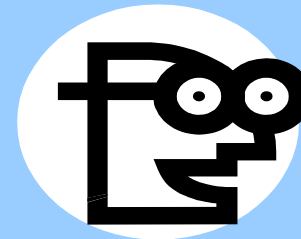
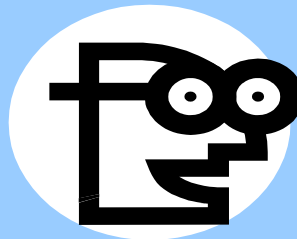
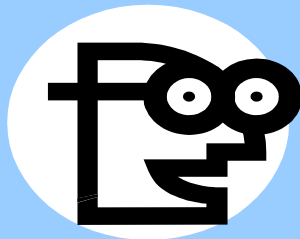




CE 401 CE Seminar General Questions:



It's QUESTION TIME !!



CE 401 Civil Engineering Seminar

Introduction To Ethics

DISCUSSION GROUP ACTIVITY

Timely Initial Posts: 100.0%			Last Update 7-Feb-25 7:07 AM					
Section 1			Week 4	Discussion Question Activity Report				
Question	Group	Leader	1	2	3	4	5	
1	A	Watterson	Holliday	Shuman	Stone	Watterson		
1	C	Smith	DeYoung	Hornbeck	Smith			
1	E	Graham	Casolare	Graham	Leach			
2	B	Little	Ehram	Little	Steigerwald			
2	D	Hawkins	Hawkins	Malone	Vargas			
2	F							
3	A	Stone	Holliday	Shuman	Stone	Watterson		
3	C	Hornbeck	DeYoung	Hornbeck	Smith			
3	F							
4	B	Steigerwald	Ehram	Little	Steigerwald			
4	D	Vargas	Hawkins	Malone	Vargas			
4	E	Leach	Casolare	Graham	Leach			
5	A	Shuman	Holliday	Shuman	Stone	Watterson		
5	D	Malone	Hawkins	Malone	Vargas			
5	F							
6	B	Ehram	Ehram	Little	Steigerwald			
6	C	DeYoung	DeYoung	Hornbeck	Smith			
6	E	Casolare	Casolare	Graham	Leach			

Font Legend

non-bold

Post made within Time

Non-Bold Leader-No Consensus Posted, -5 Points

non-bold

Post is made after consensus, 60% loss

No Post Made, 100% loss

Late Post before consensus, 20% loss

Font Legend

non-bold No post made, time for posting remains

Bold / Bold Post made within Time

Non-Bold Leader-No Consensus Posted, -5 Points

non-bold

Bold

Ital. non-bold

Late Post before consensus, 20% loss

Post is made after consensus, 60% loss

No Post Made, 100% loss



CE 401 Civil Engineering Seminar Introduction To Ethics

QUIZ 3 RESULTS

Quiz 3

Range: 6-10; Average 8.7

W/ Text Historic 6-10; Average 8.5

0.485 (16 of 33) Perfect Scores on Quiz 3



CE 401 Civil Engineering Seminar

De George Review

The first quiz question was about the De George model and about 27.3% of you missed it.

This question looked at two issues:

- 1.Does a duty of confidentiality supersede a De George duty to blow the whistle, and**
- 2.The ability of the documentation to convince objective 3rd parties about the risk.**

24 of 33 got it right

8 of the 9 who missed it, got the part about convincing objective parties wrong, and

1 of the 9 who missed it, missed the point about a De George duty to blow the whistle superceding a duty of confidentiality



CE 401 Civil Engineering Seminar

De George Review

De George Review

Part of the issue here may stem from individual disagreement with the De George criteria.

- **Disagreeing with De George is fine, but**
- **These questions ask you to apply De George correctly, even if you disagree with the De George criteria.**



CE 401 Civil Engineering Seminar

De George Review

De George Review

Part of the issue here may stem from individual disagreement with the De George criteria.

