simple words, HRM means employing people, developing their capacities, utilizing, maintaining and compensating their services in tune with the job and organizational requirement.

Vietnam has become one of the fastest growing economies in the world. As the other countries, nowadays, term “Human Resource Management” is no longer strange to companies, corporations or joint-ventures. In companies, Human Resource Management department has become important as other department such as marketing or business department and Human Resource Management job is also ranked in top hottest job.

Human resources are an organization's greatest assets because without them, everyday business functions such as managing cash flow, making business transactions, communicating through all forms of media,

and dealing with customers could not be completed. Human resources and the potential they possess are key drivers for an organization's success.

2. The birth and development of Human Resource Management

The history of HRM is said to have started in England in the early 1880s during the craftsmen and apprenticeship era and further developed with the arrival of the industrial revolution in the late 1880s. Some scholars argued that HRM is said to have started from the term "Personnel Management" (PM).

Human Resource Management (HRM) is quite a new concept in conceptual chain and common practice related to human management. Actually, during the past 50 years, this term was very popular in American to replace term "Personnel management".

Nowadays, HRM is applied in many countries especially development countries like Australia, Scandinavia countries, and South Africa. Human Resource Management is also assessed as a very importance phase in production process. It is considered as strategic approaching trend between Human Management with business goal achievement. According to Storey J, in "Human Resource Management: a critical text"-2001, "one decade ago, term Human Resource Management is rarely used, at least outside America, but now it has become very popular all over the world."

3. Sub-areas with typical features

Human Resource Management has four sub-areas:

- Recruitment and selection

According to Fillipo “It is a process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an organization.”

Personnel recruitment process involves five elements: a recruitment policy, a recruitment organization, a forecast of manpower, the development of sources of recruitment and different techniques used for utilizing these sources and a method of assessing the recruitment program.

Thus broadly the Personnel Recruitment Process can be mapped in a Flowchart as below:

**Personnel/Human Resource Planning -> Locating needed Personnel
-> Selecting Qualified Personnel -> Placing New Employees on the Job**

Mean while the main objective of a selection procedure is to determine whether an applicant meets the qualification for a specific job, and then to choose the applicant who is most likely to perform well in that job.

Selection Process can be pictorially represented in a flowchart as below:

Establishing Selection Process -> Identifying & choosing selection criteria -> Gathering information about potential employees -> Evaluating information for assessing applicant -> Making decision to select or reject -> Communicating decision

- Compensation and Benefits

Compensation is payment in the form of hourly wages or annual salaries and benefits is insurance, pensions, vacation, modified workweek, sick

days, stock options, etc. An employee's performance can be influenced by compensation and benefits, and vice versa. In the ideal situation, employees feel they are paid what they are worth, are rewarded with sufficient benefits, and receive some intrinsic satisfaction (good work environment, interesting work, etc.). Compensation should be legal and ethical, adequate, motivating, fair and equitable, cost-effective, and able to provide employment security.

- Labor and employee relations

This sub-area focuses on the relation between employee and labor (union) a group of employees which is founded to address and resolve the employment-related issues.

- Safety and health management

Not only must an organization see to it that employees' rights are not violated, but it must also provide a safe and healthy working environment. Mondy and Noe (1996) define *safety* as "protecting employees from injuries caused by work-related accidents" and *health* as keeping "employees free from physical or emotional illness".

Health problems recognized in the workplace can include the effects of smoking, alcohol and drug/substance abuse, AIDS, stress, and burnout. Through employee assistance programs (EAPs), employees with emotional difficulties are given "the same consideration and assistance" as those employees with physical illnesses.

II. Human Resource Management term overview

1. Human Resource Management term

As definition below, terms are words or compound words that are used in specific context. In terms of lexical construction, Human Resource Management terms are mainly comprised by:

1. Single terms.
2. Compound terms.
3. Phrases
4. Abbreviation

1. Single terms: Due to limited time and knowledge, I only focus on some popular single terms, most of them are formed by the help of suffixes.

- Noun –forming suffixes: “ment”, “ion”, “ate”, “al”, “y”...

English	Vietnamese
Recruitment	Tuyển dụng
Retirement	Nghỉ hưu
Candidate	Ứng viên
Subordinate	Cấp dưới
Allowance	Trợ cấp
Resignation	Từ chức
Appoitment	Bổ nhiệm
Dismissal	Sa thải
Delaying	Giảm biên chế

Promotion	Thăng chức
Demotion	Giáng chức

2. Compound terms: In Human Resource Management as well as many other fields, most of terms are compound terms which are formed by joining two or more words together. Most of them are compound nouns, compound adjective

- $N+N$

English	Vietnamese
Job description	Bảng mô tả công việc
Candidate file	hồ sơ ứng viên
Appointment letter	Thư bổ nhiệm
Labor contract	Hợp đồng lao động
Behavior interview	Phòng vấn hành vi
Premium pay	Trợ cấp độc hại
Hazard pay	Trợ cấp nguy hiểm
Piecework payment	Lương khoán sản phẩm
Time payment	Lương trả theo giờ
Severances pay	Trợ cấp thôi việc
Time record	Thẻ chấm công
Maternity allowance	Trợ cấp thai sản
Starting salary	Lương khởi điểm
Salary advance	Tạm ứng
Job expense	Công tác phí
Annual leave	Nghỉ phép hàng

	năm
Injury/accident leave	Nghỉ tai nạn/thương tật
Sick leave	Nghỉ ốm
Maternity leave	Nghỉ sinh con
Marriage leave	Nghỉ cưới
compassionate leave	Nghỉ tang
Corporate culture	Văn hóa công ty
Second shift	Ca 2
Grievance procedure	Thủ tục giải quyết khiếu nại
Job enlargement	Đa dạng hóa công việc
Manpower inventory	Hồ sơ nhân lực
Job rotation	Luân phiên công tác
Panel interview	Phòng vấn hội đồng

- Adj/Adv+N

Initial interview	Sơ vấn
Annual leave	Nghỉ phép thường niên
Collective agreement	Thỏa ước tập thể
Early retirement	Nghỉ hưu sớm
In-basket training	Đào tạo công việc công văn giấy tờ
Unpaid leave	Nghỉ không lương

V+N

Pay day	Ngày phát lương
Review mission	Đoàn thẩm định, kiểm tra
Pay rate	Mức lương
Pay grade	Ngạch/hạng lương

3. Phrases: Most of them are noun phrases, used usually in titles of section in guidelines or documents.

English	Vietnamese
Tight labor market	Thị trường lao động đóng băng
Child care allowance	Trợ cấp chăm sóc trẻ em
Death in service compensation	Bồi thường tử tuất

4. Abbreviation: MBO (Management by objectives), CEO (Chief executive officer), PA (Personal assistant)

It should be noted that the set of terms on Human Resource Management in this Graduation Paper are selected from the Human Resource Management glossary A to Z by Adlan. Besides, some terms are collected on Internet, reference books, Human Resource Management of corporations and then edited by Human Resource Manager in Human Resource Management forums.

2. Translation in the area of Human Resource Management

Just appearing in Vietnam recently, Human Resource Management has proven its heat and become one of ten hottest jobs at the moment. However, most of Human Resource Management documents are from foreign, so it is unavoidable to translate and update terms of this field. Just translating and updating is difficult, now we have to apply it in a very new field, it is much more difficult. It not only requires the translation skill but also knowledge of that field from translators.

Comparison between English and Vietnamese version of Human Resource Management documents has revealed that literal translation is favored other than communicative translation to render SL terms to TL ones. It is also found that non-equivalence terms are dealt with by many methods and each method will be analyzed quite profoundly as follow.

Chapter III. An investigation of Human Resource Management terms and their Vietnamese equivalence

I. Popular strategies and procedures applied in translation of Human Resource Management terms into Vietnamese

1. Strategies applied in translation of Human Resource Management single terms into Vietnamese

It is easy to recognize that *Literal translation* dominates the translation of Human Resource Management single terms. A literal translation is a translation that follows closely the form of the source language, also known as word-by-word translation or close translation.

According to Peter Newmark, literal translation ranges to one word to one word, through group to group, collocation to collocation, clause to clause, sentence to sentence, and that it ensures an one-on-one relationship between originals and translated version.

English	Vietnamese
Allowance	Trợ cấp
Appointment	Bổ nhiệm
Candidate	Ứng viên
Delaying	Giảm biên chế
Dismissal	Sa thải
Promotion	Thăng chức
Recruitment	Tuyển dụng
Retirement	Nghỉ hưu
Training	Đào tạo

Tendency	Xu hướng
Transfer	Thuyên chuyển
Demotion	Giáng chức
Peer	Đồng nghiệp
Overtime	Thêm giờ
Benefits	Phúc lợi

All single terms translated by this method are intelligible and according to the relevant background knowledge.

2. Strategies applied in translation of Human Resource Management compound terms into Vietnamese

2.1. Shift or transposition translation

Transposition or shift translation as Catford calls it, reflects the grammatical change that occurs in translation from SL to TL. According to Newmark (1988), transposition consists of four types of grammatical changes. However, in the area of Human Resource Management field, we just consider two types which will be analyzed as follow.

2.1.1. Automatic translation

The first one concerns word order name “automatic translation”, for instance: the compound “Maternity allowance” is translated in Vietnamese as “Phụ cấp thai sản”. Obviously, the order of two nouns has changed when it was translated into Vietnamese.

