

## CASE STUDY: CURRENT FUNCTIONING OF HUMAN RESOURCES IN PHILIP MORRIS AND WORKING WITH TALENTS

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**Abstract:** Human resources management in a company is very demanding, including, for example, how employees are involved, how their performance is linked to remuneration policies, employee skills, training, and more. Based on the example of big worldwide company which is famous as a good employer is possible analyzed the current functioning of human resources and working with talents in this company. Based on the information obtained by analysis of all public available information about the company and own observation and experiences is created the description of currently functioning of human resources in Philip Morris and working with talents. There are analyzed employee selection, labor relations, training of employees, remuneration, motivation and stimulation of employees, improving of employee performance. Based on this analysis is created summary of current functioning of HR and are given recommendations for its improving. The attention is paid also hiring and working with talents.

**Keywords:** human resources management, employee performance, remuneration policies, training, talent management

**JEL Classification:** M12, M21, M53

### 1. INTRODUCTION

This paper deals with the description of currently functioning of human resources in Philip Morris and working with talents. There are also stated some recommendations for improving of human resources management and hiring and working with talents.

### 2. DESCRIPTION OF THE COMPANY

The monitored company is a big tobacco internationally company which operates in a whole world. The company deals with manufacturing of tobacco products. The company ranks according to the turnover and the number of employees among the largest corporations in the world. The company is called Philip Morris, Inc. The HR department of this company is divided into individual units which operate in individual locations.

### 3. CURRENT FUNCTIONING OF HUMAN RESOURCES IN PHILIP MORRIS

The main strategy and instructions are delegated from central HR department in USA. Each of HR unit is responsible for its operation. Each of HR unit is responsible for separate components of HR management, for example, it is responsible for hiring of staff, training of staff, creating of benefit packages, administration of all matters regarding to HR, etc. The HR policy and strategy is interconnected with corporate strategy. Strategy of this company is based on these points:

- Continue in grow of global brands through innovation and innovation understanding customers
- Strengthen the position of company in profitable market segments
- Expand all over the world

- Search for a fair and meaningful legislative and tax environment
- Generate ideas to increase productivity
- Use balanced budgets and use cash flows to increasing profits for shareholders
- Engage, motivate and maintain the best global talents (United Nations Global Compact Communication on Progress, 2015).

It is possible to state that there exists the direct link between HR management strategy and corporate strategy.

#### 3.1 Employee selection

Philip Morris implemented a very well-functioning system of hiring employees. First step and one of processes from this system is the need to get an employee. This need is given by the requirements of each department of the Philip Morris. Second step/process is creation of the job description. The job description is created by HR manager in cooperation with manager from relevant department. Next step/process is the announcement of job offer which is ensured by using relevant and appropriate communication channels/media (company website, working portals, working agency, working office, etc.).

The selection of candidates is going on based on exactly define processes. At first, candidates are selected based on their CV and cover letter (first round of selection). Second, candidates are invited into the assessment center (here is tested their knowledges and thinking). The company ensures the function of assessment center itself. Third, the results from assessment center are evaluated and compared with requirements for concrete job position. Fourth, all appropriate candidates are invited on interview with HR manager and manager of relevant department of company. Fifth, based on results of interviews is choose one candidate. It depends also on the fact what position must be occupied,

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especially on which level of management is this position. For positions on middle and top management is usually the second round of interview with directors and three key managers (HR manager, Operations Planning manager, Financial manager), after that is choose one candidate.

Concrete procedure selection consists from: Psychological and Personality Tests (these tests are adopted to selection at different levels, for example: Watson-Glaser Critical Thinking Appraisal, Minnesota Multiphasic Personality inventory is used for selection of executives. Myers Briggs Type Indicator is used to determine personality components) and the Panel Interview (in this method three to five interviewers take turn in asking questions and make their observations) (Malik, 2012).

