**Part One**

**Introduction**

**Chapter 1**

**Introduction to Human Resource Management**

**Lecture Outline:**

What Is Human Resource Management and Why Is It Important?

What Is HR Management?

Why Is HR Management Important to All Managers?

Line and Staff Aspects of HRM

Line Managers’ Human Resource Duties

Human Resource Manager’s Duties

Organizing the HR Department’s Responsibilities

Cooperative Line & Staff HRM: An Example

The Trends Shaping HR Management

Technological Advances

Globalization and Competition Trends

Indebtedness (“Leverage”) and Deregulation

Trends in the Nature of Work

Demographic and Workforce Trends

Economic Challenges and Trends

The New Human Resource Manager

They Focus More on Strategic, Big-Picture Issues

They Focus on Improving Performance

They Measure HR Performance and Results

They Use Evidence-Based Human Resource Management

They Add Value

They Use New Ways to Provide HR Services

They Take a Talent - Management Approach to Managing HR

They Manage Employee Engagement

They Manage Ethics

They Understand Their HR Philosophy

They Have New Competencies

The HR Mangers Competencies

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**In Brief:**

This chapter explains what Human Resource Management is, how it relates to the management process, and how it is changing in response to trends in the workplace. It illustrates how all managers can use HR concepts and techniques, HR’s role in strategic planning and improved organizational performance, the competencies required of HR managers, and the plan of the book.

**Interesting Issues:**

Human Resources play a key role in helping companies meet the challenges of global competition. Strategic objectives to lower costs, improve productivity, and increase organizational effectiveness are changing the way every part of the organization, including the HR department, does business.

**Learning Objectives:**

1. Explain what human resource management is and how it relates to the management process.
2. Briefly discuss and illustrate each of the important trends influencing human resource management.
3. List and briefly describe important traits of today’s human resource managers.
4. Describe four important human resource manager competencies.
5. Outline the plan of this book.

**Annotated Outline:**

I. What Is Human Resource Management and Why Is It Important? – The Management process involves the following functions: planning, organizing, staffing, leading, and controlling. The “people” or personnel aspects of management jobs involve conducting job analyses; planning labor needs and recruiting job candidates; selecting job candidates; orienting and training new employees; managing wages and salaries; providing incentives and benefits; appraising performance; communicating; training and developing managers; building employee commitment; being knowledgeable about equal opportunity, affirmative action, and employee health and safety; and handling grievances and labor relations.

A. What Is HR Management? - The management process includes several functions: planning, organizing, staffing, leading and controlling. Human resource management is the process of acquiring, training, appraising, and compensating employees, and attending to their labor relations, health and safety, and fairness concerns.

B. Why Is HR Management Important to All Managers? - Managers don’t want to make personnel mistakes, such as hiring the wrong person, having their company taken to court because of discriminatory actions, or committing unfair labor practices. HRM can improve profits and performance by hiring the right people and motivating them appropriately. It is also possible you may spend some time as an HR Manager, so being familiar with this material is important.

C. Line and Staff Aspects of HRM - Although most firms have a human resource department with its own manager, all managers tend to get involved in activities like recruiting, interviewing, selecting, and training.

D. Line Managers’ Human Resource Duties - Most line managers are responsible for line functions, coordinative functions, and some staff functions.

E. Human Resource Manager’s Duties - Human Resource Managers also have line, coordinative, and staff functions. However, they exert line authority only within the HR department. They have implied authority with line managers due to the fact that they have the ear of top management on many important issues contributing to organizational health.

F. Organizing the HR Department’s Responsibilities – The size of the HR department reflects the size of the company. For a very large company the organization chart may appear like the example in Figure 1-1. At the other extreme there may be only 5 or 6 HR staff. There is generally one HR employee for every one hundred employees.

G. Cooperative Line & Staff HRM: An Example – In recruiting and hiring, it’s generally the line manager’s responsibility to specify the qualifications employees need to fill specific positions. Then the HR staff takes over. They develop sources of qualified applicants and conduct initial screening interviews. They administer appropriate tests, then refer the best applicants to the supervisor (line manager), who interviews and selects the ones he/she wants.

II. The Trends Shaping HR Management - Human Resource responsibilities have become broader and more strategic over time in response to a number of trends. The role of HR has evolved from primarily being responsible for hiring, firing, payroll, and benefits administration to a more strategic role in employee selection, training, and promotion, and an advisory role to the organization in areas of labor relations and legal compliance.

