

## Human Resource Management: Positive and Ethical People Practices

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This roundtable explores how an HRM course can be transformed to incorporate a POS lens. Goals include:

- 1) To have students go through fewer cases of “What went wrong?”, and more cases of “How things can go right!”
- 2) To introduce students to the “triple bottom line” perspective (people, profit, planet), learning how to make people-related organizational decisions with each of these constituencies in mind
- 3) To give students experiential practice in making such decisions through interactive exercises, simulations, role plays, moderated debates, written cases, and video cases.

In my core MBA HRM course, we share our “HR horror stories.” We laugh at “Catbert the Evil HR Director” cartoons. We discuss the faults and imperfections of the HR function, and traditional approaches to HR practices. Then we arrive at an understanding of how, in addressing these topics through a **positive and ethical approach**, we can get things right. This gives us the best chance possible of attracting and retaining our most valued employees, while energizing them to do their best work.

Examples of how to expand upon traditional HR functional topics include:

- HR strategy – Highlighting the business case for ethical and sustainable people practices
- Recruiting – Becoming an employer of choice through ethical recruiting practices
- Performance management – Giving balanced feedback with empathy and compassion; considering the “what” and the “how” (to avoid a results-at-any-cost mentality)
- Training and development – Energizing employees and fostering their thriving through access to appropriate T&D opportunities
- Compensation – Motivating and energizing through effective reward structures
- Separation – Virtuous and compassionate separation practices (e.g., downsizing)
- Career management skills - Developing a career with a heart, for the self and for others
- People management skills - Positive cross-cultural communication skills; high-performing team skills; building positive work relationships
- Others:
- Others:

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Notes for how to apply to courses I teach: