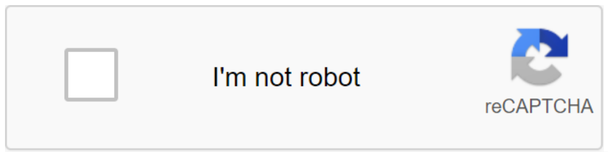
Administracion de recursos humanos pearson gary dessler



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Hiko - Rgentina - Brazil - C olom bia - C osta R ica - C hile - E cuador Espa'a - Gtem uatem ala - Panam - P er. / Dalosde cataloguingbibliographic DESSLER, GARY and VARELA JU'R equalizer, RICARDO Adm human resources inistration. Ericane Latino Approach PEARSON EDUCATION, Mexico, 2011 ISBN: 978-607-32-0249-7 Area: Administration Format: 18.5 x 23.5 cm Pages: 528 Authorized translation from english edition entitled,A fra m e e o rk r h u m n resource ana m gem, 5th edition, by G ary D essler published by Pearson Education, Inc., publishing as PRENTICE HALL. The © 2009. A11rights are reserved. ISBN 9780136041535 Authorized translation of the edition in English, entitled: fra m e w o rk fo r h m a n resource m anage- m ent, 5 th edition, G a ry D essler, published by Pearson Education, Inc., published as PREICE HALL Copyright © 2009.All Rights Reserved. This Spanish edition is the only commissioner. 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ISBN PRINT EDITION: 978-607-32-0249-7 ISBN E-BOOK: 978-607-32-0250-3 ark d e b n e-c h a p t e r :978-607-32-0251-0 Prentice Hall P E A R S O First print Printed in Mexico. P r'nted in Mexico City. 1 2 3 4 5 6 7 8 9 0 - 1413 1211 3. Carey Dessler: My mother Ricardo Varela: My mother is 4. 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C A P'T U L O 9 Administration of Industrial Relations and Collective Negotiations 363 E l Labor Movement 364 Trade Unions and Law 370 La cam diapers and trade union elections 378 e l proceso d e collective bargaining 387 What changes will the unions have? 398 Example: Disciplinary Action 406 Follow-up to the case: LearnInMotion.com: Union Surveillance 407 Exercise Experience: Campaign Organization 407 C A P'T U L O 10 Safety and Health Protection 411 Safety and Health Worker: Introduction 412, Which Causes Accidents 420 Com or Avoid Accidents 427 Employee Health : Problem Like Solutions 432 Example: New Safety Program 445 Follow-up Action in case : LearnInMotion.com: New Health and Safety Program 445 Exercise Experience: Unsafe Conditions Check 447 M ADULO Administration Global R h 453 r h and International Business InternationalIzation 453 Com or im plemtar en Global System r h 457 M ejoram iento International Appropriations m ediante selection 4 5 8 Training and Maintenance International Staff 466 Example Boss: I think we have a problem 475 Appendix A Cases wide range 479 Glossary 499 analytical index 507 8. Preface offers active students and leaders a brief but comprehensive overview of the concepts and methods needed to manage human resources in a very clear and comprehensible manner. The best books in this market contain 14 to 18 chapters and 550 to 800 pages of the great year. In approximately Adam Ente 450 pages of small form ato and 10 chapters plus module A , this work is a substantial atherial p h, which usually contain large books, but without unnecessary repetition, extensive review d and conclusions of investigation or in-depth discussions. uienes take it to use this book de diver sas m aneras: com or tutorial in introductory courses adm human resources inistration, along with exercises in courses applied administration hum of years of resources, ju nto with books d e texto com plem entarios on courses, which m ezclan various fears (such as R H and com portam iento organizational), in specialized courses (such as r h for commercial companies) and in the practice of human resources and line managers who want to update their skills in the field of r h. WHAT NEW IN the 5th EDITION C to review its recognition and reviewers, the topics, focus and esquem the basics of this book are important for the same as in the previous edition. All managers have a personal responsibility, so I revisit this work for all students adm inistration, not just those who they are or will be resource managers hum years. The fundamental idea of the book - to offer a brief but substantial overview of the concepts and methods of r h - is the same. I keep the basicm ente the same lighting themes. Each chapter focuses on our assistance, with a variety of examples in which a non-existent adm uses strategic management of human resources and technology. However, I made some important changes. I have updated the relevant practices, methods, topics, data, examples, figures/tables, relevant legal and r h findings, and p h notes in all chapters. In addition to the case studies at the end of the chapter that siem p re-incorporated into this book, I added five brand new full cases. They provide users with the tools to apply what they have learned about human resource management, including solving realistic and multifaceted management problems. N uevam ente 10 video vignettes are offered for our lec tores, although for this edition I have included resumes and written questions for each video script that are available on the book's website and in the teacher's guide. ix 9. PRO FESO R X Preface E n w.pearsoneducacion.net/dessler can access the various digital resources that are available with this text in a downloadable ato form. As you can download additional resource files so we suggest you approach the pearson representative in your locality. The following english commons are available to teachers who adopt the text (if you want more detailed descriptions, visit www.pearsoneduca- cion.net/dessler): - Ex'menes TestGen - in d v d ISBN: 0-13-604159-0 - Presentation in PowerPoint RECO NO CIM IENTOS N ing'n book reaches the light of the day without the dedicated efforts of other people, and this work is not the exception. Estoy m uy agradecido con los revisores anteriores y actuales: M ark Barnard, Edgew ood College K athleen Barnes, East Stroudsburg University G erald Baum gardner, Penn College Jerry B ennett, W estern Kentucky University Stephen Betts, William Paterson University G enie Black, A rkansas Tech University David Элм Херст колледж Генри Bohleke, Оуэнс Com м единства колледж Патрисия Бюлер, Голди-Биком колледж Джеки Булл, Im м aculata университета Мелисса Кардон, Pace University M артин C Arrigan, Университет Финдли Ивонн Чандлер, Сиэтл Com м единства колледжей Чарли Кук, Университет Западного Лабама Роджер D ean, W ashington и Ли университет , G Reensboro колледж Уильям Феррис, W estern Новой Англии колледж Джон Филкинг, M Ount W achusett Community College Майкл Фрю, O klahom городского университета 10. Alyce G iltner, Shawnee Com m Unity College A rm и Giroux, M itchell College C aren Goldberg, A m erican University John G ronholt, M odesto J'nior College Janet H enquinet, M etropolitan State University, St. Paul, MN William Hodson, Университет Индианы Питер Хьюз, Cam Bridge College, M John Kachurick Колледж M isericordia D Эннис Кимбл, Центральный M ichigan университета Шерил M Акан, Батлер Каунти Com м единства колледж Патрисия Морроу, Middlesex Com м единства колледж Кей Николс, Техасский государственный университет-Сан-M Аркос Jacquelyn Палмер, W право государственный университет Рич Паттерсон, W estern Кентукки университет Ларри Филлипс, Университет Индианы Саут-Бенд Трейси Портер, Кливлендский государственный университет , M Онтклер государственный университет Карлтон R . M ichael J. Renahan, M Orrisville ' Biagio Sciacca, D, R Obert W. (A) s.o.a., s.o.a., s.o.a., M, M ountain, Purdue University Vicky Tanor, Shippensburg University Jeff Walls, Indiana Institute of Technology Carol Williams, Pearl River Com M Unity College Angela Willson, Yuba College Juan A.J. Adam, National University A ut'nom de Mexico City Jose Ramon Torres, National Autonomous University, Institute of Technology and Higher Education M Onterri M Artha Valderrama, University of Nauac I am very grateful to the teachers, students, managers and sales representatives of Prentice H who helped transform this book not only in English and Spanish, but also in many languages, such as Chinese. At Prentice Hall, I appreciate the efforts of all the professionals on the fifth edition team, including D avid Parker, editor-in-chief; Jennifer M. Collins, Acquisition Editor; Judy Beale, Executive Editor; Kelly W arsak, production editor; Jen W. Elsh, Project Manager (B ookM asters, Inc.); and K risten Varina, Assistant Editor. At home, I appreciate the support of my wife Claudia and the valuable help of my son Derek and practical management. GA RY DESSLER In order to meet the changing needs of a Latino student, this work has been expanded, modified and adapted to include a brief descriptive analysis of labor laws in various Latin American countries. Moreover, without changing the substance of the work, the practice of human resources management has been described in this region of the world with a particular emphasis in Mexico, where I have for a long time carried out this modest and encouraging work, not excluding my enriching experience in other Spanish-speaking countries of this magnificent American continent. Given that science is universal, the reader will easily be able to accommodate con had work in its own context. D, then, in some countries the development of human resources management has been more significant than in others: the laws are more specific and the com-perence to attract, retain, m otivar al-m ejor talent hum ano in companies is more closed; this directly depends, in particular, on the level of their technological progress and social development. Knowing and understanding what is happening in other Perm societies ite the value of ours, project it and try to improve it. Therefore, the Latin American user is invited to approach this ob ra p ara research and analyze the most portante factor of the com about the m otor of our society: human atheal m. This should be the beginning and end of