A. Technological Advances - technology has dramatically changed how HR Managers do their job. HR portals, HRIS systems and internet sensations like Facebook and LinkedIn have made these changes important HR functions.

B. Globalization and Competition Trends - Globalization refers to the tendency of firms to extend their sales, ownership, and/or manufacturing to new markets abroad. Globalization of the world economy and other trends has triggered changes in how companies organize, manage, and use their HR departments. The rate of globalization continues to be high, and has several strategic implications for firms. More globalization means more competition, and more competition means more pressure to lower costs, make employees more productive, and do things better and less expensively.

C. Indebtedness (“Leverage”) and Deregulation - In many countries, government stipends stripped away rules and regulations. In the United States and Europe, for example, the rules that prevented commercial banks from expanding into new businesses, such as stock brokering, were relaxed.

D. Trends in the Nature of Work - Jobs are changing due to new technological demands. Dramatic increases in productivity have allowed manufacturers to produce more with fewer employees. Nontraditional workers, such as those who hold multiple jobs, “contingent” or part-time workers, or people working in alternative work arrangements, enable employers to keep costs down.

1. High-Tech Jobs – More jobs have gone high tech, requiring workers to have more education and skills. Even traditional blue-collar jobs require more math, reading, writing, and computer skills than ever before.

2. Service Jobs – Most newly created jobs are and will continue to be in the service sector.

3. Knowledge Work and Human Capital – This refers to the knowledge, education, training, skills, and expertise of a firm’s workers. The HR function must employ more sophisticated and creative means to identify, attract, select, train, and motivate the required workforce.

E. Demographic and Workforce Trends - The labor force is getting older and more multi-ethnic. The aging labor force presents significant changes in terms of potential labor shortages, and many firms are instituting new policies aimed at encouraging aging employees to stay, or at re-hiring previously retired employees. Growing numbers of workers with eldercare responsibilities and high rates of immigration also present challenges and opportunities for HR managers.

1. Demographic Trends – The U.S. workforce is becoming older and more ethincally diverse. Demographic trends are also making, finding, and retaining quality employees more challenging.
2. “Generation Y” – Born between 1977 and 2002, these employees want fair and direct supervisors and aim to work faster and better than other workers.
3. Retirees – Organizations must deal with the large number of people leaving the workforce. In many cases the number of younger workers entering the workforce is not enough to fill all of the vacated positions.
4. Nontraditional Workers – These workers may hold multiple jobs and may be contigent or part-time employees. Technology is facilitating these alternate work arrangements.
5. Workers from Abroad – This is one way that organizations are trying to overcome the large number of retirees, but the option is sometimes met with opposition as unemployment increases.

F. Economic Challenges and Trends - All of these trends are occurring in a context of challenge and upheaval. In Figure 1-5, gross national product (GNP) – a measure of the United States of America’s total output – boomed between 1940 and 2010.

III. The New Human Resource Manager – The trends discussed above mean changes in HRM.

1. They Focus More on Strategic, Big-Picture Issues - HR Managers are more concerned with creating and administering HR policies that assist the organization in achieving its strategic objectives.
2. They Focus on Improving Performance – HR managers use 3 levers to ensure performance and results. First, they ensure that the HR function is delivering its services efficiently. Second, they help control company cost by ensuring staffing levels are correct and that benefits and compensation are competitive. Third, the HR manager put in place policies and practiced that produce the employee competencies and skills that the company needs to achieve it strategic goals.

C. They Measure HR Performance and Results - Many companies are expecting HR, like other departments, to take action based on measurable results. For example, measuring the effectiveness of recruiting sources and then improving recruitment based on these results.

D. They Use Evidence-Based Human Resource Management - This involves the use of data, facts, analytics, scientific rigor, critical evaluation, and critically evaluated research/case studies to support human resource management proposals, decisions, practices, and conclusions.

E. They Add Value - From top management’s point of view, it’s not sufficient that HR management just oversee activities such as recruiting and benefits. HR must add value, particularly by boosting profitability and performance in measurable ways.

F. They Use New Ways to Provide HR Services – HR managers deliver their traditional day-to-day HR services in new ways by using technology and company portals, so employees can self-administer plans, use Facebook for recruiting, and use online-testing to prescreen job applicants.