- **Disagreeing with De George is fine, but**
- **These questions ask you to apply De George correctly, even if you disagree with the De George criteria.**
- **Starting next week, you will apply De George to fact patterns and circumstances in cases that may have a whistle blowing option.**



CE 401 Civil Engineering Seminar

De George Review

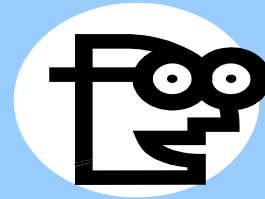
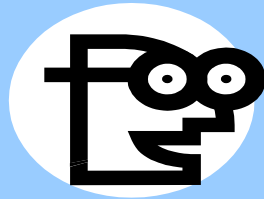
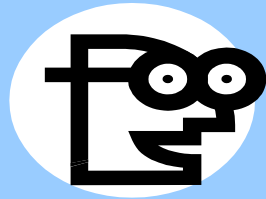
De George Review

Part of the issue here may stem from individual disagreement with the De George criteria.

- **Disagreeing with De George is fine, but**
- **These questions ask you to apply De George correctly, even if you disagree with the De George criteria.**
- **Starting next week, you will apply De George to fact patterns and circumstances in cases that may have a whistle blowing option.**
- **I suspect that most if not all of you are only able to consider whistle blowing in the abstract**
 - **I hope you never face such a decision, but**
 - **If you do face a whistle blowing choice, I hope you can navigate the decision-making process successfully.**



CE 401 CE Seminar De George Review



It's QUESTION TIME !!



CE 401 Civil Engineering Seminar

Delegation of Authority

Last Week, a student observed, “Just because they choose to delegate work does not mean they aren't responsible for verifying the integrity of the design.”

Therefore, it is not necessary that the engineer of record (EOR) actually perform all of the specific design tasks.

To whom could the EOR delegate specific design tasks?



CE 401 Civil Engineering Seminar

Delegation of Authority

To whom could the EOR delegate specific design tasks?

- **Another PE who works for the EOR?**



CE 401 Civil Engineering Seminar

Delegation of Authority

To whom could the EOR delegate specific design tasks?

- Another PE who works for the EOR? **Of Course, and EOR has vicarious liability for any mistakes. The Other PE also has liability for his mistakes.**
- An EIT who works for the EOR?



CE 401 Civil Engineering Seminar

Delegation of Authority

To whom could the EOR delegate specific design tasks?

- Another PE who works for the EOR? **Of Course, and EOR has vicarious liability for any mistakes. The Other PE also has liability for his mistakes.**
- An EIT who works for the EOR? **Of course, and EOR has vicarious liability for any mistakes.**
- A PE who is an independent consultant to the EOR for the project?



CE 401 Civil Engineering Seminar

Delegation of Authority

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- A PE who is an independent consultant to the EOR for the project? **Of course, and EOR has vicarious liability for any mistakes. The Other PE and his company also have liability for his mistakes.**
- To the steel fabricator who works for the construction team for the project?



CE 401 Civil Engineering Seminar

Delegation of Authority

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- To any other person of the EOR's choosing?



CE 401 Civil Engineering Seminar

Delegation of Authority

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- To the steel fabricator who works for the construction team for the project? **Of course, and EOR has vicarious liability for any mistakes.**
- To any other person of the EOR's choosing? **Of course, and the EOR is responsible for the work.**



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Delegation of Authority

The court in this case was simply applying a long-standing rules of law about delegation and agency.

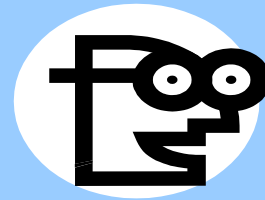
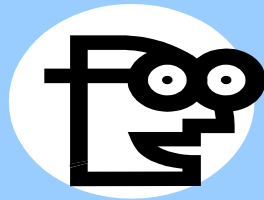
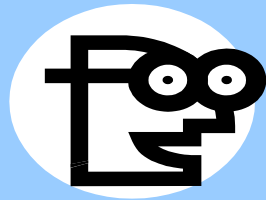
It is common practice for design engineers to delegate certain design functions to the contractor by requiring shop drawing submittals

However, the legal responsibility for the final design rests with the EOR,

WHETHER THE EOR ANALYZES THE SHOP DRAWING DETAILS OR DOES NO ANALYSIS.



CE 401 CE Seminar Delegation of Authority



It's QUESTION TIME !!



CE 401 Civil Engineering Seminar

Hyatt Regency Follow Up

I am confident that Gillum and Duncan knew how to design these bridges?

- 1. The Skywalks NOT complex structures, statically determinant**
- 2. Both engineers are graduated structural engineers**
- 3. Both engineers passed PE exam to get licenses**
- 4. Both engineers had completed similar designs successfully in the past**

I Shared the Story About Gillum's technician in the text

The absence of analysis is well established!

