MPH_AHMR
Human Resources Management
MPH_EHMR
Human Resources Management

ethics

Who?

Who?

- person
- agent

Who: person

Moral persons

Moral persons can be anyone who has the moral right to be treated in a certain way. Moral persons thus have moral rights.

Who: agent

moral agent

Moral agents can be considered anyone or anything whose actions can be subject to moral judgment, i.e., can be evaluated as morally good or bad (Arnold, 2006; Moore, 1999). Any moral agent thus has certain moral obligations concerning their actions (or inactions).

Who: agent & person

moral agent

A moral person can be a moral agent and vice versa. Equally, however, there can be only moral persons who are not moral agents and vice versa, although there is a debate on this point (Magnell, 2011).

Who: collective person/agent

moral agent

A collective person/agent can be anything that has moral rights or duties, and it is composed of individual moral agents and persons. However, these rights or duties cannot be transferred, changed, or convert into individual rights or duties.

Who: rights

moral rights

Moral rights give its holder the entitlement to be threaded in a certain way by others (who might be held responsible).

Who: duties

moral duties

Moral duties require someone (something) to behave in a certain way or otherwise be held in moral contempt or otherwise sanctioned.

Where?/When?

Where?/When?

- Employee Life Cycle
    - attraction
    - recruitment
    - onboarding
    - retention
    - development
    - separation

Where?/When? principles

- Professional Responsibility
- Professional Development
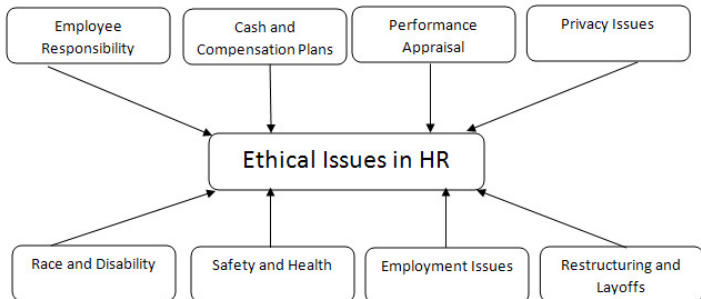- Ethical Leadership
- Fairness and Justice
- Conflicts of Interest

What?

What?

- nepotism and preferential treatment
- discrimination
- harassment
- bossing
- lying
- privacy
- safety and health
- …

What?

Employee Responsibility → Ethical Issues in HR
Cash and Compensation Plans → Ethical Issues in HR
Performance Appraisal → Ethical Issues in HR
Privacy Issues → Ethical Issues in HR
Race and Disability → Ethical Issues in HR
Safety and Health → Ethical Issues in HR
Employment Issues → Ethical Issues in HR
Restructuring and Layoffs → Ethical Issues in HR

(Management Study Guide, n.d.)

How?

strategies: formal structure

- laws and codes
- (internal) code of ethics
- ethics training
- ethics as part of the performance review
- strategic planning
- internal communication system and review
- whistleblower protection
- ethics audit
- clear rules, sentencing, and penalties

strategies: informal structure

- civil service rules
- COI
- enabling ethical reviews
- protection of employees
- responding to ethical concerns

strategies: organizational climate

- transparency
- discussions
- values
- ethos
- empowerment

strategies: organizational context

- partnership and involment
- commitments
- models
- review ethical context
- realism

How: principles

(Schumann 2001)

1 **Utilitarian Principle: What**
   action will do the most good and the least harm for everyone
   who is affected?
   1. Who are the stakeholders?
   2. What are the alternative courses of action?
   3. For each alternative, what are the benefits and costs (good and
      harm) for each stakeholder now and in the future?
   4. Which alternative creates the most benefits and the least costs
      for all stakeholders considered together?

How: principles

(Schumann 2001)

2 **Rights Principle:**
What action do you have the moral right to take, that protects the rights of others, and that furthers the rights of others?

1. Do you have a moral right to take the action in question?
   1.1 Reversibility: Are you willing to have the action in question done to yourself if the roles were reversed?
   1.2 Universalizability: Are you willing to live in a world, can you even conceive of a world, in which everyone did the action in question?
   1.3 Respect and free consent: Are you treating people with respect? Are you treating people in ways that they have freely consented to be treated?

2. What moral rights do other stakeholders have?

3. Are there conflicts among the moral rights that you and the other stakeholders have? If so, which moral right should take precedence?
   3.1 What interests are being protected by each competing right?
   3.2 Which competing interest is more important?
   3.3 Give precedence to the right that protects the more important interest.

How: principles

(Schumann 2001)

3 **Distributive Justice Principle:**
What action produces a fair distribution of benefits and costs for all of the stakeholders?

1. Egalitarianism: What action produces an equal distribution of benefits and costs?
2. Capitalism: What action produces a distribution of benefits and costs based on the contributions of each stakeholder?
3. Socialism: What action distributes benefits based on need and costs based on abilities?
4. Libertarianism: What action has been freely chosen by the stakeholders?
5. Rawls' Principles: What action provides all stakeholders with equal liberties and equal opportunities (but allows for differences in results based on differences in contributions) while helping those in need to the greatest extent possible?

How: principles

(Schumann 2001)

4 **Caring Principle:**
What action cares for those people with whom you have special relationships?

1. What action cares for your own needs?
2. What action cares for the needs of those people with whom you have special relationships (e.g., family, friends, coworkers, employees, customers, stockholders)?

   2.1 What action helps those who are vulnerable and dependent on you?
   2.2 What action nurtures the ability of those with whom you have special relationships to make their own choices and live their own lives?
   2.3 What action avoids basing relationships on domination, oppression, hatred, violence, disrespect, injustice, or exploitation?

How: principles

(Schumann 2001)

5 **Virtue Principle:**
   What action displays virtuous character traits?
   1. Does the action display virtues such as benevolence, civility, compassion, conscientiousness, cooperativeness, courage, fairness, generosity, honesty, industriousness, loyalty, moderation, self-control, self-reliance, or tolerance?
   2. Or does the action display vices such as cowardice, deceit, dishonesty, laziness, neglect, or selfishness?
   3. Take the action that displays virtues, not vices.

How: principles

(Schumann, 2001)

6 **Resolve Conflict Among the Five Moral Principles:**
Do all five moral principles reach the same conclusion, or do
they reach conflicting conclusions?

1. If they reach what appear to be conflicting conclusions, then
   examine the nature of the apparent conflict to determine if the
   conflict can be resolved by choosing a previously unconsidered
   course of action.
2. If the apparent conflict among the principles cannot be resolved
   with a different course of action, then decide which principles
   should take precedence by examining your values. For example, if
   you believe that the ends can never justify the means, then give
   precedence to the rights principle.

How: further concepts

- normal misbehavior
- common misbehaviors
- greater good
- …

OVERVIEW

overview

- Who?
  - person, agent, . . .
- Where?/When?
  - Employee Life Cycle
- What?
  - any violations of ethics or moral standards within the reason
- How?
  - strategies and principles

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