everything. In Mexico, our thanks to the staff of Pearson education who siem pre supported us with enthusiasm and a great sense of responsibility: M arisa de Nta, editorial manager; o House inguez, editor of adm inistration; Felipe Hernandez, Development Editor; Jose Hernandez, Production Manager; and Fabiola G uerrero, Marketing Manager. My children Ares, Alfredo, Alyanie and Caroline; m em oria de R icardo Eduardo and, in particular, Ophelia, my partner. RICARDO VARELA 12. C A A P I T U L OR 1 I THE MANAGEMENT OF HUMAN RESOURCES TODAY - What is the human resources intelligence? - Environment and duties cam biantes in adm inistration HR - Cam biante the role of human resources management - Strategic role of human resources management - Resource manager drone years today - Plan of this book A l te r m in r e e e s t e e e ste c p'tu lo , u s te d e r s a z a z de : Answer the question What is human resources management? - Analyze the components of a changing context in human resource management. Describe the nature of strategic planning. Examples of human resources as part of strategic planning. INTRODUCTION A few years ago the Portm Hotel in Shanghai was nice, though not excellent. Estimates for satisfaction em pleados and pedes pedes average between 70% and 80%. His finances were also acceptable.1 R ecientem ente la em presa Ritz-Carlton acquired the hotel and, with his new common lease ge, M ark DeCocinis, intended to turn portm into a top-level business. The strategy to achieve this is to improve cutting customer service. D eCocinis knew that the hotel em pleados were based on such efforts: We are em presa services, and services arise exclusively from people. So the question was what he and his managers can do to fom in linking d and service attitude among his envy? 1 13. 2 Human Resources Management WHAT IS AD M IN ISTRACIN RESOURCE H U M N O S? Human Resources Management refers to the practices and policies needed to address issues related to personal management relationships; specific, it is about recruiting, training, evaluating, re-joining, and offering a safe friend, with a code of ethics and fair treatment to the organization's warrant officers. Such practices and policies include, for example, the following: R highlight position analysis (defining the role of each employee) Staffing Needs Plan and recruit candidates for each post Select candidates for each post Apply induction and training program for new employees Score deseming DM assisting wages and wages (rem unerar) Provide incentives and benefits to communicate (interview) , advise, discipline) Educate and develop EM The current Fom address commitment to employees and what the manager should know about: Equal Opportunities, Ethical Standards and Positive Action Health and Safety EM pleados, as well as fair handling of complaints and industrial relations Why adm inistration rh im portant for all managers? Why are these concepts and methods transcendent? Perhaps the simplest answer is to make some personal mistakes that would not want in your work as adm insistrador. For example, you don't want to: ue your em pleados don't disenband to your m ayor potential C ontrate not that person for Experim post to link high staff turnover e ncontrar em pleados, who don't say yes y ue su em prey being dem walked by discriminatory treatment - ue your em presa being accused of unsafe practices under fe derales de segales laws that lack of training affects the effectiveness of your department C om eter any unfair work practices Why should you study this book? A thorough study of this book will help you avoid mistakes with or those, and most importantly, it will serve you p ara or b ten er good results of working with people. R explains that you, the com or manager, can do everything right: make great plans, develop a clear organization, install assembly lines and use advanced accounting controls and at the same time not hire the wrong staff or be unable to show your juniors. 14. On the other hand, today, on the other hand, the management of human resources in Chapter 1, from presidents, army generals and governors to leaders, has succeeded even with poor plans, organizations or control. They succeeded because they were able to hire the right people for the right positions, and because they were able to motivate, evaluate and develop these people. Before you read this book, remember that the basic adjunct inistr out is about b ten er good results, and that, by whom or not, you will have to reach them through your employees. The situation has not changed since the beginning of the administration. The president of em dam summed it up as follows: D urante over the years has been told that the capital of the industry is in the development of neck bottles. I don't think so anymore. I believe that the labor force and lack of capacity of the EM dam to recruit and retain an effective workforce is what constitutes a bottleneck of production. I do not know of any project im portante, backed by good ideas, energy and enthusiasm, which was stopped for lack of money. On the other hand, I know about industries whose growth has become difficult or delayed, in part because they have not been able to And enthusiasm; I think this will be even more valid in the future.2 Aspects of line staff and staff in r h In a sense, all managers are HR managers, as they participate in activities such as recruitment, interviewing, selection and training. However, most dams also have specific departments of hum anus resources with their own managers. D and what else is the responsibilities of this ge rente and its employees related to the personnel responsibilities of line managers? Let us answer this question from a brief definition of linear authority compared to a human resources body. The line body and the Office of Personnel Management have the right to make decisions, direct the work of others and give orders. The Administration usually distinguishes between the linear powers and the powers of the staff. Line managers are empowered to give orders; why managers are so empowered to assist and advise line managers to ensure that they achieve their goals. In their popular use, managers associate line managers with vital functions (such as production or sales) that require existence. Staff managers manage departments that provide support or advice, such as procurement, human resources management and quality control. This difference makes sense siem pre and when departam ento of sta ff provides, in fact, advice. However, strictly speaking, it is not the nom-bre department for which the manager is responsible, determines whether his position is linear or staffing, but the nature of the authority of Ge Rente. A line manager can order; and HR manager, I advise. Hum year resource managers are sta ff managers as they help and advise online managers in areas such as recruitment, hiring and rem unering. However, line managers also have staffing obligations. 15. Human Resources Management D e la l'nea al s ta ff throughout their careers, managers can move from post to post (and vice versa). For example, line managers in coma or sales and production departments may well spend tiem po as managers d e staffen human resources (another good reason why managers should know something about r h). The survey, conducted by C entro for the University of Southern California (C enter for effective organizations, the University of Southern California), dem ostr that about a quarter of large U.S. companies appoint in the experience of managers in r h com or their top executives d electronic adm human resources inistrated. Em pleadors suggest that these people will be easier to give more to the efforts to manage the human resources of companies, and to be able to be better prepared to promote the efforts of the company r h with the rest of the business.3 C ooperation between line management and management d e rh Line managers and HR managers share responsibility for ma yoria human resources activities. For example, the survey found that in about two-thirds of the companies, HR and line service managers fear responsibility for employee training.4 (thus, the manager can determine the training required by the new em pleado, r h will ruin such a layer of agenda, and the manager will provide after achieving the desired effect). The staffing duties of line managers E n n in any case, all managers devote most of their tiem po r h or d to the tasks of the staff. In fact, the direct application of the people siem pre formed an integral part of the duties of line managers, from the president to the head of the chopn line. For example, the EM Dam describes the obligations of its line controllers, for effective adjunct inus resources, with the following common holders: 1. Place the right person in the right position 2. Launch of new em pleados within the organization (induction) 3. Empowering employees to develop skills that are new to them 4. Improving the history of each person's work 5. To achieve creative cooperation and promote appropriate industrial relations 6. Interpretation of Dam 7 policy and procedures. Labor cost control 8. D roll out the abilities of each person 9. Fom Entar and m antener good mood department 10. By protecting the health and physical status of members in small organizations, line managers can unaided to perform all these staff-related responsibilities. However, as the organization grows, they need support, specialized knowledge and advice from independent sta ffd and hum anus resources. 16. FIGURE1.1OrganigramdeRHdeancompany Large source: www.hr.wayne.edu/orgcharts.php/hrdorgchart.pdf,consultadoel6demayode2007. 17. Human Resources Management OR rganization of human resources department responsibilities E l departam ento de recursos humanos provides this specialized assistance. The organization diagram in Figure 1.1 shows the positions d e adm inistration of drone resources q u e can be found in a large dam, com or rem unering and delivery manager, staff and head of recruitment, training specialist and employee relations manager. Some of their responsibilities are: Recruiters: M anti-contact with the community and Sometimes constantly travel in to look for qualified candidates for positions. Equal Employment Opportunity Coordinators (i or e) : Investigate and resolve complaints related to io e, examine the organization's inan practices in search of possible violations, when collecting and reporting io e. State analysts: R e'nen and exam inan report aci'nci'n about the duties and functions of each position, in order to develop its description. Remuneration Managers: D develop pay plans and m anejan employee benefit programs. Specialist training: Plan, organize and manage training activities. Specialists in industrial relations: sesoran a la adm inistration on all aspects of the relationship between the union and the company. r h in small dams Adm inistration hum resources in small businesses does not represent only a reduced version of the amus hum resource management in large organizations. Typically, there is one example of a resource buzz per 100 employees. Small dams (say, those with less than 100 employees) in general do not have the necessary critical m aca r macra manager d e recursos hum anos de tiem po com pleto. Thus, his adm inistration in this regard is usually the subject of poral e inform al. For example, according to the survey, small dams tend to resort to non-creative recruitment practices, such as the use of advertisements in newspapers, people who arrive at the dam for other reasons, and the combination between people, and use little or no training form al.5 however, the situation should not be such. The techniques enraged in this book are more ejores and will include an intellectual ratio p h owner or ge lease of a small dam. The new organization hum anos resources EM pleadores are beginning to reorganize human resources management functions in more innovative ways. For example, Randy MacDonald, VICE's president of human resources at IBM, says that a typical sous-hum management organization diagram over-separates r h functions in silos com or recruiting, training, and working relationships from unjustified. Using the silos method, there is no team of hr specialists focused on specific teams of employees or on the needs of individual employees. 18. Today, in Chapter 1, 7 M acDonald's Human Resources Management reorganized IBM's human resources role, and segm has trained its 330,000 employees in three client sets: executives and technicians, managers and core employees. Functional-years resource management teams (such as recruitment, training and recruitment teams) they are now focused on meeting the needs of each segm ento employee. This means that interdisciplinary HR-groups working from form to form, ensure that EM pleados of each segm ento achieve the talent, process and rem unering needed to support IBM strategy.6 ENTO RNO and RESPO N SABILITY C A AM IA N T ES EN LA AD M IN ISTRATION DE RH Paper Cam Adm Hum years That prioritized and humo resource responsibilities At the dawn of the twentieth century, the department of personnel is responsible for hiring and firing, will lead the departam ento de nom ina and adm inistrated benefit plans. Form and technology have emerged in areas such as testing and job interviews, human resources has begun to play a more important role in the selection, training and promotion of workers.7 D in the 1930s, trade union legislation pays more attention to protecting mining in collaboration with trade union organizations. Discrimination laws in the 1960s and 1970s led to a large number of lawsuits and m ultas against em pleadores and therefore fom entailed a more protective role for HR. Readers know that today's dams are more competitive than they were in the past, leading to EM pleadores like the Ritz-Carlton increasingly relying on more and more deseming their employees to gain a competitive advantage. M etam orphosis staff for managing the buzz of resources reflects the fact that in the current EM presarial context, the main advantage of a real and sustainable petitiva organization are its well-trained pleados and committed altam ente, not its mechanism. Im portant trends Let's now take a look at the trends that are driving companies and their resource managers to focus more and more on com petitivity and performance. G Lobization Globalization is the tendency of organizations to expand their sales, real estate and/or production to new foreign markets. H ay many examples: Toyota produces Camry in Kentucky; how Dell manufactures and sells gates in China. Free trade zones, thanks to agreements that reduce tariffs and barriers in the three trading partners, contribute to the further development of international partnership. E l tlcan (Treaty Libre C om ercio de a m erica del N orte) and ue 19. Human Resources Management (European U) are two important examples. M ayor globalization means more com pe tencia, and more com petencia means more pressure to strive to be D E class m undial, trying to reduce costs, get EM pleados be productive, and make things better and at a lower price. Com or going to the Portm Hotel in Shanghai, it forces em pleadores and their hr team to the Institute of Practice that achieve optimal results of employees. In technological vance technology cam biando nature d e almost everything that makes EM dam. For example, zara, a Spanish seller inorista, does not need expensive stocks that suppress com petidores like G ap. She operates her own international Internet distribution network linked to the cash registers of its stores around the world. When its headquarters in Spain observe that the clothes are flying out of the store, the system com putarizado produced ara e n tra in action: paints the necessary fabrics, cuts and produces an item, and sends it quickly to this store in a few days. Resource managers face something similar in the task of using technology to improve their own performance. The nature of the technology's work is also the more bizarre nature of the work. Even the stalls in the factories are more dem andantes in terms of technology. In factories around the world, kiosks m anufactura that require solid knowledge of high technology are reem plazando to traditional kiosks factories. Skilled cameraman Chad Toulouse illustrates oderno orero oderno. D espu's d e course d e a 18 sem anas citation layer, this former university student currently works with or team leader, in p lan ta, where approximately Adam ente 40% d e machine automatically. In n old plants, operators controlled from form to m annually machines that cut parts of etal m to make parts of m otores. Today, C and his team are conducting a large p arte de su tiem po typing com atos en m quinas com putarizadas, which produce precision pieces for articles com about Bom bas de agua.8 em pleados with technological capabilities as it requires new skills and training to succeed in increasingly complex positions. E m pleos in servids Technology is not the only trend that drives by change, ranging from physical strength to intelligence. Ctualm ente, more than two-thirds of the U.S. workforce is engaged in manufacturing and inseparable amounts of services, not processing products. By 2004 and 2014, nearly 19 million new jobs to be created in the United States will be created in the e-services sector, not in manufacturing industries.9 Outsourcing Job Search forces entrepreneurs to export more jobs. Mr Lynch, for example, said he plans to conduct some of his security tests in India. Figure 1.2 summarizes the situation, and more than in tre 2005 and 2015, approximately Adam ente 3 million EM 20. Chapter 1 Human Resources Management Today 9 Dounidenses, from office assistants and com-puto operators to geren-cial, sales and even legal positions, will be established overseas.10 Dams outsourcing even human resources functions. For example, a few years ago b p Oil subcontracted H ewitt Associates for its work adm inistrative payroll, resettlement, layoffs and benefits.11 Capital hum ano For migrants, all this implies a growing need for workers of knowledge and hum of ano capital. Human capital refers to the knowledge, education, training, skills and experience of the organization's employees.12 Com or mentioned administrator of the administration, the center of gravity em pleo quickly varies from m annual and office workers, to knowledge workers who resist the model of order and control that dams adopted from the militia more than 100 years ago. 13 Managers need new systems and intransigent adma skills to hum anos d e class m undial resources when selecting, training and mtivating these employees, as well as to ensure that they work as dedicated partners. E jem plo It's im conducting effective human resource practices. Let's look at an example. The bank has established a special softw to provide customer service representatives with the same complaints. In order to take advantage of the new softw as much as possible, the bank has updated and updated the positions of customer service representatives. He gave them new training, taught them to buy or sell more banking services, gave them more decision-making power, and took their paychecks. At the same time, the new computer system has significantly improved profitability. Or the troy bank installed a similar system, but did not change the locker stalls. In this case, the system has helped the service representatives of the bank a little more calls, but the bank has not observed any big improvements in performance that got the first bank, turning its representatives into high sales on the sleepy ente m otivado and well trained.14 Oral m is that oral m is that to take advantage of the new technology, today EM pleadors require practice plus FIGURA 1.2 Exodus EM pleos : Assessment of the loss of EM pleos and wages Source: Michael Schroeder, State Rght Exodus or F Jobs, Wall Street Journal, June 3, 2003, p. 84. Image copyright © 2003 Dow Jones and Co. Inc. Reproduced with permission from D ow Jones and Co. Inc. in the textual form of ato, through the copyright center. $160 120 80 40 0 2000 2005 2010 2015 2015 American jobs will be moved abroad, in millions (left scale) 3 - ' Wages positions - work in the U.S. billions (right scale) 21. Managing advanced human resources in regards to selection, training, rem unering and human resource equality, in communication with their predecessors.15 Demographic trends and d e workforce At the same time demographic trends in the workforce make the search and hiring of good EM pleados a problem. It is not predicted that the workforce will grow to m ism o ritm or that jobs, because by 2020, an estimated deficit of about 14 million workers with universi taria education.16 U n estudio d e 35 managers d e resources hum years belonging to large global dams, said that adm is the artistation of talent, in particular, buying, developing talent Is his main concern.17 Or tro aspect is very much him portante is that the american labor force is aging. The ERS baby boom, born

