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DIPLOMATIC MANAGEMENT OF INTERNATIONAL HUMAN RESOURCES

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PART I
IN VIEW OF GENERAL MANAGEMENT OF INTERNATIONAL HUMAN RESOURCES

1. What is the Management of International Human Resources

When we look up the term’s history of the management of Human resources we can say that it comes of the Concept of the Personnel Management. Though the concept of the Personnel Management resulted from the scientific discussions of the managerial theories that revealed after the World War II the concept actually based on the ancient period of time.

Scientific Management thought, Developing the Welfare Work Action and Industrial Psychology started from 19. Century played a great roll for the Human Resources Management to improve. In compliance with the scientific management approach the productivity had been tried to increase by getting the factory production more rational. According to Frederick W.Taylor (1856-1915) the founder of Scientific Management the best work form which is defined by scientific methods is in one side while increasing the salary and productivity of the workers other side the profit and production size of the organization increases dependently which will provide that consumer are able to purchase goods in lower prices.

In this frame considering the positive aid of scientific management concepts on the human resources management implementations, there came out in the organization a need of functional different human resources management in view of Taylor’s Functional Management concept. In addition to this it is accepted that the Labor analyze in scientific management concept is very effective and important in worker selection, education, wage pricing and evaluation of labors. But the Scientific management concept also showed some important insufficiencies in the human resource management. These are: To give more importance to the engineering side instead of human, other is to consider human as a machine to be adapted in Labor, ignoring its mental and physical sides it consider the worker as a
instrument of economical profit, Diversifying the physical and mental features of human and transferring the mental side to the top management evaluation it sees human a production instrument which have to obey all the direction coming from top management and other reasons like this...

In conclusion, Scientific Management concept with the development in the field of welfare work and industrial psychology in the USA post World War I caused in organizations to be appeared scientific management of staff and under the supervising of a personnel manager to focus on trying to increase of workers productivities and human welfares. So that caused to be formed a personnel management department in the organization with other finance, production and sales departments. Additionally “War Industries Board” formed by American Government, provide the workers in public sector to be educated, recognizing the private sector Syndications the board contributed cumulative wage bargain so that the production cease to be bared. Thus caused industrial sectors between 1915-1920 to form personnel departments in their organizations. The mission of first personnel managers named then as welfare secretaries were to listen to the workers requirements and to forward them to the top management to solve so that they can achieve well level of worker productivity.

1.1. Management of Human Resources in the Globalized World

One of the most probably fields which the globalized World affects is the field of human resources. It is obviously come out that the most important value that a company possessed was only human in our world which the talent wars still took place. Human resources in the changing structure of the companies start to pay much more strategic importance than it was till today.
1.2. Outstanding Approaches in the Field of Human Resources in the World

We can stipulate the most outstanding approaches in 4 main groups as following;

1.2.1. Strategic Partnership for Work

Becoming strategic partner;

It is accepted as understanding the enterprises growth strategy, thinking strategic way, treating like partner of work and continuing the perfection in managerial functions.

1.2.2. Development of the Global Leadership

a- Determining and growing the team that can manage the enterprise global wide

b- Considering the demographical tendency,

c- Stress on institutional culture against the world culture,

d- Not forgetting that only the companies are global and not the countries

1.2.3. Management of the Knowledge

In the new economic system although the great deal of information there isn’t enough human resource that will manage those of information that explains the need of a good level of information management. The information build up and the regarding context composed of abstract capital which has the feature of discriminating the winners from losers.

1.3. Main Difficulties which Human Resources may Face

In the growing competitive conditions in one way while human resources’ additional value implementation provides the company to catch some advantages in the competitive surroundings at the same time the firm will face some important difficulties some time in the future¹. In the growing globalized conditions of the world all the institutes, companies, agencies firms or other NGO’s almost will gradually be affected with other countries in such way like commercial or other ways. As natural results of this communications and

¹
relationships there is going to be revealed cultural, religious, territorial and lingual differences among them. To eliminate or at least decline to the bottom level such negative factors from the company actions the human resources departments of the companies have to be ready for all conditions.

PART II

IMPORTANCE OF THE WAGE SYSTEM IN HUMAN RESOURCES MANAGEMENT

2. Wage System in Human Resources Management

Wage is undoubtedly the basic matter in today’s social policy. The importance of wages in personal view is also not different with the same as the stage of the countries, which also the different wages appear according to their developing situations in the economy. The wage is only sole income for the employees. Thus they want to improve their wages to reach optimum well life conditions. Other side Employers try to make as less as payments to the labor in order to decline their costs.

Against that the wages regarding with their levels affects directly state social atmosphere, prices, volume of employment, the developing velocity of the economy. That is not only Wages have economical side but also the social side. Therefore in view of human resources the wages have a sensitive importance.

2.1. Human Resources and Wages Management

Today organizations have various production sources that they have to use in their way to reach their targets. The productivity, which is one of the basic targets of an organization means producing more goods and service of good quality against with usage of
little source and to reach such target of productivity requires successful high level of labor power.

