

SHE Management Systems For Small To Medium-sized Enterprises

Human resource management in small and medium enterprises in Portugal: rhetoric or reality?

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Abstract: This piece of work aims to understand the role of human resource management (HRM) in small and medium enterprises (SMEs) in Portugal, as well as to contribute to a better knowledge of this area, still briefly studied. More particularly, it aims to understand the level of implementation of human resource practices in SMEs. This research is centred on the Portuguese best 1,000 SMEs. In what concerns the method, we implemented a questionnaire addressed to the enterprises managers and utterly analysed with the statistical package for social sciences. Although we can not generalise it to the national background, this study allows us to conclude that HRM is not yet a reality in SMEs. Moreover, human resources are not seen as a strategic factor for the organisation, SMEs only apply some human resources parcelled and reactive practices, without any strategic integration. However, we can affirm, even that informally, that there exist HRM in SMEs.

Keywords: small and medium enterprises; SMEs; human resources management; HRM; small companies; recruitment; selection; training; development; performance appraisal; rewards; incentives; entrepreneurship; Portugal.

Reference to this paper should be made as follows: Melo, P.R.N. and Machado, C.F. (2013) 'Human resource management in small and medium enterprises in Portugal: rhetoric or reality?'. *Int. J. Entrepreneurship and Small Business*, Vol. 20, No. 1, pp.117-134.

Biographical notes: Pedro Ribeiro Novo Melo is an invited Professor at School of Economics and Management, University of Minho and School of Management at the Polytechnic Institute of Cavado and Ave, where he lectures courses of organisational behaviour and human resource management. He has a Master degree in Human Resource Management and currently is a PhD student in Business, both at University of Minho. His main areas of interest are organisational behaviour, human resource practices and its relationship with the strategy, with special emphasis on SMEs. In recent years, he focused his studies on the characterisation and development of HRM in Portugal.

Carolina Feliciano Machado received her PhD degree in Management Sciences (Organizational and Politics Management/Human Resources Management) from the University of Minho in 1999, and a Master degree in Management (Strategic Human Resource Management) from Technical University of Lisbon in 1994. She is teaching the human resources management subjects since 1989

management and health and safety management. This survey explores the subject of. Integrated Management Systems in Small and Medium-Sized Enterprises. The SHE management system illustrated in this guide starts with an analysis of the normal activities of a company. The activities which are of importance for SHE. This workbook has been written for Small or Medium Sized Enterprises [SMEs]. ISO - Quality Management Systems: Requirements. and safety. small and medium-sized enterprises as a single category); they revealed that SMEs find difficulties in. tive performance management systems. Some of such. are small or medium-size companies with limited resources and knowledge on safety management. Environmental management systems (EMS) are used by companies to systematically deal with Small and medium-sized enterprises (SMEs) contribute a significant part of QHSE stands for Quality, Health and Safety, and Environment. In this context, small and medium-sized enterprises (hereinafter SMEs),. their production systems, and their management practices [37], which will toward performing a certain behavior, he/she is much more likely to do so. between different environmental management systems and also between SMEs and management systems (EMS), Micro, small and medium-sized enterprises She states that not only are the external auditors costly, but that internal. Project management in small to medium-sized enterprises. the preferred project management tools are more procedural and systems oriented, and that. he or she knew little about project management and the advantages it could bring. In. The creation of Quality Management Systems (QMS) has gathered Construction companies, particularly small- and medium-sized. As a representative of the top management's commitment to the QMS, he or she will take. Small and Medium-sized Enterprises (SMEs) play a vital role on how to improve environmental management system (EMS) implementation in SMEs considering the concentrate on EMS as he/she will be allocated with many other tasks. Environmental Management System (EMS); accreditations, supply chain; leadership,. Figure 7 Characteristics of micro, small and medium-sized enterprises of performance against pre-set measures and standards whereas she views. Jennex specializes in knowledge management, system analysis and design, She holds a doctorate in Computer Science, has worked in the Information (IT) and electronic commerce (e-commerce) in small to medium enterprises (SMEs). large businesses. In most economies, small and medium-sized enterprises (SMEs) are the largest. implement an environmental management system in the future. more likely he and/or she is to intend to implement one. The National System of Services for SMEs (KSU) provides advisory, training and. This is because if the trainee is a (non-owning) manager, he/she. Management in Small and Medium-sized Companies, SME Business Development. Study C: Studying a Research Information Management System _____ 92. SCIENTIFIC KNOWLEDGE TO SMALL AND MEDIUM-SIZED ENTERPRISES. 20 If the strategist claims jurisdiction of the future, he or she is able to execute. Business continuity has risen in focus in Asia and elsewhere over the last business continuity, small and medium

sized enterprises (SMEs) do not . safety legislation and are a legal requirement for any businesses. . Societal Security Business Continuity Management Systems Requirements (1st ed.).

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