G. They Take a Talent-Management Approach to Managing HR

H. They Manage Employee Engagement - HR Managers need the skills to foster and manage employee engagement. People who are emotionally and mentally invested in the company are more successful.

I. They Manage Ethics - Many ethical issues in organizations today are human resource issues. HR Managers must understand the ethical implications of their decisions.

J. They Understand Their HR Philosophy - The basic assumptions you make about people – Can they be trusted? Do they like their work? And other assumptions together comprise the philosophy of human resources. Another way the philosophy is created is by the companies’ top management.

K. They Have New Competencies - Adding value, strategizing, and using technology all require that human resource managers have new competencies. HR Managers still need proficiencies in functional areas such as selection, training, and compensation, but they also require broader business competencies.

IV. The HR Manger’s Competencies

A. HRCI Certification – is an independent certifying organization for human resource professionals. Through testing HRCI awards several credentials including the PHR, SPHR, and the GHR.

B. The HRCI Knowledge Base – includes but is not limited to: Strategic Business Management, Workforce Planning and Employment, HR Development, Total Rewards, Employee and Labor Relations, Risk Management as well as certain Core Knowledge.

V. The Plan of This Book- Each topic interacts with and affects the others, and all should fit with the employer’s strategic plan

A. The Basic Themes and Features

* 1. HR is the responsibility of every manager.
	2. HR managers must defend plans and contributions in measurable terms.
	3. HR systems must be designed to achieve the company’s strategic aims.

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**Improving Performance Questions:**

**1-1:** Discuss three more specific examples of what you believe this second bank’s HR department could have done to improve the reps’ performance.

**Discussion Questions:**

**1-2: Explain what HR management is and how it relates to the management process.**

There are five basic functions that all managers perform: planning, organizing, staffing, leading, and controlling. HR management involves the policies and practices needed to carry out the staffing (or people) function of management. HR management helps the management process to avoid mistakes and get results.

**1-3: Give examples of how HR management concepts and techniques can be of use to all managers.**

HR management concepts and techniques can help all managers to ensure that they get results – through others. These concepts and techniques also help managers avoid common personnel mistakes such as: hiring the wrong person; experiencing high turnover; finding your people not doing their best; wasting time with useless interviews; facing lawsuits because of discriminatory actions; receiving citations under federal occupational safety laws for unsafe practices; having some employees think their salaries are unfair and inequitable relative to others in the organization; allowing a lack of training to undermine a department’s effectiveness, and committing any unfair labor practices.

**1-4: Illustrate the HR responsibilities of line and staff managers.**

Line managers are someone's boss; they direct the work of subordinates in pursuit of accomplishing the organization's basic goals. Some examples of the HR responsibilities of line managers are: placing the right person on the job; starting new employees in the organization (orientation); training employees for jobs that are new to them; improving the job performance of each person; gaining creative cooperation and developing smooth working relationships; interpreting the company’s policies and procedures; controlling labor costs; developing the abilities of each person; creating and maintaining department morale; and protecting employees’ health and physical conditions. Staff managers assist and advise line managers in accomplishing these basic goals. They do, however, need to work in partnership with each other to be successful. Some examples of the HR responsibilities of staff managers include assistance in hiring, training, evaluating, rewarding, counseling, promoting, and firing of employees, and administering various benefits programs.

**1-5: Compare the authority of line and staff managers. Give examples of each.**

Authorityis the right to make decisions, to direct the work of others, and to give orders. Managers usually distinguish between line authority and staff authority. Line authority traditionally gives managers the right to issue orders to other managers or employees. Line authority therefore creates a superior (order giver) subordinate (order receiver) relationship. When the vice president of sales tells her sales director to “get the sales presentation ready by Tuesday,” she is exercising her line authority. Staff authoritygives a manager the right to advise other managers or employees. It creates an advisory relationship. When the human resource manager suggests that the plant manager use a particular selection test, he or she is exercising staff authority.

**Individual and Group Activities:**

**1-6: Working individually or in groups, develop outlines showing how trends like workforce diversity, technological innovation, globalization, and changes in the nature of work have affected the college or university you are now attending. Present in class.**

The list might include items such as the growth of adult (non-traditional aged) students, the use of computer and communications technology, diversity issues, and others.

