

新东方在线职称英语直播答疑讲义-8 月

综合 B 级 阅读判断

The Workers' Role in Management 【工人在企业管理中的角色】

1). Traditionally, it has been the workers' role to work and management's role to manage. Managers have planned and directed the firm's operations with little thought to consulting the labor force. Managers have rarely felt compelled to obtain the workers' opinions or to explain their decisions to their employees. At most, companies have provided "suggestion boxes" in which workers could place ideas for improving procedures. In recent years, however, many management specialists have been arguing that workers are more than sellers of labor—they have a vital stake in the company and may be able to make significant contributions to its management. Furthermore, major company decisions profoundly affect workers and their dependents. This is particularly true of plant closings, which may put thousands on the unemployment lines. Should workers, then play a stronger role in management?

2). Workers should have a role in management. At the very least the labor force should be informed of major policy decisions. (A common complaint among rank-and-file workers is the lack of information about company policies and actions.) Between 1980 and 1985 about five million workers were the victims of plant closings and permanent layoffs, often with no warning. At least 90 days' notice ought to be given in such instances so that workers have time to adjust. Management should consult workers before closing a plant because the workers might be able to suggest ways of improving productivity and reducing costs and might be willing to make concessions that will help keep the plant operating.

3). It should become a general practice to include workers in some managerial decision making. There ought to be representatives of the workers on the firm's board of directors or other major policymaking groups. If rank-and-file workers are given a voice in the planning and management of the work flow, they will help to make improvements, their morale will rise, and their productivity will increase. As a further incentive they must be given a share in the company's profits. This can be done through employee stockownership plans, bonuses, or rewards for efficiency and productivity. Finally, when a plant can no longer operate at a profit, the workers should be given the opportunity to purchase the plant and run it themselves.