The other term “unpaid leave” in Vietnamese mean “Nghỉ không lương”. There are also changed in position of words, the adj “unpaid” stand before

noun “leave” in English, but in Vietnamese “unpaid” comes after the noun. It is easy to recognize that so many translators rely on these strategies to bring about the most satisfactory equivalences. Here are some examples applied this method:

English	Vietnamese
Maternity allowance	Trợ cấp thai sản
Unpaid leave	Nghỉ không lương
Aministrative assistant	Trợ lí hành chính
Behavior interview	Phỏng vấn hành vi
Pay range	Bậc lương
Starting salary	Lương khởi điểm
Maternity leave	Nghỉ sinh con
Oral reminder	Nhắc nhở miệng
Job rotation	Luân phiên công tác
Job analysis	Phân tích công việc

2.2.2. Rank-ship translation

The second case of transposition usually included grammatical change but add or plus word comparing with the SL. For examples: term “job description” in English and “bảng mô tả công việc” in Vietnamese. It is not difficult to recognize that when translate this term into Vietnamese, beside the grammatical change from noun “Description” in SL to verb “Mô tả” in TL, word “bảng” was add, and the term must be translated as” mô tả công việc” with no word “bảng” as follow.

Or the other examples: term “Office management” means “Quản trị hành chính văn phòng” in Vietnamese. We can see clearly, there are no word “hành chính” was shown in term “Office management”, but when apply it in Human Resource Management, translators used transposition translation add more word in TL to make the meaning clear.

In short, transposition concerns the changes of grammatical categories in translation. This procedure is the most frequent device used by translators, since it offers a variety of possibilities that help avoiding the problem of untranslatability, particularly in translation of Human Resource Management terms.

English	Vietnamese
Benchmark job	Công việc chuẩn để tính lương
Job environment	Môi trường làm việc
Job description	Bảng mô tả công việc
Job pricing	Án định mức trả lương
Job specification	Bảng mô tả chi tiết công việc
Office management	Quản trị hành chính văn phòng
Immediate supervisor	Cấp quản đốc trực tiếp
Incentive compensation	Lương bổng đãi ngộ kích thích lao động sản xuất
Written reminder	Nhắc nhở bằng văn bản

2.2. Translation by paraphrase using unrelated words

If the concept expressed by the source item is not lexicalized at all in the target language, the paraphrase can be used in some context. Instead of related word, the paraphrase may be based on modifying a subordinate or simply unpacking the meaning of source item, particularly if the item in the questions is semantically complex.

For example, in SL “Wildcat strike” we cant translate “wildcat” as “mèo hoang”, but in Human Resource Management field, this term means “an authorized strike occurring during the term of the contract”, and in Vietnamese it means “cuộc đình công mang tính tự phát”.

Obviously, if translators translate in the normal way, it is very difficult to unpack the meaning of the true meaning which is appropriate with the specific field. By paraphrase using unrelated word, there is an important advantage that it achieves a high level of precision in specifying propositional meaning.

English	Vietnamese
Wildcat strike	Cuộc đình công mang tính tự phát
In-basket training	Đào tạo xử lý công văn giấy tờ
Blue collar worker	Lao động chân tay
Content validity	giá trị thích nghi
Predictive validation	Sự công nhận có tính dự báo
White collar worker	Nhân viên văn phòng
Vestibule training	Đào tạo xa nơi làm việc

2.3. Translation by paraphrase using related word

If the concept expressed by the source item is lexicalized in the TL but in a different form, this method is very useful. In SL “Initial interview” is known as “Sơ vấn” in Vietnamese. Word “initial” mean the first time or “ban đầu”, so as usual, if we translate word by word “Initial interview” can be translated as “phỏng vấn ban đầu”. Hence, to make the meaning more suitable with the SL, we used “sơ vấn” as a way to avoid boredom in translation process.

<i>English</i>	<i>Vietnamese</i>
Initial interview	Sơ vấn
Background investigation	Sưu tra lí lịch
Seniority	Thâm niên
Collective bargaining	Thương nghị tập thể
Non-financial compensation	Lương bổng đãi ngộ phi tài chính
Employment agency	Cơ quan nhân dụng
Final approval	Phê duyệt
Contract termination	Thanh lí hợp đồng

2.4. Use of Sino-Vietnamese words

The exploitation of Sino-Vietnamese in translation of Human Resource Management term is easily realized. For illustration, name of this field “Human Resource Management” usually does not have its meaning in Vietnamese as “Quản lí nguồn con người” but “Quản trị tài nguyên nhân

sự” or “maternity allowance” is never translated as “trợ cấp sinh đẻ” but always “trợ cấp thai sản”.

Actually, the use of this method is very closely to method “translation by using related word”, because most of words translators use Sino-Vietnamese words to apply in that method due to its fetures:

- Normally pure Vietnamese are less formal than Sino-Vietnamese ones. Meanwhile Human Resource Management is highly of informality.
- Sino- Vietnamese are usually short, condense very appropriate with using in written documents.

English	Sino-Vietnamese	Pure Vietnamses
Maternity allowance	Trợ cấp thai sản	Trợ cấp sinh đẻ
Leave annual	Nghỉ phép thường niên	Nghỉ phép hàng năm
Background investigation	Sưu tra lí lịch	Xem và kiểm tra lí lịch
Recruitment process	Quy trình tuyển dụng	Quy trình thuê mướn
Male/Female candidate	Ứng viên nam/nữ	Người dự thi trai/gái
Former employee	Cựu nhân viên	Nhân viên cũ

2.5. Expansion translation

This procedure is used to translate compound words by adding more words in the TL in order to re-express an idea or to reinforce the sense of the SL because its correspondence in the TL cannot be expressed as concisely.