**1-7: Working individually or in groups, contact the HR manager of a local bank. Ask the HR manager how he or she is working as a strategic partner to manage human resources, given the bank’s strategic goals and objectives. Back in class, discuss the responses of the different HR managers.**

The students should ask the HR manager to discuss how his/her role as a strategic partner is improving the bank’s performance, and if the bank’s culture is more innovative and flexible as a result of the strategic partnership.

**1-8: Working individually or in groups, interview an HR manager; based on that interview, write a short presentation regarding HR's role today in building a more competitive organization.**

The responses here will, of course, depend upon the organization and HR manager interviewed. Hopefully, items such as workforce diversity, technological trends, globalization, high-performance work systems, HR metrics, or ethics will be mentioned.

**1-9: Working individually or in groups, bring several business publications such as Bloomberg’s, Business Week, or The Wall Street Journal to class or access them in class via the Web. Based on their contents, compile a list entitled, “What HR managers and departments do today.”**

The students should look for articles and advertisements that deal with any of the following topics: conducting job analyses, planning labor needs, and recruiting job candidates; selecting job candidates; orienting, training, and developing employees; managing wages and salaries; providing incentives and benefits; appraising performance; communicating; training and developing managers; building employee commitment; equal opportunity; affirmative action; employee health and safety; and labor relations.

**1-10: Based on your personal experiences, list ten examples showing how you did use (or could have used) human resource management techniques at work or school.**

Depending on the degree of their work experience, students will cite a wide range of examples, possibly including some of the following: 1) situations where they have improved the efficiency of their work through the use of technology made available to them through human resource systems; 2) employed the services of non-traditional workers (or been employed as a non-traditional worker); 3) developed metrics to measure how they have added value in terms of human resource contributions; 4) kept themselves abreast of employment laws in order to minimize risk to their company; 5) utilized self-service HR technology; 6) employed High-Performance Work System concepts in their job/department.

**1-11: Laurie Siegel, senior vice president of human resources for Tyco International, took her job just after numerous charges forced the company’s previous Board of Directors and top executives to leave the firm. Hired by new CEO Edward Breen, Siegel had to tackle numerous difficult problems starting the moment she assumed office. For example: she had to help hire a new management team, she had to do something about what the outside world viewed as a culture of questionable ethics at her company, and she had to do something about the company’s top management compensation plan, which many felt contributed to the allegations by some that the company’s former company officers had used the company as a sort of private ATM.**

 **Siegel came to Tyco after a very impressive career. For example, she had been head of executive compensation at Allied Signal, and was a graduate of the Harvard Business School. But, as strong as her background was, she obviously had her work cut out for her when she took the senior vice president of HR position at Tyco**.

 **Workings individually or in groups, conduct an Internet search and do library research to answer the following questions**: **What human resource management-related steps did Siegel take to help get Tyco back on the right track? Do you think she took the appropriate steps? Why or why not? What, if anything do you suggest she do now**?

Tyco’s top executives, (the Chairman/Chief Executive as well as the CFO) had been accused of playing fast and loose with corporate accounting and of using the company’s coffers as personal piggy banks. Upon taking office, Breen fired the entire board of directors and then dismissed the entire headquarters staff of 125 people. He recruited a new, completely independent board of directors and hired a CFO, an ombudsman, and a vice president of corporate governance, who reports directly to the board.

Breen’s directive to Siegel was that her first priority be setting up corporate-governance and compensation systems and controls, then to transition "to really driving the talent machine." Siegel’s first step was to draft a strict company code of ethics. She then arranged to have it taught simultaneously at a special ethics training day to every Tyco employee. She advised the compensation committee on how to replace Tyco’s old salary and bonus policy, which rewarded acquisition-based company growth. The new system is based on measurable company performance. Bonuses and restricted-stock grants are linked to objective measurements, including each business unit’s earnings before interest and taxes, and Tyco International’s overall performance. Top officers are required to hold company stock worth 3 to 10 times their yearly base salary. They must hold 75 percent of their restricted stock and stock options until a minimum level has been reached. Above that level, they must hold 25 percent for at least three years. Severance pay is limited to two times an individual’s yearly salary plus bonus. Post-handshake perks, like consulting contracts and free transportation in company aircraft, have been abolished.