between 1946 and 1960, is coming out of the economic population icam ente active in the coming years, EM pleadores will face the fact that the study denom ina serious work deficit, and will have to rethink its attitude towards older workers and reexam inar a wide range of established practices, from the rules of retirement, to the benefits that are enjoyed em pleados.18 In general, the U.S. workforce is aging and becoming m ulti'tnica.19 Between 2004 and 2014 , the Caucasian labor force will grow by 7%, in support of African Americans (17%), Asians (32%) and Africans (32%). (30%). As the baby boom generation ages, the number of people aged 55 to 64 in the workforce will be nearly 7 billion by 2014. that include those who have multiple jobs who work on tiem po parcial or even tuales, and who are governed by alternative work arrangements (com or team m adre-daughter, which includes the work of a hostess at JetBlue). In current, nearly 10% of American workers (13 million D and D) fall into non-traditional labor categories. D e them, about 8 million are independent contractors who work on specific projects and who move on to another once they complete the project. Generation Y Some experts note that the next group of young workers may have different job-related values compared to their predecessors. For example, based on one study, it was found that old EM pleados often more work-oriented (more work-oriented than family-oriented, career-oriented) while young workers tend to be more focused on the family or both (thus balancing family life and working life). Thus, young workers generally do not agree that it is better for a woman to stay at home and not to work on the street; While young parents tend to spend more time with their children during working days.21 Fortune magazine notes that Generation Y EM pleados that are currently included in the workforce in acting will pose a problem and offer 22. Chapter 1 Human Resources Management today has 1 1 big strengths. The publication hopes that they can become the highest standard m antenim iento in the history of m cancel. However, as it has been a generation that has grown up using e-mail, their ability to use information technology will also make their individuals with the best performance, thanks to the information they have in their m ente and their exce lens arrangement. The Wall Street Journal, referring to them as the most prized generation, explains the maera, in which the lands of 'E nd and B ank of M Eric teach their managers to flatter these new pleas with d e recom pensas packages and public recognition.22 Retirees E N recent survey, Hum anos resources experts confirm that the ageing workforce is a major demographic trend that affects the underlying demographic trend that affects the underlying demographic trend, which affects the demographic trend, which affects the underlying demographic trend, which affects the current trend that affects the current population. Organizations. Dams confront it in various ways. One survey found that 41% of EM pleadors studied reintegrated jubi parties into the workforce; 34% conduct research to estimate the projected rate of ju bilation in the organization; and 31% offer employment options designed to attract and retain sem ijubilados workers.23 M uchos models including retirees as an immanent part of their talent management strategies.24 PAPER C A M B IA N E DE LA AD M IN IST RATION DE S RESOURCES H U M N O S N N or it should be a surprise that to match the cam biography of the environment , the role of p h is changing. Com or evolved rh r h went through several stages. The role of the staff was primarily to monitor the proceedings. When the use of technology originated in com areas or is an example of enes and interviews, the human resources department began to play a more important role in the selection, training and promotion of personnel.25 In the United States, discrimination laws of the 1960s and 1970s have created a new phase. D ebido to the harsh sanctions that legislation can put them organizations, practices p h became more them on the tanta. E l departam ento de r h continued to bring experience in the areas of com about reflu-triento, supervision and training, albeit with a broader function. In addition to working with trade unions and equal employment opportunities, departam ento d e personal participation it porting, as for their actions to protect the orga nization of their problems, as, com or p or g his actual contribution in terms of aum enting petitivity of it. In countries such as Mexico, in the 1960s and 1970s, the power of cindy calismo and the support that E stado gave him complicated more labor-patronage relations, as well as adm and the inistduction of collective bargaining agreements. Law enforcement agencies have made panning de r h very difficult. 23. Now, he is rapidly going through another phase: his role is changing from a defender and supervisor to a glider and a biocamera agent. All of the above means that it is more important than ever to hire the right people, train and demonstrate them effectively. This, in turn, dem walks more effective sis tem a p h. For example, the best practices of r h for m uchas of current organizations include highly selective recruitment, decentralized teamwork and decision-making, competitive wages, extensive training, minimum status differences and information flow between staff and management; everything is built on a foundation that is based on people com or the main source of com petitivas benefits and on the culture of adm inistration that embraces this belief. RH and com prom iso del em pleado la com petencia and the need to be more receptive to make q u e prom iso del em pleado has the maximum portance im. Com or noted Toyota M otor M anufacturing vice president of drone resources at G eorgetow n, K entucky: C hell car factory in the United States essentially has the same car. But the form in which people use it and interferes with the production process varies from one day to the next. The workforce gives EM the prey of its true competitiveness. 26 C onstruir com prom iso worker, that is, to match m etas em pleado and his em pleador, m odo that workers perform their tasks as if it were their own company, requires numerous efforts where the function of r h desems the central role. For example, by acquiring com prom iso making a connection in two ways, a firm like Com or FedEx and Toyota have a program that guarantees such a form of communication, as well as timely attention of m pleados complaints and fair treatment in the application of disciplinary edidas. Perhaps the most asom breus changing role r h is their growing influence on the design and implementation of the strategy. Strategy and plan how to balance your internal strengths and weaknesses with external capabilities and challenges, in order to m antener com petitiva advantage-by tradition is a challenge for the company (line) of operating managers. By then, the situation had changed. Strategies are increasingly dependent on the talecim iento organizational commissioning and creation of the com prom iso commands d e work that puts r h in the central scenario. E n n am biente industrial altam ente cam biante, globalm ente com petitivo, it's more and more than include p h on stages more than fear of praana d development and implementation of the strategic plan of the organization, instead of p h just react to it. So you go back to the strategic role they play so much for r h com or strategic planning. STRATEGIC PAPER OF AD M IN ISTRATION OF RESOURCES H U M A N O O 1 2 Human Resources Management We have already seen that over the years, the priorities and responsibilities of human resources management have evolved in need 24. Chapter 1 Human Resources Management today 1 3 EM pleadores were changes. The basic responsibility of a person is repeated so managers are to create policies and practices that generate the skills and com portam ientos that em presa requires to achieve their strategic goals. The strategy is for the organization to adapt its capabilities and internal weaknesses to suit its capabilities and external advantages in order to give the antener a competitive advantage. Let's look at an example. Strategy axis et r as it happens today in m uchas em presas, Lbertson's M arkets face r re siones com petitivas de com pa'as com o w al-M art