SL “Essay method” is an example. Normally, in word-for-word translation, it can be translated as “Phương pháp bài luận”. However, in Human Resource Management field, translators added more word to make the meaning of this term clearer and it is translated as “Phương pháp đánh giá bằng văn bản tường thuật”. Some examples below to illustrate

<i>English</i>	<i>Vietnamese</i>
Essay method	Phương pháp đánh giá bằng văn bản tường thuật
Bottom-up approach	Phương pháp đánh giá từ cấp dưới đến cấp trên
The weighted application	Phương pháp tính trọng số
Tax return	Bản khai thu nhập cá nhân dùng để tính tiền thuế phải đóng

3. Strategies applied in translation of Human Resource Management Initialisms into Vietnamese

Translation using a loan word plus explanation

This strategy is very useful when translator deals with concepts or ideas that are new to Vietnamese audience, culture-specific items, etc. In Human Resource Management field, translators use this method to deal with word having no equivalence in TL (Vietnamese), especially organization, agreement or law names.

Following the loan word with explanation is very useful when the word is repeated several times. Once explained, the loan word then can be used on its own, the readers can understand it and is not distracted by further lengthy explanations.

There are two kinds of abbreviation, these are acronyms and initialisms.

Acronym is a *word* formed from the initial parts (letters or syllables or arbitrary parts) of a name. But in Human Resource Management documents, most abbreviations are initialisms, so this part only focuses on initialisms.

Initialism is a group of initial letters used as an abbreviation for a name or expression, each letter being pronounced separately.

For example:

<i>English</i>	<i>Vietnamese</i>	
Annual General Meeting	Đại hội thường niên	AGM(Annual General meeting)
Curriculum Vitae	Sơ yếu lí lịch	CV(Curriculum Vitae)
Employee Assistant	Chương trình hỗ	EAPs(Employee)

Programs	trợ nhân viên	Assistant Programs)
Employee Stock Ownership Plan	Kế hoạch cho nhân viên sở hữu cổ phần	ESPO(Employee Stock Ownership Plan)
Human Resource Information System	Hệ thống thông tin nhân sự	HRSI(Human Resource Information System=
Human Resource Management	Quản trị tài nguyên nhân sự	HRM(Human Resource Management)
Management by Objectives	Quản trị bằng các mục tiêu	MBO(Management by Objectives)
Nongovernment organization	Tổ chức phi chính phủ	NGO(Nongovernment organization)
Personal Assistant	Trợ lí	PA(Personal Assistant)
Quality Assurance	Bảo đảm chất lượng	QA(Quality Assurance)
Qualification Pay	Trả lương theo sản phẩm	QP(Qualification pay)

II. Problem in translation procedure

Translation is a very complicated process. Some people say, it is easy to learn English but it is difficult to master it. Almost all English-Vietnamese translators are native Vietnamese or overseas Vietnamese, therefore it is

difficult for them to have an expert-like English vocabulary as well as grammatical structures.

Many theories present a variety of perspectives on translation problems including linguistic and cultural problems. Also, it is two popular problems in Human Resource Management translation process.

Firstly, *Linguistic problem* or incompetence language occurs when there is no lexical or syntactical replacement in target language for the source language items. In Human Resource Management, sometimes, particularly to inexperienced translators, for some reasons, fail to recognize the necessity to find the equivalence of the same formality level.

For instance, in a formal document like Human Procedure term “final approval” cannot be translated as “chấp thuận cuối cùng” or “Đồng ý cuối cùng” but it must be “Phê duyệt”. Obviously, the way chosen the precise and proper word to make the whole text a mixture of styles and this, to readers of the target language is very difficult. It requires not only the translation skill but also knowledge about that field.

Besides, *cultural difference* is another problem. Translators are supposed to be the messengers whose task is to convey a message from one language to another. Sometimes, translators have to face what she/he does not know, or may be inadequate familiar with, the culture of the target language. In Human Resource Management, actually, this problem is not as popular as the first one and mainly in translating proverb. For example, “in-basket training”, instead of translating as “huấn luyện khay giấy tờ đến”- a very un-Vietnamese way, it must be translated as “đào tạo xử lý công văn giấy tờ”, a much more understandable way.

III. Some suggestion techniques to overcome the problems

As mentioned above, we got two main problems in translation process. Here are some suggestion techniques to deal with two problems above.

1. To overcome the linguistic problem

At the level of word, problems can be solved if translators work hard to cumulate both English and Vietnamese vocabulary to a level that they are capable of choosing the right word in any case to produce a natural translation.

It is crucial for translators to fully understand all the denotation and connotation of the word so that they can avoid making any loss of connotational meaning. To do that, they also need flexibility in the use of words and do not translate mechanically basing on English-Vietnamese dictionary.

Besides, updating words is a way to avoid confusion to translators. Because, the words keep updating everyday, particularly words in major field.

