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**MSMT**  
MINISTERSTVO ŠKOLSTVÍ,  
MLÁDEŽE A TĚLOVÝCHOVY

# 3PO633 Ethical Decision Making

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## Content:

- Ethical problem x dilemma
- Ethical principles
- The six ethical theories and systematic rational decision - making Framework
- Model Laura Nash
- Rotary International's Four- way test
- Raytheon Ethics quick test
- Texas Instruments ethics quick test
- Ethical decision - making process

# Ethical problem

(Rolný in Krymláková 2009, p. 42)

- conflict, which is mostly in the situational context,
- it is often possible to identify all stakeholders,
- all stakeholders have the freedom of choice
- The decision is YES - NO

## Ethical dilemma

- based on a situation where are many stakeholders,
- The solutions will have an impact on more people,
- Mostly it is deeper conflict,
- There are more options – it not yes or no, but IF –THAN, OR
- The dilemma can not be solved directly, it must be divided into sub-ethical issues, all alternatives must be taken into account

# Ethical decision making proces

(A.B. Carroll in Krymláková 2009 p. 43)

- Identification of decision or acting
- Determination of ethical aspects
- Ethical filter: ethical principles and standards
- A - Ethical filter is in harmony – acting
- B – ethical filter is not in harmony – we have to go back to new identification of acting or decision

## Ethical principles (Carrol, Bláha in Krymláková 2009, p. 44)

- Utilitarianism
  - Accept such a decision, which will bring the most benefit to the most people in the organization
- Enlightened self-interest
  - Maximize your benefit on such level that another people are not intentionally damaged
- Professional ethics
  - You should do only what you can vindicate before your professional partners

## Ethical principles (Carrol, Bláha in Krymláková 2009, p. 44) II.

- The Golden Rule
  - Do to others as you would want done to you
  - Don't do to others what you wouldn't want to do to you
- Ethics of disclosure (exposure)
  - Doing some ethical decision, ask yourself whether your professional partners, family, friends would agree with your decision. If yes, act.

## Ethical principles (Carrol, Bláha in Krymláková 2009, p. 44) III.

- Corporate(company) Ethics
  - Take action to be loyal to the organization (company), regardless of the consequences. The interest of the company is on the first.
- Conventional Ethics
  - Take action to satisfy your own interests and don't break the law and regulations.
- Ethics of responsibility
  - When deciding, consider the consequences of decisions and actions and take responsibility for those consequences.



## Ethical principles (Carrol, Bláha in Krymláková 2009, p. 44) IV.

- Intuitive ethics
  - When deciding rely on your own intuition – it will tell you what is „good“
- Principle of Kant
  - Take action to minimize contraventions of the rights of a person or group of persons.

## The six ethical theories (Collins, p.149)

- Egoism
- Social group relativism
- Cultural relativism
- Utilitarianism
- Deontology
- Virtue ethics

## The six ethical theories (Collins, p.149)

- Egoism
  - How does the action related to me? If the action furthers my interest, than it is right.
- Social group relativism
  - How does the action relate to my social group (friends, family,..) If the action conforms to the social group norms than it is right.

## The six ethical theories (Collins, p.149)

- Cultural relativism
  - How does the action relate to the national culture, particularly its laws?
- Utilitarianism
  - How does the action relate to everyone who is affected by it? If the action is beneficial to the greatest number of people affected by it, then it is right.

## The six ethical theories (Collins, p.149)

- Deontology
  - Does the action treat every stakeholder with respect and dignity in all situation? Is the action something that everyone should do? If yes, than it is right. Keeping individual rights is more important than benefit and consequences. Moral rules are important
- Virtue ethics
  - How would a virtuous person act in this situation?

## A systematic rational ethical decision - making framework (collins, p. 148)

1. Who are all the people affected by the action?
2. Is the action beneficial to me?
3. Is the action supported by my social group?
4. Is the action supported by national level?
5. Is the action for the greatest good of the greatest number of people affected by it?
6. Does the action treat every stakeholder with respect and dignity; is the act something that everyone should do?
7. Is it how a virtuous person would act?

## A systematic rational ethical decision - making framework (collins, p. 148)

### Instructions

2 – 7 answers are yes: do it

2-7 answers are no: do not do it

2 – 7 answers are mixed: modify your decision:

a) 5-7 yes – action is most ethical

b) 5-7 no – action is least ethical

c) 5 -7 mixed – action is moderately ethical, you may need to further modify

## Critical Thinking Decision-Making Process Table (Collins 2012, p. 159)

- Write the decision options
- Apply the 7 ethical theories questions to decision making
- Insert the ethical strength and weakness revealed by each of the 7 ethical questions
- Review the option strengths and find the VALUE that supports the option
- Choose the option and explain why
- How will be managed the weaknesses of the chosen option



## Model by Laura Nash (from Harvard Business Review 1981 in Krymláková 2009, p. 51)

1. Do you have enough information about the problem?
2. What would be your attitude if you was on the other side?
3. What are the reasons for this situation?
4. What would be your individual preferences? What would be your preferences as a person highly loyal to the company?
5. What is the purpose of your decisions?
6. What are the consequences of my decision?

## Model by Laura Nash (from Harvard Business Review 1981 in Krymláková 2009, p. 51)

7. Can be anyone harm by my decision?
8. Is it possible to discuss with stakeholders before the final decision?
9. Will you be able to justify(argue) your decision in the future?
10. Can you tell about your decision to your friend, public, director and others without any doubt?
11. In what extent is it a symbolic decision which is not honest
12. Is there any exceptions from adopted decision?

## Rotary international's four-way test (collins p. 146)

- It is simple framework for analyzing the ethical dimension of a decision. Was created in 1932.

1. Is it the truth?
2. Is it fair to all concerned?
3. Will it build goodwill and better friendships?
4. Will it be beneficial to all concerned?

# Raytheon's ethics quick test

(Collins p. 146)

Raytheon is a defence industry technology company with 75000 employees.

1. Is the action legal?
2. Is it right?
3. Who will be affected?
4. Does it fit Raytheon values?
5. How will I feel afterwards?
6. How would it look in the newspaper?
7. Will it reflect poorly on the company?

## Quick Test at Texas Instruments (Schütz 2017, p.49)

The US technology company Texas Instruments provides its employees with business-card size mini-pamphlet of questions/instructions to assist them in making ethical judgements:

- Is the action legal?
- Does it comply with our values?
- If you do it, will you feel bad?
- How it will look in the newspaper?
- If you know it's wrong, don't do it!
- If you are not sure, ask.
- Keep asking until you get an answer.

If you cannot satisfy all of these requirements, avoid the action altogether.

(Texas Instruments, TI Ethics Quick Test)

## Resources

- Krymláková, Hana. Etika a odpovědnost organizace. Ostrava 2009
- Collins, Denis. Business Ethics. Willey USA 2012