et shops alim entos extran jeras. As a result, Lbertson's senior management sought to guide the drone of the dam's years to work closely to help it achieve its strategic goals. On other issues, reducing the costs associated with staffing and licking in Shawson's business involved hiring customer-focused e-pleados, as well as reducing staff turnover, including maintaining the workforce, and elim inaring the slow processes and procedures of m per year that store managers follow. Working with its IT department, A lbertson's d e adm inistration of hum resources chose a single system from Unicru, originally from Portland, Oregon, www.unicru.com. The system collects and analyzes the information that applicants enter online and in kiosks; their classes depending on the level at which they exhibit customer-oriented behaviors that predict success in sales positions it also helps to track candidates in the selection process and does other tasks, such as identifying the reasons why employees are separated from the organization after their treatment. Human resources managers have been able to provide an example of compelling business in order to diminish the benefits of the new system. Thus, working as a partner in the development of the strategy and in the process of implementing Albertson, hr team has made a significant contribution to achieving its strategic goals.27 Two tasks of strategic buzz years H resources and two issues that characterize the strategic challenges that human resources managers face today. One of them (as happened at Lbertson's) is the fact that improving the strategies of organizations emphasizes the improvement of desem stump, which means that priorities in managing drone resources are increasingly focused on stimulating petitivity, reducing costs and improving employee productivity. Secondly (and because of their growing role in the rather desem of the stump), the resource managers of the hum of anos should also participate more in the form of ulation and it plem entaci'n strategy em presa. Traditionally, the president and his team have decided whether they enter new markets, abandon food lines, or embark on a five-year cost-cutting plan. The press then entrusted its resource managers with a degree of impact on staff (sacking or hiring new employees, appointing laid-offs to external agencies, and so on). Today, human resources management is not sufficient. To formulate their strategy, senior management of EM pre sas com or Lbertson needs the participation of managers in charge of the cause, training and re-joining em pleados of the organization. Human resources management must therefore understand strategic planning. Managers of the Strategic Planning Fund participate in three levels of strategic planning (see Figure 1.3).28 Corporate Strategy E n highest level, the highest overall level, many dams et consist of several enterprises. For example, PepsiCo includes Frito-Lay N orth Am erica, PepsiCo Beverages N orth America, PepsiCo International and uaker O ats N orth America. That's why PepsiCo needs a strategy at the corporate level. The corporate strategy identifies the business portfolio that covers the company in total, as well as the ways in which they relate to each other. For example, a diversification strategy means that the dam is expanding by adding new product lines; vertical integration strategy means that the dam is expanding, perhaps Chopopor as or sell their goods from form to straight. Or after the capabilities of the corporate consolidation strategy, i.e. reducing the size of the organization; and geographical expansion, such as bringing businesses to the foreign market. The strategy of com petitiva E n next lower level, each of these enterprises (such as Pizza H ut) needs a com petitiva strategy at the company level. The competitive strategy determines ways to build and strengthen the organization's competitive position in the long term in the market. For example, determine how Pizza H u t com will pat with Papa John's, or how Wal-Mart will compete with Target. Companies are trying to gain a compassionate advantage in every business they enter. Competitive advantage is defined as Source: G ary D essler, Ph.D. 26. Chapter 1 Human Resources Management currently has 1 5 all factors that allow an organization to distinguish its product or service from products or competition services, with the aim of aum enting their market share.29 Managers use various common petition strategies to achieve a competitive advantage. One, cost management means that the dam aims to become a leader in low cost in some sectors of the economy. W al-M art is a classic example of a cost leader, as it has its advantage partly due to its satellite distribution system. In com petitiva differentiation strategy, EM presa is trying to be unique in its sector in the dim ensiones q ue son m uy prized p o are com pradores.30 So Volvo emphasizes the safety of their mobile cars and Papa John's Pizza emphasizes ingesting fresh teeth. Like M ercedes Benz, companies tend to charge a higher price if they manage to dem ostrar that their products are very different from their competitors. Even other dams have decided to com petir com or focusers, and head niche m ercado (like Ferrari) and com piten offering a product or service that customers can not get in or tra manner. Functional Strategy Finally, each individual business com compressed departam entos com or production, sales and adm human resources and ishration. E s s tr a te g ia s fu n io n le s identify the main lines d and action, which will follow each departam ento to help the business cum pla with its m etas com petitivas. Functional strategies d e la em presa must be consistent with their business and competitive strategies. U n ejem plo is Albertson's team to combat resource scarcity, which uses technology to support its low-cost com-request strategy. rh and competitive advantage For an effective com petir de m anera, the organization must have one or more competitive sales: factors that allow the organization to distinguish its product or (d) Those who participate in the competition in order to wash his participation in the erkado. Today, myoria dams (such as Ford and Toyota) have access to the same technologies, so this resource is rarely enough for businesses to stand out. Typically, EM pleados and non-effective adm systems are the ones that ark the difference. As with the Portm Hotel in Shanghai, companies now rely on their policies and practices to adjunct drone resources to have em pleados altam ente com prom etidos and oriented service they need. Adm Strategic Insights hum anos resources Since today ad-inistment hum of anos resources desems more important in planning and achieving the success of the organization than in the past, senior management expects their adm resource-insistent to apply their expertise, and be strategic partners in this area and plemation them of their strategic plan. A d m in is tr a n e s a tea g a d e e e e c you are s o h u m n o means form ular and execute RH system, ie policies and practices of hum anus resources, which produce em pleados skills 27. 16 Administration of Human Resources and com portam ientos that em presa requires p macaw to achieve its m etas estrat'g i cas.31 The concept of strategies rh refers to the specific measures of gum anus resources used by the agency to achieve its m etas. In itself, the most strategic pound ertso n include cost reduction and customer orientation, as well as the use of a special internet system to hire effective customer-focused results. Figure 1.4 summarizes the relationship between the clock strategy and strategic plans and the results of the dam construction. The resource manager's years are involved in both ulaci'n com and the company's strategic plan. The role of p h in the form of a strategic plan strategy involves identifying, analyzing and balancing the organization's external capabilities and threats with its internal strengths and weaknesses. As a result, strategic plans should take advantage of the em dam's advantages and capabilities while reducing or elim inar their strengths and weaknesses. In this case, the personnel team can play multiple roles. For example, it is in an excellent position to provide competitive exploration, such as detailed information on plans to stimulate competitors, and information about the source: © 2008 G ary Dessler, Ph.D. 28. Chapter 1 Human Resources Management today has 1 7 future laws, such as labor law. In addition, he is trained to give advice on the inner strong and weak Organization. For example, in the process of automating its factories, John Deere, the production of agricultural equipment, has developed an exceptionally talented workforce in the automation of its factories, which allowed him to create a division of new technologies to offer automation services to other companies. The role of r h in applying strategy As happened in Lbertson's, resource drone managers also help apply your company's strategies. An example of this is a study that has shown that when dams that merge or are purchased there are commands repeated sos hum of the years that participate in such processes to them plem entaci'n (for example, they provide advice on employee relationships, and helps to plan and guide the integration of plans and rem uneration and benefits) , its chances of success are greater.32 To illustrate the strategic role of human resource management, it initiates each chapter with the situation when the strategic call of the EM dam is described, and then, in a short section called Strategy and r h, it will explain the form in which the management of humus resources was used to address it. E strategia and rh For example, to improve customer service at the Portm Hotel in Shanghai, the new general manager of M