Gillum and Duncan were held accountable, but

Are Gillum and Duncan the only people accountable for the 114 deaths?



CE 401 Civil Engineering Seminar

Hyatt Regency Follow Up

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Gillum and Duncan were held accountable, but

Are Gillum and Duncan the only people accountable for the 114 deaths? Are there others? What about the informant?





CE 401 Civil Engineering Seminar

Hyatt Regency Follow Up

- **Last Week I asked you to think about the Hyatt informant:**
 - **What did this person know?**
 - **When did this person first know this?**
 - **Who would be in position to acquire this knowledge**
 - **What training/expertise is necessary to understand the significance of the shop drawing?**
- **Can an engineer, much less anyone else determine whether the double rod connection shown on that shop drawing is OK or not by looking at the shop drawing?**



CE 401 Civil Engineering Seminar

Hyatt Regency Follow Up

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- **Can an engineer, much less anyone else determine whether the double rod connection shown on that shop drawing is OK or not by looking at the shop drawing?**
 - **NO!!! Why Not?**



CE 401 Civil Engineering Seminar

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 - **What training/expertise is necessary to understand the significance of the shop drawing?**
- **Can an engineer, much less anyone else determine whether the double rod connection shown on that shop drawing is OK or not by looking at the shop drawing?**
 - **NO!!! Why Not?**
 - **An Engineer must ANALYZE the connection!!**



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Hyatt Regency Follow Up

Discussion Question #1

As a follow-up to the Hyatt Regency case, please address the following questions about the KC Star's informant. Explain each of your answers in 1 to 2 sentences.

- Who would be able to know about that shop drawing?**
- Who would be able to understand the significance of that shop drawing?**
- Does the informant have engineering experience, training, and/or education?**
- Do you believe the informant is an engineer?**

A	Watterson
C	Smith
E	Graham



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Hyatt Regency Follow Up

- **What can we surmise about the Whistle Blower's status?**
 - **Involved with the Project?**



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Hyatt Regency Follow Up

- **What can we surmise about the Whistle Blower's status?**
 - Involved with the Project? **Probably.**
 - With Technical Background/Training?



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Hyatt Regency Follow Up

- **What can we surmise about the Whistle Blower's status?**
 - Involved with the Project? **Probably.**
 - With Technical Background/Training? **Probably.**
 - With a direct link to the skywalk supports?



CE 401 Civil Engineering Seminar Hyatt Regency Follow Up

- **What can we surmise about the Whistle Blower's status?**

- **Involved with the Project?** Probably.
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“... if an engineer knew about the issue beforehand, ... [the engineer] would have spoken up about it.” Really?



CE 401 Civil Engineering Seminar Hyatt Regency Follow Up

• **What can we surmise about the Whistle Blower's status?**

- **Involved with the Project?** Probably.
- **With Technical Background/Training?** Probably.
- **With a direct link to the skywalk supports?** Probably

“... if an engineer knew about the issue beforehand, ... [the engineer] would have spoken up about it.” Really?

So, an engineer will always do the right thing?



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Hyatt Regency Follow Up

- **Story KC Star's Knowledge about Informant**
 - **The Whistle Blower's Identity Remains Confidential**
 - **Is the Informant an Engineer? KC Star – “Don't Know” (Really?)**
- **Why does it matter whether this informant is or is not an engineer?**



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Hyatt Regency Follow Up

- **Story KC Star's Knowledge about Informant**
 - **The Whistle Blower's Identity Remains Confidential**
 - **Is the Informant an Engineer? KC Star – “Don't Know” (Really?)**
- **Why does it matter whether this informant is or is not an engineer?**
 - **Lay Person May not have a duty to come forward prior to failure, per De George type analysis**
 - **The ethical standards for an engineer are higher than for a lay person.**
 - **Engineer's duty to protect the public mandates earlier action, regardless of the De George Analysis, AND**
 - **Engineers have a duty to report wrong doers to the Board, regardless of the De George Analysis.**



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Hyatt Regency Follow Up

Why did the Hyatt skywalk collapse occur?

- **Technical Explanation? The Double Rod connection for the 4th floor box beam doubled the shear load, and could not support the applied load, e.g. the dead weight of the structure.**



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Hyatt Regency Follow Up

Why did the Hyatt skywalk collapse occur?

- **Technical Explanation? The Double Rod connection for the 4th floor box beam doubled the shear load, and could not support the applied load, e.g. the dead weight of the structure.**
- **Any non-technical explanations for why it failed?**
 - **Would it have failed if Gillum and Duncan had analyzed the connection?**



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Hyatt Regency Follow Up

Why did the Hyatt skywalk collapse occur?

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- **Any non-technical explanations for why it failed?**
 - **Would it have failed if Gillum and Duncan had analyzed the connection? NO**
 - **Would it have failed if potential whistle blowers had spoken up sooner?**



CE 401 Civil Engineering Seminar

Hyatt Regency Follow Up

Why did the Hyatt skywalk collapse occur?

- **Technical Explanation? The Double Rod connection for the 4th floor box beam doubled the shear load, and could not support the applied load, e.g. the dead weight of the structure.**
- **Any non-technical explanations for why it failed?**
 - **Would it have failed if Gillum and Duncan had analyzed the connection? NO**
 - **Would it have failed if potential whistle blowers had spoken up sooner? NO**
- **Informant is celebrated and protected by the KC Star, but isn't the informant as morally accountable, if not legally responsible for 114 deaths as Gillum and Duncan?**



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Hyatt Regency Follow Up

- **Why would this informant want to remain anonymous over 40 years later?**



CE 401 Civil Engineering Seminar Hyatt Regency Follow Up

- **Why would this informant want to remain anonymous over 40 years later?**

I will leave it to you to ponder the answer



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Introduction To Ethics

Discussion Question #2

Josephson discusses values and classifies them into two major categories, “Core Ethical” values, and “Non-ethical” values.

- 1. Define "Ethics" and "Values" and explain their differences**
- 2. Define “Core Ethical” and “Non-ethical” values and cite at least two examples of each.**
- 3. To whom do “Core Ethical” values apply?**
- 4. Explain whether "Non-ethical" values are unethical values.**

B
D
F

Little
Hawkins



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Introduction To Ethics

MICHAEL JOSEPHSON'S DEFINITION OF ETHICS?

1. **STANDARDS** of Conduct
2. Which indicate how one **SHOULD** behave
3. Based on **MORAL DUTIES** and **VIRTUES**
4. Arising from **PRINCIPLES** about **RIGHT** and **WRONG**



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Introduction To Ethics

Discussion Question #2

How a person behaves may be different from how a person SHOULD behave, which is the difference between “Is Ethics” and “Ought Ethics”



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Introduction To Ethics

Discussion Question #2

How a person behaves may be different from how a person SHOULD behave, which is the difference between “Is Ethics” and “Ought Ethics”

- **“Is Ethics” is an analytical, retrospective focus to discuss what already happened.**
- **The retrospective context demonstrates how some people violated the Core Ethical Values.**



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Introduction To Ethics

Discussion Question #2

How a person behaves may be different from how a person SHOULD behave, which is the difference between “Is Ethics” and “Ought Ethics”

- **“Is Ethics” is an analytical, retrospective focus to discuss what already happened.**
- **The retrospective context demonstrates how some people violated the Core Ethical Values.**
- **“Ought Ethics” is an aspirational, forward-looking focus on what we want to happen.**
- **The aspirational context provides the Ethical Standards of Conduct that apply to everyone.**



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Introduction To Ethics

Discussion Question #2

- **VALUES** are the various beliefs and attitudes
 - Which embrace a full range of beliefs and desires,
 - Which determine how a person actually behaves,



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Introduction To Ethics

Discussion Question #2

- **VALUES** are the various beliefs and attitudes
 - Which embrace a full range of beliefs and desires,
 - Which determine how a person actually behaves,
- The **FULL RANGE** include **VALUES** that:
 - Pertain to what is **RIGHT** and **WRONG**, i.e., **ETHICAL VALUES**
 - Pertain to things a person likes, desires, or finds important, **NON-ETHICAL VALUES**



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Introduction To Ethics

Discussion Question #2

- **VALUES** are the various beliefs and attitudes
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 - Which determine how a person actually behaves,
- The **FULL RANGE** include **VALUES** that:
 - Pertain to what is **RIGHT** and **WRONG**, i.e., **ETHICAL VALUES**
 - Pertain to things a person likes, desires, or finds important, **NON-ETHICAL VALUES**
- Some confusion this week about the definition of values.
 - Non-Ethical Values are ethically neutral.
 - The Non-Ethical Values remain ethically neutral even when a person choose to act unethically in pursuit of that value.
 - The action can be ethical or unethical



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Introduction To Ethics

Discussion Question #2

- **Do the CORE ETHICAL VALUES differ for personal life vs business life, and why?**



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Introduction To Ethics

Discussion Question #2

- Do the **CORE ETHICAL VALUES** differ for personal life vs business life, and why? **No, there are not different core ethical values for business and personal application.**
- How are these Moral Duties and Virtues determined?