The company also collaborate with schools and universities in form of special education programs for students. Students can write thesis in collaboration with employees of this company, obtain practical experiences in form of special practical programs, etc. Based on this the company can find new employees/talents and working with them from the beginning of its working career.

### 3.2 Labor relations

Philip Morris has been creating a partnering with non-profit and public-sector organizations around the world to purpose of advance the social and economic conditions of the communities where the employees of this company live and work. Respect for Human Rights and Labor Rights are ensured by observing these principles:

1. Businesses should support and respect the protection of internationally proclaimed human rights.
2. Businesses should make sure that they are not complicit in human rights abuses.
3. Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.
4. Businesses should uphold the elimination of all forms of forced and compulsory labor.
5. Businesses should uphold the effective abolition of child labor.
6. Businesses should uphold the elimination of discrimination in respect of employment and occupation (United Nations Global Compact Communication on Progress, 2015).

Commitments of the company are reflected in Guidebook for Success and in a supporting network of policies. Philip Morris also collaborate with business and human rights experts which help company to find shortages and possibilities for improving of its policies and processes. The main aim of the company is to have a safe and nice working environment. The corporate environment should be inclusive, safe and professional. Based on this, the company has adopted these principles:

- Comprehensive Employment Principles and Practices which include these rules: mandatory requirements are same for all employees around the world, discrimination or harassment are not tolerated, the employment decision happens only on merit, children are not employed, ensuring of safety of all employees, recognizing of employees' right to freedom of association and to collective bargaining.

- Labor Relations Principles: The company implemented principles for observing high standards of employment and labor relations. These principles help HR units around the world to ensure fair working conditions for all employees. HR units also discuss and cooperate with trade unions, works councils and others.
- Diversity and Inclusion Program: This program is built on a merit-based approach to all employment-related decisions. All employees have the same opportunity to contribute (their opportunities are not limited based on age, gender, religion, sexual orientation, ethnicity etc.
- Workplace Safety and Wellbeing: Philip Morris declared the commitment to safety based on Environment, Health, Safety and Security Principles, which are setting out mandatory practices based on risk assessment. The company created a special program Mission Zero where it outlines vision of zero lost time injuries at work – all accidents can be prevented. This program also provides the tools and guidance to materialize this vision (United Nations Global Compact Communication on Progress, 2015).

How is this effort measured? The company set up the basic measures. These measures are: Total number of employees, Employees undergoing training on employment principles (including contractors), % of management positions held by women, % of employees covered by Collective Labor Agreements, Lost Time Injury (LTI) Rate (LTIs per 200,000 hours worked), Fleet Crash rate, Vehicle crashes per million km driven, % of manufacturing facilities with OHSAS 18001 certification, % of tobacco purchased by direct contract (by our affiliates or our suppliers), Systematic monitoring of labor practices (% coverage), Number of farms within the scope of external assessments by year, Number of supplier locations assessed (United Nations Global Compact Communication on Progress, 2015).

### 3.3 Training of employees

The company created for training of employees special Training program. In this program are employees trained regularly based on their position, level of management and their level of knowledges. The training activities play the important role not only when the employee get in work or change the position but also continuously during the working career. The company has own education programs and specialists who ensure these activities, but also collaborate with specialized education agencies. Training program of individual employees is created based on the position of employee. Employees are trained in relevant specialization. Difficult of training program depends on the level of management. In last years, the company has been beginning investing into special training methods. On the middle level management are managers training by special simulation managerial game focused on operation planning. On the top management are managers training also by special simulation managerial game, but this game is focus on investment performance. The whole Training program is evaluated in term of its contribution for employees and company. The evaluation of Training programs by employees is based on questionnaire about satisfaction and contribution for employees (first phase). They evaluate the approach of lector, the content of training activity, the ways of training, usefulness for their work, etc. The results of these

questionnaire are compiled by HR department. Some selected participants of the Training program are invited on the interview with HR manager. Questions for interview are similar as in questionnaire but there are more details.

During the training activity are employees observed - their behavior, reactions, decisions, recording of specific incidents, etc. The observation is carry out usually by lector and psychologist. After the end of training activity, the employees complete a test. The contribution for company is evaluated by the observation of employee during their work. Especially when the employee gets into a situation when he/she is unable to accomplish the task. Historical data are compared. This means that if an employee has not been able to accomplish a task in the past, now after completing the training, he/she can do it. This is a contribution for company.

### 3.4 Remuneration, motivation, stimulation

The vision of company is that motivated and satisfied workforce is a key assumption of individual and business performance. Based on this the company provides career and development opportunities in every location where operates.

The company established Compensation & Benefits Policy. In this policy the pay and bonuses are based on performance of employee. This is a part of strategy for retaining top-performing employees. This approach ensures a fair remuneration for all workers. The Policy have some specifications and modifications for individual locations.

Pay and bonuses are raised based on performance of employee, from this view the company do not see one as more important than the other. However, in the long-term pay rises are important for retaining employees. The level of salary depends on level of the job. For this reason, HR managers deals with job role and its importance for company results. Not every employee is motivated by pay or bonuses, some employees are motivated by recognition, praise, opportunities for contributing, for better assignments, etc.

The salary consists of a base component and a performance-based component. The ratio of these components varies depending on the position of the employee and his importance to the company (influence on the company's results). The company regularly pays various bonuses, such as monthly, quarterly, half-year, yearly, extraordinary, after completing the project. The company provides also many attractive benefits to employees (performance based bonuses, attendance based bonuses, results based bonuses, cost based bonuses), for example retirement benefits, insurance benefits, vacation, home office, traveling, car, phone, catering, etc.

The list of bonuses consists of the following items (Glassdoor, 2018):

#### *Insurance, Health & Wellness:*

- Health Insurance
- Dental Insurance
- Flexible Spending Account (FSA)
- Vision Insurance
- Health Savings Account (HSA)
- Life Insurance
- Supplemental Life Insurance
- Disability Insurance

- Occupational Accident Insurance
- Mental Health Care
- Retiree Health & Medical
- Accidental Death & Dismemberment Insurance

#### *Financial & Retirement:*

- Pension Plan
- Retirement Plan
- Employee Stock Purchase Plan
- Performance Bonus
- Stock Options
- Equity Incentive Plan
- Supplemental Workers' Compensation
- Charitable Gift Matching

#### *Family & Parenting:*

- Maternity & Paternity Leave
- Work from Home
- Fertility Assistance
- Dependent Care
- Adoption Assistance
- Childcare
- Reduced or Flexible Hours
- Military Leave
- Family Medical Leave
- Unpaid Extended Leave

#### *Vacation & Time Off:*

- Vacation & Paid Time Off
- Sick Days
- Paid Holidays
- Volunteer Time Off
- Sabbatical
- Bereavement Leave

#### *Perks & Discounts:*

- Employee Discount
- Free Lunch or Snacks
- Employee Assistance Program
- Gym Membership
- Commuter Checks & Assistance
- Pet Friendly Workplace
- Mobile Phone Discount
- Company Car
- Company Social Events
- Travel Concierge
- Legal Assistance

#### *Professional Support:*

- Diversity Program
- Job Training
- Professional Development
- Apprenticeship Program
- Tuition Assistance (Glassdoor, 2018)

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### 3.5 Improving of employee performance

There exist a lot of ways how to improve employee performance and based on this also to improve company performance.

Philip Morris knows that many employees face the difficult challenge of managing their job responsibilities while handling a wide range of personal obligations. For this reason, the company has developed five simple principles to guide them in their work/life efforts:

- Hold open and continual communication between employees and their supervisors.
- Implement practical solutions locally while developing flexibility to match the needs of their employees and their businesses.
- Conduct regular on-going reviews of the work/life programs to reflect the changes in employee and business needs.
- As the search for best work/life solutions for their people goes on, business needs remain a top priority for the organization
- Make optimal use of their size and scope so they can make quality services available to as many employees as possible.
- Employees are given regular feedback based on it they can develop in their careers and personal life (Malik, 2012).

