

# Human Resource Management

## N4 – HRM and Ethics

### Introduction

**Ethics:** the study of the general nature of morals and of the specific moral choices to be made by an individual in his or her relationship with others, and the rules or standards governing the conduct of the members of a profession.

### Ethics as a contested terrain

#### Duty (Kant)

- 'Act only on that maxim by which you can at the same time will that it become universal law' (Kant cited in Budd and Scoville 2005: 9)
- Doing the right thing - inconsistent with meritocracy

#### Utility (Bentham)

- Advocates the greatest happiness to the greatest number of people
- Promotes efficiency, not necessarily equality

#### Fairness (Rawls)

- Ethical theory of distributive justice – 'differential outcomes acceptable only if they reflect legitimate differences' (Budd and Scoville 2005: 11)
- Accounts for inherent disadvantages – does it promote difference/[positive] discrimination

### Dilemma no.1 – HR Practices

#### Is employee surveillance ethical?

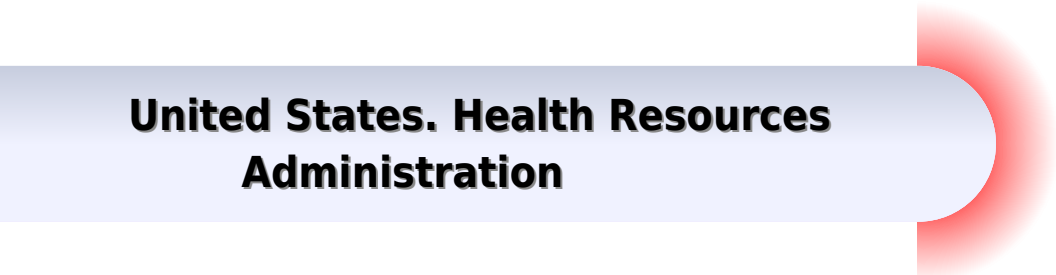
- "No" from a Kantian perspective (surveillance is not something that should be a universal maxim)
- "Yes" from a utilitarian perspective (safety to the greatest number at costs of freedom for a few)

#### Is variable pay ethical?

- "Yes" from a utilitarian perspective (fair and equitable recognition of performance)

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Entomology BENEATH THE SURFACE INTELLIGENCE PREPARATION OF THE BATTLESPACE for COUNTERTERRORISM  
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## **Table of Contents Human Resource N4 Question Paper**

1. Understanding the eBook Human Resource N4 Question Paper
  - The Rise of Digital Reading Human Resource N4 Question Paper
  - Advantages of eBooks Over Traditional Books
2. Identifying Human Resource N4 Question Paper
  - Exploring Different Genres
  - Considering Fiction vs. Non-Fiction
  - Determining Your Reading Goals
3. Choosing the Right eBook Platform
  - Popular eBook Platforms
  - Features to Look for in an Human Resource N4 Question Paper
  - User-Friendly Interface
4. Exploring eBook Recommendations from Human Resource N4 Question Paper
  - Personalized Recommendations
  - Human Resource N4 Question Paper User Reviews and Ratings
  - Human Resource N4 Question Paper and Bestseller Lists
5. Accessing Human Resource N4 Question Paper Free and Paid eBooks
  - Human Resource N4 Question Paper Public Domain eBooks
  - Human Resource N4 Question Paper eBook Subscription Services
  - Human Resource N4 Question Paper Budget-Friendly Options

6. Navigating Human Resource N4 Question Paper eBook Formats
  - ePub, PDF, MOBI, and More
  - Human Resource N4 Question Paper Compatibility with Devices
  - Human Resource N4 Question Paper Enhanced eBook Features
7. Enhancing Your Reading Experience
  - Adjustable Fonts and Text Sizes of Human Resource N4 Question Paper
  - Highlighting and Note-Taking Human Resource N4 Question Paper
  - Interactive Elements Human Resource N4 Question Paper
8. Staying Engaged with Human Resource N4 Question Paper
  - Joining Online Reading Communities
  - Participating in Virtual Book Clubs
  - Following Authors and Publishers Human Resource N4 Question Paper
9. Balancing eBooks and Physical Books Human Resource N4 Question Paper
  - Benefits of a Digital Library
  - Creating a Diverse Reading Collection Human Resource N4 Question Paper
10. Overcoming Reading Challenges
  - Dealing with Digital Eye Strain
  - Minimizing Distractions
  - Managing Screen Time
11. Cultivating a Reading Routine Human Resource N4 Question Paper
  - Setting Reading Goals Human Resource N4 Question Paper
  - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Human Resource N4 Question Paper
  - Fact-Checking eBook Content of Human Resource N4 Question Paper
  - Distinguishing Credible Sources
13. Promoting Lifelong Learning
  - Utilizing eBooks for Skill Development
  - Exploring Educational eBooks
14. Embracing eBook Trends
  - Integration of Multimedia Elements

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- Interactive and Gamified eBooks

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