Finally, having knowledge about that field you will translate is also a way to minimize the problems. A translator who does not know what is Human Resource can not translate Human Resource Management terms which require certain knowledge.

2. To overcome the cultural problem

To avoid unnaturalness over issues of cultural, translators should keep in mind that sometimes an effort to translate correctly is not as valuable as a suitable substitution. In many case, especial when translating an idiom, or fixed expression, things unfamiliar with Vietnamese culture have been replaced with ones that are closely to Vietnamese daily life.

For instance, “Blue collar worker” and “White collar worker” are color idioms of English, but we cannot translate as “Công nhân cổ áo xanh” and “Công nhân cổ áo trắng” because it does not suit with Vietnamese culture. It must be translated as “Lao động chân tay” and “Nhân viên văn phòng”.

PART III. CONCLUSION

At last, after a process of hard working, I completed my study which I have chosen before.

According to Bathrode “translation is not an academic exercise. It is a serious matter of producing an acceptable text of a high standart”.

Hence, translating process as not as easy as sipping champagne on a yacht at all. It requires you a lot of effort and practice everyday. In order to get good results in translation in general and in translation of Human Resource Management terms in particular, you have to consider the following:

- Reading comprehension ability
- Good command of languages(both mother tounge and forein language)
- Flexibility in transforming the SL in the TL

This study aims at analyzing the way as well as procedure to translate Human Resource Management terms from English into Vietnamese. To achieve this goal, the study has been carried out through many stages. First, it gives an overview about translation theory in general and translation in Human Resource Management term in particular. Then it reviews and analyzes basically the strategies which have been used in translating Human Resource Management terms.

However, due to limited time and knowledge, I cannot cover everything in frame of this graduation paper. Besides, mistakes and shortcomings are unavoidable. Hence, I do expect to receive comments and feedback of teachers and students to make my study much better. Hopefully, my

research may be really useful for those who concern and love Human Resource Management in general and Human Resource Management terms in particular.

Once again, I would like to express my sincere thanks to all who are always beside and encourage me to achieve a vivid future.

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Appendix

Glossary

A

A system of shered values/ Meaning	Hệ thống giá trị/ý nghĩa được chia sẻ
Ability	Khả năng
Adjusting pay rates	Điều chỉnh mức lương
Administrator carde/High rank cadre	Cán bộ quản trị cấp cao
Aggrieved employee	Nhân viên bị ngược đãi
Aiming	Khả năng nhắm đúng vị trí
Allowances	Trợ cấp
Annual leave	Nghỉ phép thường niên
Application Form	Mẫu đơn xin việc
Apprenticeship training	Đào tạo học nghề
Assessment of employee potential	Đánh giá tiềm năng nhân viên
Aternation Ranking method	Phương pháp xếp hạng luân phiên
Average	Trung bình
Award/reward/gratification/bo mus	Thưởng, tiền thưởng
B	
Behavior modeling	Mô hình ứng xử

Behavioral norms	Các chuẩn mực hành vi
Benchmark job	Công việc chuẩn để tính lương
Benefits	Phúc lợi
Blank(WAB)	Khoảng trống trong mẫu đơn
Board interview/Panel interview	PV hội đồng Phương pháp từ cấp dưới lên cấp trên
Bottom-up approach	Bé tắc
Breakdowns	Trò chơi kinh doanh
Buisness games	Quan liêu, bàn giấy
Bureacratic	
C	
Career employee	Nhân viên chính ngạch/Biên chế
Career planning and development	Kế hoạch và phát triển nghề nghiệp(Thăng tiến nghề nghiệp) Điều quản trị/Nghiên cứu tình huống
Case study	Hạng A
Catorory A/Class A	Trắc nghiệm khả năng nhận thức
Cognitive ability test	Cảm ứng lạc điệu
Cognitive dissonance	Thỏa ước tập thể
Collective agreement	Thương nghị tập thể
Collective bargaining	Tổng hợp các phương pháp
Combination of methods	
Comfortabe working conditions	Điều kiện làm việc thoải mái
Compensation	Lương bổng
Compensation equity	Bình đẳng về lương bổng và đãi

	ngộ
Conference	Hội nghị
Conflict	Mâu thuẫn
Conflict tolerance	Dung hòa mâu thuẫn
Congenial co-workers	Đồng nghiệp ăn ý
Contractual employee	Nhân viên hợp đồng
Controlling	Kiểm tra
Corporate culture	Bầu văn hóa công ty
Corporate philosophy	Triết lý công ty
Correlation analysis	Phân tích tương quan
Cost of living	Chi phí sinh hoạt
Cyclical variation	Biến thiên theo chu kỳ
D	
Daily worker	Nhân viên công nhật
Death in service compensation	Chế độ tử tuất
Demotion	Giáng chức
Derective interview	Phỏng vấn hướng dẫn
Determinants	Các yếu tố quyết định
Disciplinary action	Thi hành kỷ luật
Discipline	Kỷ luật
Disciplinary action process	Tiến trình thi hành kỷ luật
Duty	Nhiệm vụ
E	
Early retirement	Về hưu sớm
Educational assistance	Trợ cấp giáo dục
Employee behavior	Hành vi của nhân viên
Employee leasing	Thuê mượn Nhân viên

Employee manual	Cẩm nang nhân viên
Employee recording	Nhân viên ghi chép trong nhật ký công tác
Employee referrals	Nhờ nhân viên giới thiệu
Employee relation services	Dịch vụ tương quan nhân sự
Employee relations/Internal employee relation	Tương quan nhân sự
Employee service	Dịch vụ công nhân viên
Employee stock ownership plan (ESOP)	Kế hoạch cho NV sở hữu cổ phần
Employment	Tuyển dụng
Employment agency	Cơ quan nhân dụng
Employment interview/ In-depth interview	Phỏng vấn sâu
Entrepreneurial	Năng động, sáng tạo
Entry- level professionals	Chuyên viên ở mức khởi điểm
Evaluation and follow-up	Đánh giá và theo dõi
Essay method	Phương pháp đánh giá bằng văn bản tường thuật
Evaluation of application/ Review of application	Xét đơn xin việc
External environment	Môi trường bên ngoài
Extremen behavior	Hành vi theo thái cực
F	
Family benefits	Trợ cấp gia đình
Finalcial compensation	Lương bổng đãi ngộ về tài chính
Finalcial managerment	Quản trị Tài chính

Finger dexterity	Sự khéo léo của ngón tay
	Giờ làm việc uyển chuyển, linh
Flextime	động
	Nhân viên trôi nổi, ko thường
Floater employee	xuyên
Forecasting/Poresee or	
Forecast	Dự báo
Formal system	Hệ thống chính thức
Former employees	Cựu nhân viên
G	
	Trả lương cơ bản cộng với tiền
Gantt task anh Bonus payment	thưởng
General environment	Môi trường tổng quát
General knowledge tests	Trắc nghiệm kiến thức tổng quát
Going rate/wege/ Prevailing	
rate	Mức lương hiện hành trong XH
Good	Giỏi
	Phương pháp mức thang điểm vẽ
Graphic rating scales method	bằng đồ thị
Grievance procedure	Thủ tục giải quyết khiếu nại
Gross salary	Lương gộp (Chưa trừ thuế)
Group appraisal	Đánh giá nhóm
Group emphasis	Chú trọng vào nhóm
Group incentive plan/Group	
incentive payment	Trả lương theo nhóm
Group interview	Phòng vấn nhóm/
Group life insuarance	BH nhân thọ theo nhóm

H

Hazard pay

Tiền trợ cấp nguy hiểm

Heath and safety

Y tế và An toàn lao động

Nấc thang thứ bậc/nhu cầu của

Hierarchy of human needs

con người

Holiday leave

Nghỉ lễ (có lương)

Human resource department

Bộ phận NS/Phòng NS

Human resource development

Phát triển Tài nguyên nhân sự

Quản trị Tài nguyên NS/ Quản trị

Human resource management

NS

Human resource planning

Kế hoạch Tài nguyên NS/QTNS

I

Immediate supervisor

Quản trực tiếp (Cấp quản đốc trực tiếp)

In- basket training

Đào tạo bàn giấy/ Đào tạo xử lý công văn giấy tờ

Incentive compensation

Lương bổng đãi ngộ kích thích
LĐXS

Incentive payment

Trả lương kích thích lao động

Individual incentive payment

Trả lương theo cá nhân

Informal group

Nhóm không chính thức

Input

Đầu vào/nhập lượng

Insurance plans

Kế hoạch bảo hiểm

Integrated human resource management

Quản trị Tài nguyên nhân sự tổng thể

Intelligence tests

Trắc nghiệm trí thông minh

Internal employee relations

Tương quan nhân sự nội bộ

Internal environment	Môi trường bên trong
Internal equity	Bình đẳng nội bộ
Internship	Sinh viên thực tập
Intership	Thực tập sinh
Interview	Phỏng vấn
J	
Job	Công việc
Job analysis	Phân tích công việc
Job behaviors	Các hành vi đối với công việc
Job bidding	Thông báo thủ tục đăng ký
Job description	Bảng mô tả công việc
Job enlargement	Đa dạng hóa công việc
Job enrichment	Phong phú hóa công việc
Job environment	Khung cảnh công việc
Job involvement	Tích cực với công việc
Job expenses	Công tác phí
	Trắc nghiệm khả năng nghề nghiệp hay kiến thức chuyên môn
Job knowledge test	
Job performance	Sự hoàn thành công tác
Job posting	Niêm yết chỗ làm còn trống
Job pricing	Án định mức trả lương
Job rotation	Luân phiên công tác
Job satisfaction	Thỏa mãn với công việc
Job sharing	Chia sẻ công việc
	Bảng mô tả tiêu chuẩn chi tiết công việc
Job specification	
Job title	Chức danh công việc