ark D eCocinis presented adm sistem to the resource drone anos from the Ritz-Carlton company, as he felt that his practice would produce the high quality of service behavior required by Shanghai Portm. For example, DeCocinis and his managers interview employees with each candidate for the job, a deeply in-depth study of their values, to select unique people who have shown respect and interest in others: Our choice focuses on talent and personal values, as they are issues that sometimes cannot be taught. it's about respect and interest in other people. Their efforts paid off. In recent years, the Portm an Ritz-Carlton has been voted the best business hotel in China and the best business hotel in Asia. Profits were included. U na na adm effective drone year of resources inistration have helped turn Portm Ritz-Carlton into a hotel of excellence. High-dem system works As the art of their strategic duties, today's adm resource noise-cancellers are often the focus on creating that denom inanity of high-performance work systems. The high performance of the work system is a comprehensive set of human resources management policies and practices that, from m to nera together, fom entan em pleados with better performance. In this case, the main goal is to create a system of resources in the years of the drone (for recruitment, training, evaluation and remeaning, for example), d e mera, that EM presa generates a number of candidates for positions, selects candidates effectively, provides more and more training, links the salary with the most realistic dem Pena de m anera, and offers the job of a friend with 29. Human Resources Management is more secure. D e esta m anera, the humnos resource team is able to make a more edible contribution to the company. Studio E jem plo O tro focused on 17 plants m anufactura, some of which used a high-retirement working system. Those who m ejores for r h also either aught m ejor desem pena in the term inos de m ayores utili dades, m enores operating costs et m enor rotaci'n de staff. In terms of specific human resource practices, factories with high desem Pena paid more (promising salary $16 per hour, with $13 for all other plants studied), trained more (83% are offered more than 20 hours of capping per year, vs. 32% at all other plants), used a simmering system and advanced hiring (e.g., verified tests and interviews), more help self-admay working groups,33 and carried regular desem stump scores with a percentage of m ayor in their employees.34 M edition desem desem de rh N current environment, which increasingly focuses on desem pe'o, EM pleadores expect their adm team not to hum resources to provide more convincing evidence of their effectiveness. For example, how much will the new program de p ru e bas p ara dism inuir rotation em pleados? How would the new pro gram training provide productivity? And how productive is our human resources team, in the same proportion of employees p h on EM pleado as opposed to com petidores? Randall MacDonald of IBM asked his organization for $100 million to reorganize its r h operations and gave a large amount of human resource estimates when requested. He told senior management: I'm going to give you a skilful, appropriate slow and be prepared for a knock. I'll be able to improve skills, tell them what skills we have, what skills we don't expect to, and show them later how to cover areas of opportunity to improve our learning 35 M edition m uestras To make supplements com or previous, resource managers hum anos com or M acDonald need to have access to an assessment (or measurement) of performance (or measurement) of performance (or measurement) performance (or measurement) performance (or measurement) of performance (or measurement) performance (or measurement) performance (or measurement) of performance (or measurement) of performance (or measurement) performance (or measurement) of performance (or measurement) performance (or measurement) of performance (or measurement) of performance (or measurement) performance (or measurement) of performance (or measurement) of performance (or measurement) performance (or measurement) of performance (or measurement) performance (or measurement) of performance (or measurement) performance (or measurement) of performance (or measurement) performance (or measurement) of performance (or measurement) performance (or measurement) of performance (or measurement) performance (or measurement) of performance (or measurement) performance (or measurement) of performance (or measurement) performance (or measurement) of performance (or measurement) performance (or measurement) of performance (or measurement) performance (or measurement) of performance (or measurement) performance (or measurement) and similar figures ram dams or make com stop. For example, the costs of m edios de r h, com or a share of the company's total operating expenses average about 0.8%. There are usually 0.9 and 1.0 people humo resources per 100 EM pleados (bet, generally lower in sales and distribution firms more inoristas, so com or higher in government and public organizations).36 Em pleadores can request com paraciones p ersona lizadas (e.g. hours of training and managed tests) services com or benchmarking service in terms of capital hum ano society Inristration of Human Resources and its databases with more than 1500 organizations.370. Chapter 1 Human Resources Management is currently 1 9 E l l h r Scorecard Adm inistradores de em presas as ib m , at the end of the day, judge the function of resources hum annos depending on whether it creates value for an organization where the creation of value involves making the maximum contribution to achieve the strategic objectives of the company , r h creates value by participating in the activities that produce EM pleados with the behavior that mining requires to achieve such strategic m. Managers use the h r Scorecard process to improve the efficiency of humus resources to produce such behavior in employees to achieve the company's strategic objectives. h r Scorecard represents 1/8 - a system of short edition m enudo, which is presented on the screen com pu tadora and shows the appropriate measures and relationships. This system points to the quantitative standards or m edition that the dam uses to evaluate the activities of r h , the behavior of EM pleados that result from such activities, as well as strategic results relevant to the organization from such behavior. In doing so, he emphasizes, from a brief but detailed form, the causal relationship between the activities of r h , the behavior of employees, as well as the strategic results and desem pe'o of the entire company. RESOURCE MANAGER H U M A N O S In CURRENT ONE more than improve the design and strategy of p h , resource managers buzz years today interested in three other aspects: technology, ethics and professional certification. Let's check each one briefly. rh and technology L having to hire approximately Adam Ente 15,000 new EM pleados in 51 countries, Dell Talent Acquisition Group knew that needed a process based on Mr. Ara's publication to attract and hire people. At the time, D ell did not have a centralized oversight procedure for global recruitment. Executives outside the United States collected their statistics on employment in spreadsheets and sent them to headquarters in Austin, Texas. D ell co n treatment em presa p ara install a system to follow iento de can didatos based on the Internet, which sanctioned the recruitment process plea em dos, (m) Attached to their applications for em pleo and progress throughout the recruitment process. The contracting company then worked with Dell to create more sonalized recruits, including, p o r ejem plo, q u e evaluation of contract managers played by candidates. However, now D ell can collaborate between desem stump candidates and the sources from which it receives them and therefore focus its recruitment on the most productive sources.38 C om or use the technology managers d e resources hum anos Technological applications like those in Figure 1.5 have them porting functions in adm irationist wet resources. Technology means desem pena de r-h in four forms as their portants: self-service, call centers, an increase of 31. 2 0 Human Resources Performance and Outsourcing.39 Again, Dell offers us good examples of some of these applications. For example, using your In tranet d e resources FIGURE 1 .5 Some technology application managers r h T ecn o lo g qa fo rm a en q u e rh use its Service Providers for Applicants (pss) P ss provide and adm inistran services for em pleador (e.g., to process employment applications) from their remote teachers. Em pleadores use internet portals, for example, to allow adm employees to enter their own benefits and update their personal information. Ultan video stream Used, p or r ejem plo, for easy distance training. Mobile Internet and wireless access It serves to facilitate online access EM pleados, to the activities of rh de la em presa. Digital personal agenda Por ejem plo, some EM presas offer new managers a digital personal agenda containing pre-loaded information that helps them adapt more to their new position, whom or information about key contacts and images digita les de los nuevo em pleados. Software for network and internet monitoring It is used to monitor email and Internet activities EM pleados, or to monitor their desem stump. Integrated Human Resources Reporting System (siirh) They are used to integrate rh systems separated from em pleador, p or r example, by updating the list of qualifications em pleado automatically as soon as he finishes his training program. A firm like an electronic firm, like electronics with a legal validity, which the employer can use to get ate more from candidates and EM pleados with m ayor speed. Web managers use the Internet, for example, to conduct salary surveys. Sources: Sam Uel Greengard's daptada, 10 H R Technology Trends p r 2001, Labor, H R Trends and Toolsfo r Business Results 80, No 1 (January 2001): 20-22; Jim M Eade, Analytical Tools Give M in D ata, H R Magazine 46, No 11 (noviem bre 2001): 97 ff; Connie Winkler, quality check, H R Magazine (m ayo 2007): 93-98. 32. Chapter 1 Human Resources Management is now 2 1 people, Dell EM pleados can attend itself m ism os m uchas of their operations personnel, com or updates information and camera biographies in asig nation benefits. The technology has also enabled Dell to create a centralized call center where h specialists answer questions of all EM pleados far from the dam, reducing the need to have a wet resource in each Dell plant. More and more companies are installing the Internet and computer systems to improve productivity in human resources. For example, a few years ago, the International Paper Corporation pushed out its Viking information system. In terms of efficiency, m eta del sis tem a had to reach the regular speed of r h - employees approximately Adam Ente one on 150, and the cost per employee $800 to provide services r h .40 Finally, the technology also facilitates outsourcing r h activities with specialized service providers to allow them access via the Internet, in tiem po real, to the database of resource information years gult pleador. A few years ago, for example, BP subcontracted H ew Itt Associates m analyze its profit management activities. Um ento de la productividad m ediante lo s ir h Por m edio del intranet de su em presa, h r Port's offers em pleados a single access point or input to information related to human resources.41 Perm ite that employees, managers and managers get access and manage to form an interactive piece of their information. In this way, they facilitate the buzz of the years and Perm Iten resource management processes for managers d e r h to focus more on strategic issues. NCR installed r h portal, which I call h r eXpress, which is organized in three areas of information: benefits and rem unering, training and career development, as well as values and policies hum resources n c r .42 dam also added C entro de Form ateos to the title bar page, h r eX press offers EM pleados de n c r short way to all information necessary for inistrate tasks r h, such as those related to the performance of the dam and the updating of information about its employees. The form atos center allows them quick access to any form of ato de r h they need. Studies often show that internet applications such as this (r h electronics) dism hint at staff and drone resources, streamlining processes and reducing costs for r h .43 Adm features Ethics ethics refers to the standards or standards that someone uses to decide what their behavior should be. Ethical decisions siem pre imply some morality; these are issues that have serious implications for the well-being of society, such as murder, fraud and theft. Newspaper headlines about the unethicality of questionable stock offerings by various corporations do not seem to have an end. Since some of these companies, com or accountancy firm A rthur A ndersen, were literally left out of business due to ethical errors, the question arises what their managers thought. 33. 2 The Office of Human Resources Management of the United States Congress passed the Sarbanes-Oxley Act in 2003. To ensure that managers take their ethical responsibilities seriously, the Sarbanes-Oxley Act (sox) aims to put an end to corporate financial statements missed by neos. On other matters, the Sarbanes-Oxley Act requires executives and CFOs to certify their company's periodic financial statements, prohibits personal creditors of executives and directors, and forces executives and CFOs to pay their companies compensation for profits and shares if it is necessary to re-expose corporate financial statements.44 So x not only regulates the CEO and CFO d e la em presa. For example, now every extraction that becomes public (em ite actions for sale to the public) requires a code of ethics, which in m ayoria cases is not the average ulgado human resources. The responsibilities that a resource manager with ethics have not rubbed mine with the Sarbanes-Oxley Act. The survey found that six of the ten most serious ethical issues (workplace safety, employee safety, employee theft, affirmative action, comparable work and workers' rights to deprivation) related to human resources management 45 E n Chapter 8, will explain in more detail the ethical aspects of human resources management. Certification r h C onform e resource manager tasks drone years become more like folds, aum enta professionalization in adm inistration p h . In the United States, more than 60,000 p h specialists have already approved one or both pro-religious certification exams in the r h d e Society for dm resource in terms of H um anos (s a r m). E l Institute ertification in R ecursos H um anos (i c r h) d e la s a r m applies such exams. Ds testing levels evaluate the knowledge of professionals in all aspects of adm inhibition of gum anus resources, including administrative practice, subperation, development, re-enactment, industrial relations, and health and safety. Those who diploma Plen exitosam ente with all the requirements to get a certificate p p h (professional high p h) or p p h (professional in p h). Recently, the Institute of Human Resources Certification began conducting government certifications, offering exams for specialists in the California Human Resources Department in 2007, 46 managers can answer an online exam in the www.HRCI.org (or by phone 8 6 6 6 -8 9 8-h r c i). PLA N THIS BOOK Integrated activity adm inistration r h e n This section presents a brief general panoram of the following chapters that should not be considered as independent and unrelated chapters and fears, as each of them interacts and touches on the other: all must comply with the employer's strategic plan. Figure 1.6 summarizes this idea. For example, the way in 34. Chapter 1 Human Resources Management is currently 2 3 FIGURE 1.6 Strategy and the core process of adjunct resource inistment hum anos Strategic Plan Company - What business do you do? On what basis will it compete? How do you plan to expand? Chapter 1 tDevelopment personnel plans and job descriptions - Recruitment of candidates - Interviews and selection of employees - Training of employees based on position requirements - Evaluation and remuneration of employees Chapter 3 Chapter 4 Chapter 5 Chapter 5 6.7 Compliance with Ethics and Equal Employment Opportunity Commission Laws (cioe) , and others, related to rh Chapter 2, 8, 9, 1 0, that tests and interviews of candidates for the position (Chapter 4) and trains and evaluation of active workers (chapters 5 and 6) depends on specific commitments and position responsibilities (Chapter 3). The forms you have chosen (Chapter 4) and the training (chapter 5) of the employees will affect the security with which the employees perform their tasks (Chapter 10). The employee's payout and therefore his assessment (Chapter 6) depend not only on the person's motivation, but also on how he defined the duties of the position (Chapter 3), as well as on what he chose and qualified the employee (chapters 4 and 5). In addition, as we have seen before, each of the personnel strategies of the em pleador in each area, such as how it recruits, selects, trains, evaluates and remies employees, should be in accordance with the company's strategic plan. Below is a general panorama of chapters: Chapter 2: The Administration of Equal Opportunity and Diversity. It's about what you need to know about equal laws of opportunity and their attitude to human activities to manage sos, com or interview, select EM pleados and evaluate your disem Peña. Section I: R Eclutam iento and placement em pleados Chapter 3: Planning and recruitment. Take or analyze the position and how to determine its specific requirements, obligations and responsibilities, as well as m anera determ inar, what type of person should be hired and how to hire them. 35. 2 4 Chapter 4 on human resources management: tests and selection. Methods such as testing that can be used to make sure you are hiring the right people. Chapter 5: Training and development of the workforce. Or curb the appropriate quality and development to ensure that employees have the knowledge and skills to perform their tasks. Section II: Evaluation and Reme unering EM pleados Chapter 6: Administration and Performance Evaluation. Methods for adminis trar and performance evaluation. Chapter 7: Workers' Remuneration. Kum or develop fair wage plans for workers, including incentives and benefits. Title III: Erejos and The Safety of EM pleados Chapter 8: Ethics and Fair Treatment in Human Resource Management. G to arantize fair and ethical treatment of disciplinary processes, handling complaints and adm race inistration. Chapter 9: Management of Industrial Relations and Collective Negotiations. Concepts and methods of relations between trade unions and administration, including campaigns to organize trade unions, negotiate and conclude a collective bargaining agreement between trade unions and the dam, as well as an am-initiative of the treaty. Chapter 10: Health and Safety Care. Causes of accidents, how to reach a safe workplace, and laws governing your responsibilities to the safety and health of your employees. Module A: Global Governance r h. Implementation of Humus Resource Management policies and practices in a global context. REPASO Resum en L Staffing or Human Resources Management includes activities such as recruitment, selection, training, remuneration, evaluation and employee development. 