Management of the Human Resources covers many implementations like determination of the employee requirement, choosing proper employee and orientating to the organizational culture, motivation of the workers, evaluation of worker performance, solution of the conflicts, providing inter individual and inter group communication and relationship, reconstruction, education and improvement of the workers etc..

Today evaluating the rapid flow of information, using this information in great quick and efficiency, solving workers requests and finally achieve a good level of productivity and success of the company are only possible by effective management of human resources. Other saying workers shall have known how much and for what they earn their wages, how reflects their wages to their performance, what wage policy their company adopted. If workers cannot know all these so their confidence and trust to their company may fail.

Wage management can be explained as a common synthesis of the activities which intersecting the expectations of different beneficial groups. In pricing the wages i.e. determining the wages it has to be follow several principles and pay some cares to execute some targets. Main goal is to motivate the workers for their productivity by executing well-defined wage system so that recovers and rises the performance of the organization.

2.2. Goals to be considered in determining of the wages

- Attracting the qualified workers: The wages have to be at the level of attractive enough for new qualified workers to be employed in the organization. Therefore the wages have to be competitive level in the market.

- Holding available the qualified workers. In order to hold available the qualified workers the wages have to be competitive level. Otherwise labor power transfer will happen that will result in negatively.
-Motivate: Wages levels have to be encouraging and stiffening for the treatment of the qualified workers to continue their productivity. Therefore concepts of workers like well performance; experience, loyalty, responsibility etc have to be contributed by effective wage planning.

Many of the factors play various roll in a organization that affect and define the worker wages. While part of them depends on the policy inside the organization the others come out side of the organization that unable to control directly by the organization. As example to the Inside factors can be counted as, Labor evaluation, execute of performance evaluation or high level of wages and cumulative wage discussions to provide high motivation. Other side the obligation of law, market wage level and the syndicates can be counted as outside factors.
PART III

ROLE OF THE MANAGER OF THE HUMAN RESOURCES IN THE ORGANIZATION

3. Role of The Manager of the Human Resources in the Organization

With the improving of the function of human resources in the companies the classical mission known, as “management” of the human resource specialists gradually is turning into more complex and important role named as “leading”. From now on many of the human resource specialists start to allocate most of their activities in to organizational development and performance management.

Anyway the human resource managers today are still known as the managers who execute the taken decisions on the subjects like employments, juridical transactions, payments, additional earning programs etc.. in the companies. But this opinion has already lost its validity. In today’s global economic markets no of the industrial sectors has the fixed permanent market share and this reality can be observed in all companies. The companies are now in the process of adaptation to the new needs that the century brought up. In this system the human resources managers’ missions are to form net link among the specialists fields like information, education systems, wage payments and additional earnings definitions. As seen instead of the narrow context of the classical approach there is a new interdisciplinary definition taken place.

3.1. What is Education and Development

Education and Development are the concepts that focused on the individual needs according to their nature of structures. Education means to give the worker abilities regarding with his position and duty. Some researches amended this definition by widen and including the concept of making easy of the learning activities. Development is the preparation process
for the future undertaking of the missions and responsibilities of the workers to be ranked up. This process is also beyond the company scope a professional development stage.

3.2. What is the Organizational Development

Organizational development focuses on the group needs and uses the application of the information build up of the behavioural science. The aim is to enhance the productivity of the company. It is also aimed to provide the convenient conditions for the workers to improve themselves according to their professional desires and passions. Organizational developments cover to change all the system. In addition to this in the process of the development it is aimed that all the organization with its sub departments to progress in a unity and integrity against under the domestic and foreign pressures.

Main point is the workers and organizational human resources. Well motivation, right utility and organizational integration of these workers will provide to hit the desired target of the progression on time. We can consider the organizational development as the mixture of science and art. It requires as a obligatory condition either to be succeeded in social relationships and to have scientific aggregation.

The inter individual approach deals with the relationships among the individuals in the manner of group and personal and aims to be structured positively according to the company targets.

In the Technological Approach the focus points are the projection of the work, drafting and progress of the labor flow analyses. The goal here for these progresses are to provide to catch the effective sources for the company to achieve its targets.

In the Structural Approach analyzes if the organizational structure is formed well enough for the company to reach the desired targets. If not so plans to make the necessary amendments. Organizational developments resemble a process of a growing child and its
teenage. From the birth to his adult child has been taught many different programs and strategies and he has been interfered in many times. The sorts of these of interferences depend on his stage of life. Like this a company in a similar way has to make some changes according to its stage of life. Therefore in the way of research of the organizational developments we may face some irrelevant concepts like “management of development”, “management of performance”, “carrier planning”, ”climate management”, ”global built” etc. Every single one of them are the organizational development implications to be effective in various applications.

3.3. Two Main Principles in Organizational Analyses

There are 2 main principles for the specialists of the organizational development to consider solving problems of any company. These are:

a- Companies are complex social systems. Parts of which companies composed (Components, product portfolio etc.) sometimes act as dependent to each other some not. Even we consider the company as a whole system, we can suppose that these dependent and independent unities adjust themselves according to the companies common mission and balance their differences inside.

b- Companies are dynamic systems and it is wrong to consider them as passive and static existences. Therefore the success of any company is up to be planned its Activities and foreseen its domestic and foreign development strategy.
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