Key job	Công việc chủ yếu
K	
Knowledge	Kiến thức
L	
Labor agreement	Thỏa ước lao động
Labor relations	Tương quan lao động
	Tạm cho nghỉ việc vì không có
Layoff	việc làm
Leading	Lãnh đạo
Leave/Leave of absence	Nghỉ phép
Lethargic	Thụ động
Line management	Quản trị trực tuyến
M	
Macroen environment	Môi trường vĩ mô
Managerment By	
Ojectives(MBO)	Quản trị bằng các mục tiêu
Manegerial judgerment	Phán đoán của cấp quản trị
Manpower inventory	Hồ sơ nhân lực
Manpower replacement chart	Sơ đồ sắp xếp lại nhân lực
Manualdexterity	Sự khéo léo của tay
Marketing managerment	Quản trị Marketing
Maternity leave	Nghỉ sanh (Có lương)
Medical benefits	Trợ cấp Y tế
Mega- environment	Môi trường vĩ mô
	Tính đồng nhất giữa các thành
Member identity	viên
Microen environment	Môi trường vi mô

Miniaturization	Sự thu nhỏ
Mixed interview	Phòng vấn tổng hợp
Moving expenses	Chi phí đi lại
N	
	Phương pháp đánh giá qua mẫu
Narrative form rating method	biểu tường thuật
	Phiếu kiểm tra phát tài liệu cho
New employee checklist	nhân viên mới
Night work	Làm việc ban đêm
Non-Financial compensation	Lương bổng đãi ngộ phi tài chính
	Các chuẩn mực/Khuôn mẫu làm
Norms	chuẩn
O	
Off the job training	Đào tạo ngoài nơi làm việc
Official	Chính quy, bài bản, nghi thức
Omnipotent view	Quan điểm vạn năng
On the job training	Đào tạo tại chỗ
One-on-one interview	Phòng vấn cá nhân
Open culture	Bầu không khí văn hóa mở
Open systems focus	Chú trọng đến các hệ thống mở
Operational planning	Hoạch định tác vụ
Operational/task-environment	Môi trường tác vụ/công việc
Oral reminder	Nhắc nhở miệng
Organizational	
behavior/Behaviour	Hành vi trong tổ chức
Organizational commitment	Gắn bó với tổ chức
Organizing	Tổ chức

Orientation	Hội nhập vào môi trường làm việc
Orientation kit or packet	Bộ tài liệu Hội nhập môi trường Sắp xếp cho một nhân viên làm
Outplacement	việc ở một nơi khác
Output	Đầu ra/ xuất lượng
Outstanding	Xuất sắc
Overcoming Breakdowns	Vượt khỏi bế tắc
Overtime	Giờ phụ trội
P	
Paid absences	Vắng mặt vẫn được trả tiền
Paid leave	Nghỉ phép có lương
Paired comparisons method	Phương pháp so sánh từng cặp
Pay	Trả lương Những người/hãng có mức lương
Pay followers	thấp
Pay grades	Ngạch/hạng lương
Pay ladder/Pay scale	Thang lương
Pay leaders	Đứng đầu về trả lương cao
Pay ranges	Bậc lương
Pay rate	Mức Lương
Pay roll/Pay sheet	Bảng lương
Pay-day	Ngày phát lương Trả lương trong thời gian không
Payment for time not worked	làm việc
Peers	Đồng nghiệp
Penalty	Hình phạt
People Focus	Chú trọng đến con người

Perception	Nhận thức
Performance	Hoàn thành công việc
Performance appraisal	Đánh giá thành tích công tác/hoàn thành công tác
Performance appraisal data	Dữ kiện đánh giá thành tích công tác
Performance expectation	kỳ vọng hoàn thành công việc
Personality tests	Trắc nghiệm cá tính hay nhân cách
Person-hours/man-hours	Giờ công lao động của một người
Personnel management	Quản trị nhân viên
Physical examination	Khám sức khỏe
Physiognomy	Khoa tướng học
Picework payment	Trả lương khoán sản phẩm
Planning	Hoạch định
Poor/Unsatisfactory	Kém
Preliminary interview/Initianscreening	
interview	Phỏng vấn sơ bộ
Premium pay	Tiền trợ cấp độc hại
Present employees	Nhân viên hiện hành
Pressure group	Các nhóm gây áp lực
Principle "Equal pay, equal work"	Nguyên tắc công bằng lương bổng(Theo năng lực)
Proactive	Chủ động
Problem solving interiew	Phỏng vấn giải quyết vấn đề
Production/Services	Quản trị sản xuất dịch vụ

management

Profit sharing

Chia lời

Promotion

Thăng chức

Psychological tests

Trắc nghiệm tâm lý

Punishment

Phạt

Q

Quantitative techniques

Kỹ thuật định lượng

Questionnaire

Bảng câu hỏi

R

Random variation

Biến thiên ngẫu nhiên

Ranking method

Phương pháp xếp hạng

Ratifying the agreement

Phê chuẩn thỏa ước

Rating scales method

Phương pháp mức thang điểm

Recruitment

Tuyển mộ

Reference and background

check/Background investigation

Sưu tra lý lịch

Regression analysis

Phân tích hồi quy

Tái Hội nhập vào môi trường làm

Reorientation

việc

Research and development

Nghiên cứu và phát triển

Resignation

Xin thôi việc

Responsibility

Trách nhiệm

Résumé/Curriculum vitae(C.V)