2. Hration is part of the responsibilities of each line manager, which involves placing the person in the right position and then providing induction, training and renewal to improve their productivity at work. 3. The Human Resources Manager and his department offer a variety of services to one son line manager; for example, a manager or watch department provides advice on hiring, training, evaluating, rewarding, promotion, and discipline at all levels. Changes in the human resources management environment require this area to play a more strategic role in organizations. changes include an increasingly diverse workforce, accelerated technological advances, globalization and changes in the nature of work, such as the advancement of services society, and a greater emphasis on education and human capital. 5. One of the consequences of changes in the work environment is that it has to intervene in 36 when managing p h. Chapter 1 Human Resources Management is currently 2 5 wording and application of the company's strategies, given the need for the company to use its employees as a competitive advantage. 6. Human Resources Management is defined as the formation and execution of r h systems (r h policies and practices) that train employees in the responsibilities and behavior that a company requires to achieve its strategic goals, r h is a strategic partner, as management r h works with other senior managers in the development and implementation of the company's strategy. Key t'rm inos - Human Resources Management - Authority - Linear Manager - HR Strategy at the Corporate Level of Competitive Strategy Strategy Functional Strategy - Strategic Human Resources Management - High Performance Work System Ethics Issues and Exercises for Analysis 1. Explain what h management is and how it relates to string management. I will mention a few examples of how HR concepts and practices can be useful to all managers. 3. Compare the work of line managers and HR managers. Examples of each of them are given. 4. Work individually or in teams to compile a list showing how trends such as workforce diversity, technological innovation, glo-blysis, and changes in the nature of work have affected the university you are attending now, or the organization in which you work. 5. Work individually or in teams to create a few examples that show how the new management practices r h mentioned in this chapter (using technology, for example) have been applied to some extent or not in the uniqueness you are visiting now, or in the organization where you work. 6. Work individually or in teams to interview the manager r h. Based on this interview, write a brief presentation on the role of r h in creating more responsive organizations. 7. Why is it important for a company to turn its human resources into a competitive advantage? How can you contribute to this? 8. What is strategic human resources management and what exactly does r h have in strategic planning? 37. 2 6 Human Resources Management EXERCISES OF APPLICATION Study The problem of Jack Nelson As a new board member of the local bank, Jack Nelson was presented with all the staff of the head office. When he met Ruth Johnson, he was curious about her work and asked what machine she was using was doing. Ruth explained that she didn't really know the name of the machine or what she was doing, and that she had only been working there for two months. However, I knew how to manage it for sure. According to her boss, Ruth was an excellent employee. In one office, the supervisor spoke confidentially to Nelson and told him that something was wrong, but he did not know what it was. On the one hand, he explained that the turnover was too high and that as soon as one employee was placed in one position, the other resigned. Having to serve customers and manage loans, he had very little time to work with new employees as they came and went. All branch managers do not contact their employees, despite the fact that they contact the head office or other branches. When the vacancy arose, the manager tried to find a suitable employee to retake the one he had gone to. After visiting 22 offices and facing similar problems in many of them, Nelson wondered what head office should do and what action should be taken. In general, the banking company was considered to work well, and over the past eight years its number has increased from 27 to 191 people. The more Nelson thought about it, the more embarrassed he felt. He has not yet fully identified the problem and does not know whether he will have to report his findings to the President. P R E G U N T A S 1. What do you think is causing some problems in head office and bank branches? 2. Do you think it would be helpful to set up a r h unit at head office? What specific functions should unit r h perform? what roles will managers and other line managers play? Source: deSupervisi'n inAction,4a.ed., Claude S. George, © 1985. Adapted with permission from Prentice Hall, Inc., Upper Saddle River, New Jersey. Continuation of the case: LearnInMotion.com: The introduction of one of the main themes of this book is that the administration of r h , that is, activities such as recruitment, selection, training and employee remuneration, it is not the exclusive work of the central HR group, but the activity where every manager should intervene. This may be more evident in a typical small service. Here, the pro-staff/manager usually does not have r h staff. However, the success of your loot (not to mention the peace of mind of your family) often depends largely on how you are hired, hired, trained, evaluated, and rewarded. So to illustrate highlight the role of manager of R H, throughout this book we will follow the case based on small real business located northeast of the 38 states. Chapter 1 Human Resources Management is currently 2 7 United. Each segment will be an example of how key players (owners and managers Jennifer Mendes and Mel Hudson) face and solve daily personnel problems by applying the concepts and techniques of a particular chapter. The names of the company and individuals have been changed, as well as some details; although the company, people, dates, human resources and other problems are real. Below is the background that you need to answer questions in the following chapters. LearnInMotion.com: Your profile. In June 1999, Jennifer and Mel graduated from State University with a bachelor's degree in business administration, and the idea LeamInMotion.com was the result of a project in which they worked together in the last semester of their business class. The teacher divided the students into teams of two or three people and instructed them to create a business plan for an Internet company. They both came up with the idea of LearnInMotion.com. The basic concept of the website is to create a list with a wide range of web courses, d v d or continuing education textbooks for self-taught students; in other words, for working people who want to take a business administration course from the comfort of their homes. Dea was for users to log on to the website to identify and then take the course differently. Some of them can be taken from the interactive ma nera on the Internet through the site; Others rely on content that can be downloaded directly to the user's computer. others (based on textbooks or d v d) were ordered and delivered (in several large urban areas) by independent mensa jeros using bicycles or motorcycles. Your business's mission was to provide work-related training, where, when, and how you need it. According to their research, they knew that the market for this kind of work-related training was on the rise. In the United States, the $63 billion corporate learning market grew (and is growing) by 10% a year, and no company controls more than 2%. In 1999, when they created their plan, 76 million American adult students participated in at least one educational event. In the United States, more than 100,000 educational and advisory companies have conducted seminars, courses and other forms of study. According to their estimates, world markets were at least two to three times larger than the U.S. market. At the same time, such developments are increasingly based on the Internet. When they completed their classroom project in 1999, 13% of the citation layer was given over the Internet, and it was estimated that the market for distance learning or e-learning would grow by more than 90% per year over the next three years. Tens of thousands of traditional and online companies, universities, associations and other content providers are trying to reach their customers over the Internet. That's why Jennifer and Mel thought they were in the right place at the right time. And maybe it was. His business plan contained about 25 pages, included forecast tables and covered general topics: company summary, administration, market trends and opportunities, competition, maritime plan, financial plan and applications. The one-page summary of the plan covered business, market, strategies, competition, value proposition, sources of income, management and finances and funds. Most of them self-describe. Sources at stoneware are concerned about how the company will generate profits (in this case, online advertising and sponsorship, lists of content providers betting, and rates of cur sos actually sold). Finance and funds included key financial forecasts as well as possible exit strategies, which in this case included the possibility of a public offering, mergers with related sites, or the sale of a site, possibly one of the super portals that added specialized sites as part of their strategies. They earned 10 points for the business plan, 10 for the course and a big ovation from administracion de recursos humanos gary dessler pearson pdf

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