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Introduction To Ethics

Discussion Question #2

- **Do the CORE ETHICAL VALUES differ for personal life vs business life, and why?** No, there are not different core ethical values for business and personal application.
- **How are these Moral Duties and Virtues determined?** Moral Philosophy over many centuries, indeed millennia, after surviving scrutiny and test of time.
- **From whom do we learn about Right and Wrong?**



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Introduction To Ethics

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- **Do the CORE ETHICAL VALUES differ for personal life vs business life, and why?** No, there are not different core ethical values for business and personal application.
- **How are these Moral Duties and Virtues determined?** Moral Philosophy over many centuries, indeed millennia, after surviving scrutiny and test of time.
- **From whom do we learn about Right and Wrong?** From parents, family members, siblings, peers, mentors, religious training, and life experience



CE 401 Civil Engineering Seminar

Introduction To Ethics

Discussion Question #3

Josephson discusses “Stakeholders” within the context of ethical decision making. He points out that "being thoughtful or considerate about the way our choices affect others is one aspect of using the stakeholder concept. Another is to be systematic and disciplined in thinking about whom a decision could affect. The stakeholder concept reinforces our obligation to make all reasonable efforts to foresee possible consequences and take reasonable steps to avoid unjustified harm to others." Finally, Michael Josephson's ethical decision-making criteria require a decision maker to act in a manner that maximizes the good and minimizes the harmful impacts upon the stakeholders.

- 1. How does Josephson define “Stakeholder” within the context of ethical decision making?**
- 2. Identify the two obligations that Michael Josephson imposes upon a decision maker relative to the stakeholders of the decision?**
- 3. Does Michael Josephson's criteria mean that any option likely to harm a stakeholder is unethical, and why?**

A

C

F

Stone

Hornbeck



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Introduction To Ethics

Discussion Question #3

1. A “stakeholder” is any person or organization that a decision will affect. A stakeholder holds a moral claim against the decision maker.
2. Two ethical mandates for decision makers, re stakeholders
 - a. A decision maker must take into account and reflect a concern for the Interests and well-being of all stakeholders, and
 - b. A decision maker must find the option that produces the greatest balance of good in the long run
3. The common mantra is “First, Do No Harm”
 - a. Today, this is a “first principle” in health care, derived from the Hippocratic Oath’s promise “to abstain from doing harm”
 - b. The “first principle” in engineering is to protect the public health, safety and welfare above all other concerns including profit or personal gain.
 - c. Certainly, “do no harm” is a worthy goal for all people, and engineers, too. However, when decisions involve multiple stakeholders, it is likely that some stakeholders may be harmed.
 - d. The decision maker’s ethical mandate is to find the option that produces the greatest balance of good over harm in the long run
4. My use of “harm” represents all forms of financial and physical damage and not limited to human injury or death.



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Introduction To Ethics

CONSIDER THE STAKEHOLDERS



PROVIDED
COURTESY OF
NORTHROP
B-2 Division



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Introduction To Ethics

Discussion Question #3

- **Why are ethical decisions often so difficult to make?**



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Introduction To Ethics

Discussion Question #3

- Why are ethical decisions often so difficult to make? **Balancing the interests and well being of all other stakeholders against self interest.**
- Why is it important to identify at least three viable options prior to acting?



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Introduction To Ethics

Discussion Question #3

- **Why are ethical decisions often so difficult to make?** Balancing the interests and well being of all stakeholders against self interest.
- **Why is it important to identify at least three viable options prior to acting?** To give the decision careful consideration
 - Can a single option be clearly the right thing to do?



CE 401 Civil Engineering Seminar

Introduction To Ethics

Discussion Question #3

- **Why are ethical decisions often so difficult to make?** Balancing the interests and well being of all stakeholders against self interest.
- **Why is it important to identify at least three viable options prior to acting?** To give the decision careful consideration
 - Can a single option be clearly the right thing to do?
Probably not, False Necessity Trap!
 - When there are multiple “right” options, how do you choose between them?