Sơ yếu lý lịch

Retirement plans

Kế hoạch về hưu

Reward Criteria

Các tiêu chuẩn tưởng thưởng

Risk tolerance

Chấp nhận rủi ro

Role playing

Đóng kịch/nhập vai

S	Nhu cầu an toàn/bảo vệ
Salary advances	Lương tạm ứng
Salary and wages	
administration	Quản trị lương bổng
Scanlon plan	Kế hoạch scanlon
Seasonal variation	Biến thiên theo mùa
Second shift/swing shift	Ca 2
Self-actualization needs	Nhu cầu thể hiện bản thân
Selection test	Trắc nghiệm tuyển chọn
Selection process	Tiến trình tuyển chọn
Self appraisal	Tự đánh giá
Self- employed workers	Công nhân làm nghề tự do
Seniority	Thâm niên
Services and benefits	Dịch vụ và phúc lợi
	Trợ cấp do trường hợp bất khả
Severance pay	kháng(Giảm biên chế, cưới, tang)
	Nghỉ phép ốm đau vẫn được trả
Sick leaves	lương
	Phương pháp sử dụng dụng cụ mô
Simulators	phòng
Simulation	Mô phỏng
Skills	Kỹ năng/tay nghề
Social assistance	Trợ cấp XH
Social needs	Nhu cầu XH
Social security	An sinh XH
Sound policies	Chính sách hợp lý
Specific environment	Môi trường đặc thù

Standard hour plan	Kế hoạch trả lương theo giờ ấn định
Starting salary	Lương khởi điểm
Stock option	Trả lương thưởng cổ phần với giá hạ
Straight piecework plan	Kế hoạch trả lương thuần túy theo sản phẩm
Strategic planning	Hoạch định chiến lược
Structured/Directive/Patterned interview	Phỏng vấn theo mẫu
Subcontracting	Hợp đồng gia công
Subordinates	Cấp dưới
Surplus of workers	Thặng dư nhân viên
T	
Taboo	Điều cấm kỵ
Take home pay	Tiền thực tế mang về nhà (Lương sau thuế)
Task	Công tác cụ thể
Telecommuting	Làm việc ở nhà truyền qua computer
Tell-and-listen interview	Phỏng vấn nói và nghe
Tell-and-sell interview	Phỏng vấn nói và thuyết phục
Temporary employees	Nhân viên tạm
Tendency	Xu hướng
Termination	Hết hạn hợp đồng
Termination of nonmanagerial/Nonprofessional	Cho nhân viên nghỉ việc

employees	
The appraisal interview	Phòng vấn đánh giá
	Phương pháp ghi chép các vụ việc
The critical incident method	quan trọng
The long- run trend	Xu hướng lâu dài
The organization's culture	Bầu không khí văn hóa tổ chức
The recruitment process	Tiến trình tuyển mộ
The resource dependence	
model	Mô hình dựa vào tài nguyên
The shared aspect of culture	Khía cạnh văn hóa được chia sẻ
The third shift/ Graveyard shift	Làm việc ca 3
The Unstructured/	
Nonderective/Unpatterned	
interview	Phòng vấn ko theo mẫu
Time payment	Trả lương theo thời gian
Trainning	Đào tạo
Transfer	Thuyên chuyển
Travel benefits	Trợ cấp đi đường
Trend analysis	Phân tích xu hướng
U	
Unemployed	Người thất nghiệp
Unemployment benefits	Trợ cấp thất nghiệp
	Sự hội nhập/Phối hợp giữa các
Unit intergration	đơn vị
	Không- Chính quy, bài bản, nghi
Unofficial	thức
V	

Vestibule training	Đào tạo xa nơi làm việc
Violation of company rules	Vi phạm điều lệ của Cty
Violation of health and safety standards	Vi phạm tiêu chuẩn ý tế và an toàn lao động
Violation of law	Vi phạm luật
Vision/Vision driven	Định hướng viễn cảnh/Tầm nhìn
Vocational interest tests	Trắc nghiệm sở thích nghề nghiệp
Voluntary resignation	Xin thôi việc tự nguyện
Voluntary applicant/ unsolicited applicant	Ứng viên nộp đơn tự do

W

Wage	Lương công nhật
Warning	Cảnh báo
Work environment	Môi trường làm việc Trắc nghiệm chuyên môn hay trắc nghiệm mẫu cụ thể
Work sample tests	
Work simplification program	Chương trình đơn giản hóa CV Đền bù ốm đau bệnh tật hoặc tai nạn lao động
Worker's compensation	
Workhourse	Giờ làm việc Tốc độ cử động của cổ tay và ngón tay
Wrist-finger speed	
Written reminder	Nhắc nhở bằng văn bản
Wrongful behavior	Hành vi sai trái