Philip Morris uses special applications for performance management, "Mercury Interactive Enterprise Testing and Application Performance Management System". This application is being used for performance management of employees.

Philip Morris uses also a special method for evaluation of employees. This method is called 360-degree appraisals and it use a multi-point perspective to create a comprehensive internal and external view of the employees. Feedbacks are from team members, subordinates and managers. This data is compared and graphically plotted with employee's own estimate and interrelationship with other evaluations to highlight significant differences (Malik, 2012).

The vision of company is that employee performance is possible improve through by motivation of employees. First, the company knows what the employees want. Employees must: understand how they can contribute to the success of the whole company, know that they are part of something bigger, feel the co-responsibility, go on a meaningful journey, hear "Thank you". Second, the company knows what motivates employees to achieve better results. Employees motivate: feedback and an adequate reward, constant improvement, support of colleagues, learning from others, understanding of employs role, work enthusiasm, pride of the work results. Third, the company knows how contribute internal communication and constant improvement to the motivation. There exist three basic actions: explaining the company's goals to employees, employees must be part of the business strategy, ensuring of sharing best practices.

A practical example is a festival of goals organized in one of filial of Philip Morris in Czech Republic in 2013. Seven major goals were presented to employees as seven major film roles played by employees themselves. Special promotional posters were created. On these posters, the

staff in question were always the main heroes. The poster has also always provided basic information such as: What is the goal, who is doing it, why the goal is to be achieved. The posters were posted throughout the factory. Visualization of the film festival is presented in the attached presentation.

### 4. SUMMARY OF THE CURRENT FUNCTIONING OF HR AND RECOMMENDATIONS FOR ITS IMPROVING

Human resources management is in high level in company. Human resources are managed through by Human resources policy, which includes basic principles and rules how to manage human resources. There is established a management system which consists from relevant processes. These processes cover whole life cycle of employee in organization (from hiring, training to leaving of employee from company). All processes are very good described and there are available some tools for realization of these processes. The company are very good in motivating and stimulating of employees. It provides very good pay and benefits. The company also compare its pay and benefits with its competitiveness companies. Currently, company provides pay and benefits which are better than most Fast Moving Consumer Goods companies and best within tobacco companies. The company also provides nice career prospective, constant improving through special training and education programs, opportunities to travel and very attractive benefits package.

On other hand, there are some negatives and imperfections of the system and its processes. Unfortunately, career perspectives can be limited and in some cases, depend on political relationships. Even though, the company use objective criteria not in all cases are really used (some employees are promoted more than others). The processes are not usually transparent. I recommend more check the processes through by control system and carry out the revision of all processes. The independence of this control system will be ensured by managers from different departments.

Very often it happens that talents leave the company and unfortunately in a lot of cases the employees stay purely because they have the high salary and benefits. A lot of employees have problem with ensure work and life balance, because they work long overtime. I recommend carrying out a revision of workload, competency and responsibility. It means, that will be conducted some interviews and observation during the work with psychologists and relevant managers and they will revise the working time and volume of work. They will check with performance of employee.

### 5. FOCUSING ON TALENT MANAGEMENT

The key role of Human Resource in Philip Morris is to attract, develop and retain the talents around the world. HR department in this company must help shape the culture of this dynamic business, creating an environment focused on performance and supporting learning and development (Malik, 2012).

The company believes that the key for success are all employees of company, but it knows that there are some key people – key managers who manage the company and create the best results of company. The company create a list of these talents and these talents have a special training and education programs and have a great career opportunity. On

other hand, these people are also stimulating by high salary, benefits and very attractive benefits packages.

Talent people are for company very important because they create the contribution value for company, they can lead the company effective and achieve the goals of the company. Given the importance of talents for company are these people in “special regime” in term of motivation, stimulation, career opportunity, etc. They are more promoted than other employees.