As a result of the above steps, Tyco is now aiming for higher marks in ethics. It has written and circulated a multi-page ethics policy, and hired more than 100 internal auditors to enforce it. It has a new corporate ombudsman to address employee concerns about ethics and policies. All of Tyco’s employees attended mandatory one-day ethics seminars, and more detailed programs are in the works for its 25,000 managers. In the past, the practice was to award huge bonuses to anyone who “somehow drove the numbers up.” The new system assesses how well managers set and meet goals. As a result, Tyco’s bonus budget for the fiscal year 2003 was reduced by $90 million.

Students will probably agree that, in general, Siegel took the appropriate steps, and the turnaround and recovery of Tyco’s finances, profits, and stock prices are testimony to the effectiveness of her approach. Suggestions for what Siegel should do moving forward may include continued ethics training, HR strategies, and scorecards that drive the appropriate employee behaviors in support of the business strategy.

**1-12: Appendix A, PHR and SPHR knowledge base at the end of this book lists the knowledge someone studying for the HRCI certification exam needs to have in each area of human resource management (such as Strategic Management, Workforce Planning and Human Resource Development). In groups of four to five students, do four things: (1) Review Appendix A. (2) Identify the material in this chapter that relates to the required knowledge Appendix A lists. (3) Write four multiple-choice exam questions on this material that you believe would be suitable for inclusion in the HRCI exam. And (4) if time permits, have someone from your team post your team’s questions in front of the class, so that students in all teams can answer the exam questions created by the other teams.**

**Experiential Exercise:**

Experiential Exercise: Helping “The Donald”

**Purpose:** The purpose of this exercise is to provide practice in identifying and applying the basic concepts of human resource management by illustrating how managers use these techniques in their day-to-day jobs.

**Required Understanding:** Be thoroughly familiar with the material in this chapter, and with at least several episodes of Donald Trump’s The Apprentice or The Celebrity Apprentice.

**How to Set Up the Exercise/Instructions:**

* Divide the class into teams of three to four students.
* Read this: As you may know by watching “the Donald” as he organizes his business teams for The Apprentice and The Celebrity Apprentice, human resource management plays an important role in what Donald Trump and the participants on his separate teams need to do to be successful. For example, Donald Trump needs to be able to appraise each of the participants. And, for their part, the leaders of each of his teams need to be able to staff his or her team with the right participants, and then provide the sorts of training, incentives, and evaluations that help their companies succeed and that therefore make the participants themselves (and especially the team leaders) look like “winners” to Mr. Trump.
* Watch several of these shows (or reruns of the shows), and then meet with your team and answer the following questions:

Discussion Questions:

**1-13:** What specific HR functions (recruiting, interviewing, and so on) can you identify Donald Trump using on this show? Make sure to give specific examples based on the show.

**1-14:** What specific HR functions (recruiting, selecting, training, etc.) can you identify one or more of the team leaders using to help manage their teams on the show? Again, please give specific answers.

**1-15:** Provide a specific example of how HR functions (such as recruiting, selection, interviewing, compensating, appraising, and so on) contributed to one of the participants coming across as particularly successful to Mr. Trump. Can you provide examples of how one or more of these functions contributed to a participant being told by Mr. Trump, “You’re fired”!

**1-16**: Present your team’s conclusions to the class.

**Video Case Appendix:**

**Video Title:** Human Resource management (Patagonia)

**Synopsis:**

The mission at Patagonia is to build the best product possible, cause no unnecessary environmental harm, and inspire solutions to the environment crisis. The benefits to employees working for Patagonia are considerable. Although the pay is slightly below the industry average, employees are given time off work to try out the websites the company produces, and employees are encouraged to put the needs of their families first. Employees can work flexible hours to accommodate this company value. Employers are also offered a period of 60 days in which they can work for a non-profit environmental organization and still receive their full pay. Much thought is put into hiring of new employees at Patagonia; ambitious, mission/driven people, with whom the core values of Patagonia resonate, are selected to fill open positions with in the unique company.

**Discussion Questions:**

**1-17:** How does the mission of Patagonia differ from most other companies?

**1-18:** Patagonia has often been selected as one of the country’s best places to work. What Patagonia HR practices and employee benefits do you think help Patagonia earn this honor?

**1-19:** What characteristics would you use to describe a candidate likely to be hired by Patagonia? How do these characteristics reflect and support Patagonia's strategy?

Application Case: Jack Nelson’s Problem

**1-20: What do you think was causing some of the problems in the bank home office and branches?**

There is clearly a problem with communication, and the effects are felt in the area of employee commitment. Additional contributing factors include the lack of consistency in the policies and procedures of various locations. There is no cohesiveness to the staffing activities of this organization.

**1-21: Do you think setting up an HR unit in the main office would help?**

Of course we think it would! Since there are HR-related problems both in the home office and in the branches, it is clear that an HR unit in the main office would help to coordinate HR activities in the branches.

**1-22: What specific functions should an HR unit carry out? What HR functions would then be carried out by supervisors and other line managers? What role should the Internet play in the new HR organization?**

There is room for quite a bit of variation in the answers to this question. Our suggested organization would include: HR Unit: conducting job analyses, planning labor needs, recruiting, providing advice and training in the selection process, handling orientation of new employees, managing wage and salary administration, managing incentives and benefits, providing and managing the performance appraisal process, facilitating organization-wide communications, and providing training and development services. Supervisors and Other Line Managers: interviewing and selecting job candidates, training new employees, appraising performance, ensuring departmental and personal communications, and providing training and development. Internet and HR: shift some activities to specialized online service portals and/or providers.

**Continuing Case:** Carter Cleaning Company - Introduction

**1-23: Make a list of 5 specific HR problems you think Carter Cleaning will have to grapple with.**

Potential answers could include the following:

1) Staffing the company with the right human capital by identifying the skills and competencies that are required to perform the jobs and the type of people that should be hired. Sourcing candidates and establishing an efficient and effective recruiting and selection process will be an important first step.

2) Planning and establishing operational goals and standards and developing rules and procedures to support business goals and strategies. Failure to do so will result in a lack of clarity around performance expectations down the line as each store becomes operational.

3) Implementing effective performance management by setting performance standards, offering high-quality appraisal of performance, and providing ongoing performance coaching and feedback to develop the abilities of each person and support positive employee relations.

4) Designing an effective compensation system that will give the company the ability to attract, retain, and motivate a high-quality workforce, and providing appropriate wages, salaries, incentives and benefits. A poorly designed system will result in recruiting problems, high turnover rates, and low employee morale.

5) Training and developing employees both at the management and employee level to be able to perform the job to meet the performance expectations. This should include a new hire orientation program as well as a program for ongoing training and development. Lack of attention to this component may result in errors, increased operational costs, high turnover, and morale problems.

**1-24: What would you do first if you were Jennifer**?

Answers will vary. However, probably the most important first step is to ensure that the staffing process is well designed and targeting the right mix of skills and abilities needed among candidates. Thoroughness is necessary when analyzing the requirements of each job, developing a complete job description for each role, and sourcing candidates that meet those requirements. Significant time should be invested in the hiring process to ensure that potential employees meet the requirements and possess the skills and abilities to do the job.

**Key Terms:**

**Organization -** People with formally assigned roles who work together to achieve the organization’s goals.

**Manager -** The person responsible for accomplishing the organization’s goals, and who does so by managing.

**Management Process -** The five basic functions of management are: planning, organizing, staffing, leading, and controlling.

**Human Resource Management (HRM) -** The staffing functions of the management process. Or, the policies and practices needed to carry out the "people" or human resource aspects of a management position, including recruiting, screening, training, rewarding, and appraising.

**Authority -** The right to make decisions, to direct the work of others, and to give orders.

**Line Authority** - Authority to direct the activities of people in his or her own department.

**Staff Authority -** Staff authority gives the manager the right to advise other managers or employees.

**Line Manager -** Authorized to direct the work of subordinates – they're always someone's boss. In addition, line managers are in charge of accomplishing the organization's basic goals.

**Staff Manager -** Assist and advise line managers in accomplishing the basic goals - HR managers are generally staff managers.

**Functional Authority -** The authority exerted by an HR manager as coordinator of personnel activities.

**Globalization -** The tendency of firms to extend their sales or manufacturing to new markets abroad.

**Human Capital** - Knowledge, education, training, skills, and expertise of a firm’s workers.

**Strategic Human Resource Management –** Formulating and executing human resource policy and practices that produce the employee competencies and behavior’s that the company needs to achieve its strategic aims.

**Talent Management -** Goal-oriented and integrated process of planning, recruiting, developing, managing, and compensating employees.

**Ethics –** The standards someone uses to decide what his or her conduct should be.