How does Philip Morris focus on talent management? What kinds of positions, does the company currently need to fill? What qualities does the candidate have? The second step is creating the job description. What will the employee do? What responsibilities will he/she have? The third step is to use of existence cultural fit. The employees who decision about the result of hiring process should have a deep understanding of the culture of their company. The last forth step, the decision makers must learn about each candidate’s strengths and weaknesses, working and management styles, etc.

### 5.1 Kind of talents needed for company

The big problem for company is to identifying people with high potential. The company has set up a list of competences which should these people have. This list consists from these competences:

- Have a deep relevant knowledges and education.
- The ability to know what is the strategic perspective, keep this direction and to be able to explain the strategy clear.
- The ability to inspire, motivate and stimulate other employees.
- The ability to produce excellent results.
- Be innovative.
- The ability to create and support collaboration and teamwork.
- Be communicative and effective communicate with the employees.
- Be ethical and have a value.

I recommend Philip Morris to complete the list about the competencies identified by Zenger (2014). These competences are: be able make changes that improve the organization, be innovative and take risks (should be more willing to take calculated risks and to encourage others to innovate), be effective at developing talent in the organization (Zenger, 2014).

The company has a problem with identifying of talent people, because currently labor market does not offer a lot of these people. According to Kelly (2013) were noticed an increase in demand for high-potential employees, but almost half of talent development professionals state that the current pool of high-potential talent does not meet the anticipated future need. According to Kelly (2013) the most common challenge for organizations in identifying high-potential talent is the focus on current performance metrics rather than future potential. The problem is that a lot of people who select the talents do not understand and recognize the difference between performance and potential.

### 5.2 Strategies and policies for attract talents

The company try to attract talents from the beginning of their working career. For this reason, the company invest a lot of finance for promoting itself on universities and collaborate with universities and students. There are created a special Trainee programs for the best students at universities. Philip Morris also looking for the talents in labor market around the world. The strategy for attract talents is built on: mission and vision of the company and work, excellent leadership, providing a possibility for solve problems, providing a space for creating new things and innovations, engage the employees, providing a feedback, enable career growth, providing recognition to employees, remuneration policy.

As an example of Philip Morris strategy how to attract talents is possible to state an international internship program “INKOMPASS” that offers paid internships to college students. Program flow consists of 4 simple steps to understand the structure of the internship program from the application stage to receiving the job offer. These steps are described on the following series of pictures (PMI, 2017b).

### 5.3 Selection criteria for high potentials

According to Babcock (2012) the selection criteria for high potentials vary widely. She identified these basic criteria: “a minimum tenure”, to stay at company more than two to three years, to create performance, contribution, capability relative to the organization’s current and future needs, and potential for growth and advancement. She adds also that a well-defined selection process should include regular senior management talent reviews, assessments and performance reviews, as well as problem-solving task forces aligned with strategic growth initiatives to monitor the high-potential pipeline.

The selection criteria for high potentials are wary widely. The company has set up a list of qualities that Philip Morris looks for in employment candidates. This list consists from these qualities (Malik, 2012):

- Leadership, and a willingness to take responsibility
- Problem-solving and decision-making ability
- Creativity and innovation
- Strong oral and written communication skills
- Broad, cross-functional business knowledge
- Technical and organizational ability
- Honesty, integrity, trustworthiness and dependability
- Team players
- Self-motivated and action-oriented people
- People who are flexible, able to adapt to change
- People with a passion for winning (Malik, 2012).

Philip Morris created also some programs which use for tests talents. For example, “INCHALLENGE – winner takes all”. It is a platform that tests intern’s talent and wits against their peers in a live business environment, on a global level (PMI, 2017a).

### 5.4 The ways of train, coach, mentor or develop high potentials

According to Babcock (2012) among the program components that companies use to develop high-potential employees, are the following:

- Mentoring (51.6 percent).

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- Personal assessments (50.6 percent).
- Individual development planning (47 percent).
- Leadership programs (46.8 percent).
- Coaching (44.6 percent).
- Exposure to senior executives (44 percent).
- Stretch assignments (43.2 percent).
- Special workshops and training (39.2 percent).
- In addition, respondents cited soft-skills training (31.2 percent), technical training (27.6 percent) and functional training (24.6 percent) as popular options.

Philip Morris uses different ways for developing high potential employees. The talents are tested in assessment center where is monitored their behavior in stressed situation, their strengths and weaknesses, communication and other skills. Based on the results from assessment center are develop especially the strengths of employees as a high potential and the weaknesses are eliminated. Talents absolve a special training program and in some cases, have mentors. Philip Morris use especially mentoring, coaching, special workshops and training and leadership programs. As a practical example is possible to state the Manager-as-Coach course created in collaboration with Culture at Work in 2010. The participants of this course are managers from middle and senior management. They practice face to face and carry out assignments. The length of the course is three months.

I recommend completing these ways and approach to develop of high potentials about these ways/steps/components:

- Reinforce their learning at every step (ensure retaining of learned information through by many ways and tools to make content more memorable).
- Create a personal “track” to prepare them for bigger roles (provide each of talent individual training program and show her/his progress - create a learning management system that records which courses they have started, which they have completed, and when they are ready to take a further assessment).
- Every talent will have own mentor.
- Treat with talents like an investment, which means to expend the resources to develop high-potentials (Irish, 2016).

I also recommend Philip Morris these steps for improving of developing high potential employees:

1. To carry out audit of company’s talent management system.
2. To Sharpen business case - Elevate the strategic priority of talent management by highlighting its impact on company results.
3. Align talent management with strategic initiatives - create a formal mentoring program and engage senior leaders in teaching courses.
4. Enhance talent assessment and succession planning practices - adopt or create a standardized high-potential assessment tool and create talent profiles and succession plans for critical positions.

5. Assess composition, format and consistency of talent review sessions - conduct annual talent review sessions.
6. Implement consistent regularly performance feedback processes.
7. Develop onboarding programs for managerial promotions and external hires.
8. Develop high-potential employees - place high-potential employees into opportunities that are directly tied to strategic, systemwide initiatives.
9. Evaluate and reinforce the talent management system - develop a Talent Management Scorecard with metrics that are most critical for reporting to the board (Asplund, 2015).

### 5.5 Measuring of talent management

Currently, in Philip Morris are used these metrics to measure talent management:

- Employee engagement – why do the employees work for Philip Morris? do they work hard and productively on behalf of the company? do they provide emotional commitment?
- Key performance indicators – how are these indicators fulfilled, rate of contribution.
- Number of talents from external and internal sources.
- Feedback on hiring process in form of questionnaire or interview (it depends on position).
- Number of success hired employees.

I recommend add these metrics:

- Retention rate.
- Time to hire.
- Applicant numbers (BetterTeam, 2017).

## 6. CONCLUSION

In this paper was described the company and its currently functioning of human resources and working with talents. The author's recommendations to improve the functioning of Philip Morris in terms of human resource management and work with talents have been described and explained. The HRM in Philip Morris is at a high level. This fact confirms the awards of company (Top Employer, Kununu's Open Company, equal-salary status, Open Company on Glassdoor). All processes of HRM are very good described and there exists company culture which help ensure its compliance. Unfortunately, there are some spaces for improving. The main recommendations are checking the HR processes through by independent control system, carry out a revision of workload, competency and responsibility, pay more attention to non- productive people and peoples who had leave the company.

Philip Morris concentrate its effort to talent management as a key strategic step for the future. The company creates a lot of special programs how to attract talents, how to work with talents. Here are also given some recommendations: complete the list of competencies about others, complete currently ways to develop of high potentials about others, and add some metrics of talent management.

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