CE 401 Civil Engineering Seminar

Introduction To Ethics

Discussion Question #3

- **Why are ethical decisions often so difficult to make?** Balancing the interests and well being of all stakeholders against self interest.
- **Why is it important to identify at least three viable options prior to acting?** To give the decision careful consideration
 - Can a single option be clearly the right thing to do? Probably not, False Necessity Trap!
 - When there are multiple “right” options, how do you choose between them? Find the one that produces the greatest balance of good over bad outcomes



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Introduction To Ethics

Discussion Question #3

- **When would an option be clearly wrong?**



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Introduction To Ethics

Discussion Question #3

- **When would an option be clearly wrong? The option violates a core ethical principle to advance a non-ethical value**
 - **Can a clearly wrong option be a viable option for consideration?**



CE 401 Civil Engineering Seminar

Introduction To Ethics

Discussion Question #3

- **When would an option be clearly wrong?** The option violates a core ethical principle to advance a non-ethical value
 - Can a clearly wrong option be a viable option for consideration? **No.**
 - Is there a limit of the number of clearly wrong options a person could identify?



CE 401 Civil Engineering Seminar

Introduction To Ethics

Discussion Question #3

- **When would an option be clearly wrong?** **The option violates a core ethical principle to advance a non-ethical value**
 - **Can a clearly wrong option be a viable option for consideration?** **No.**
 - **Is there a limit of the number of clearly wrong options a person could identify?** **No, there are an unlimited number of “clearly wrong” options**



CE 401 Civil Engineering Seminar

Introduction To Ethics

Discussion Question #3

- **When would an option be clearly wrong?** The option violates a core ethical principle to advance a non-ethical value
 - Can a clearly wrong option be a viable option for consideration? **No.**
 - Is there a limit of the number of clearly wrong options a person could identify? **No, there are an unlimited number of “clearly wrong” options**

The task is to identify at least 3 ethically viable options.



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Introduction To Ethics

Discussion Question #4

Josephson identifies two levels of ethical decision-making based on , e.g. “Core Ethical” values,” and “Non-ethical” values.

1. In 2 to 4 sentences, identify and describe each level of ethical decision-making.
 2. Explain how Josephson incorporates the two levels of ethical decision-making into the GKC Criteria for Ethical Decision-Making
 3. Explain how each of the three GKC Criteria for Ethical Decision-Making address “Core Ethical” values” and “Non-ethical” values.
- | | |
|---|-------------|
| B | Steigerwald |
| D | Vargas |
| E | Leach |



CE 401 Civil Engineering Seminar

Introduction To Ethics

Discussion Question #4

Josephson says there are two levels of decision making:

1. Distinguishing right from wrong by not violating an ethical value to advance a non-ethical one (discerning the difference between ethical and non-ethical values), and
2. Resolving conflicts between competing ethical values that require a person to violate an ethical value to honor another (An Ethical Dilemma).



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Introduction To Ethics

Discussion Question #4

Using Josephson's terminology of values and Josephson's three criteria for testing ethical decision options, what is the difference between a dilemma and an ethical dilemma?

- **Dilemma:**



CE 401 Civil Engineering Seminar

Introduction To Ethics

Discussion Question #4

Using Josephson's terminology of values and Josephson's three criteria for testing ethical decision options, what is the difference between a dilemma and an ethical dilemma?

- **Dilemma:** A situation that requires a choice between options that are or seem equally unfavorable or unsatisfactory.
- **Ethical Dilemma:**



CE 401 Civil Engineering Seminar

Introduction To Ethics

Discussion Question #4

Using Josephson's terminology of values and Josephson's three criteria for testing ethical decision options, what is the difference between a dilemma and an ethical dilemma?

- **Dilemma:** A situation that requires a choice between options that are or seem equally unfavorable or unsatisfactory.
- **Ethical Dilemma:** A conflict between options, where, no matter what a person does, at least one **ethical** principle will be compromised.



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Introduction To Ethics

Discussion Question #4

- **Are non-ethical values actually unethical values, and why?**



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Introduction To Ethics

Discussion Question #4

- Are non-ethical values actually unethical values, and why? **No, non-ethical values are ethically neutral because a person may pursue the value using either ethical or unethical means.**
- What are the relative importance or significance of non-ethical values and core ethical values in the decision-making process?



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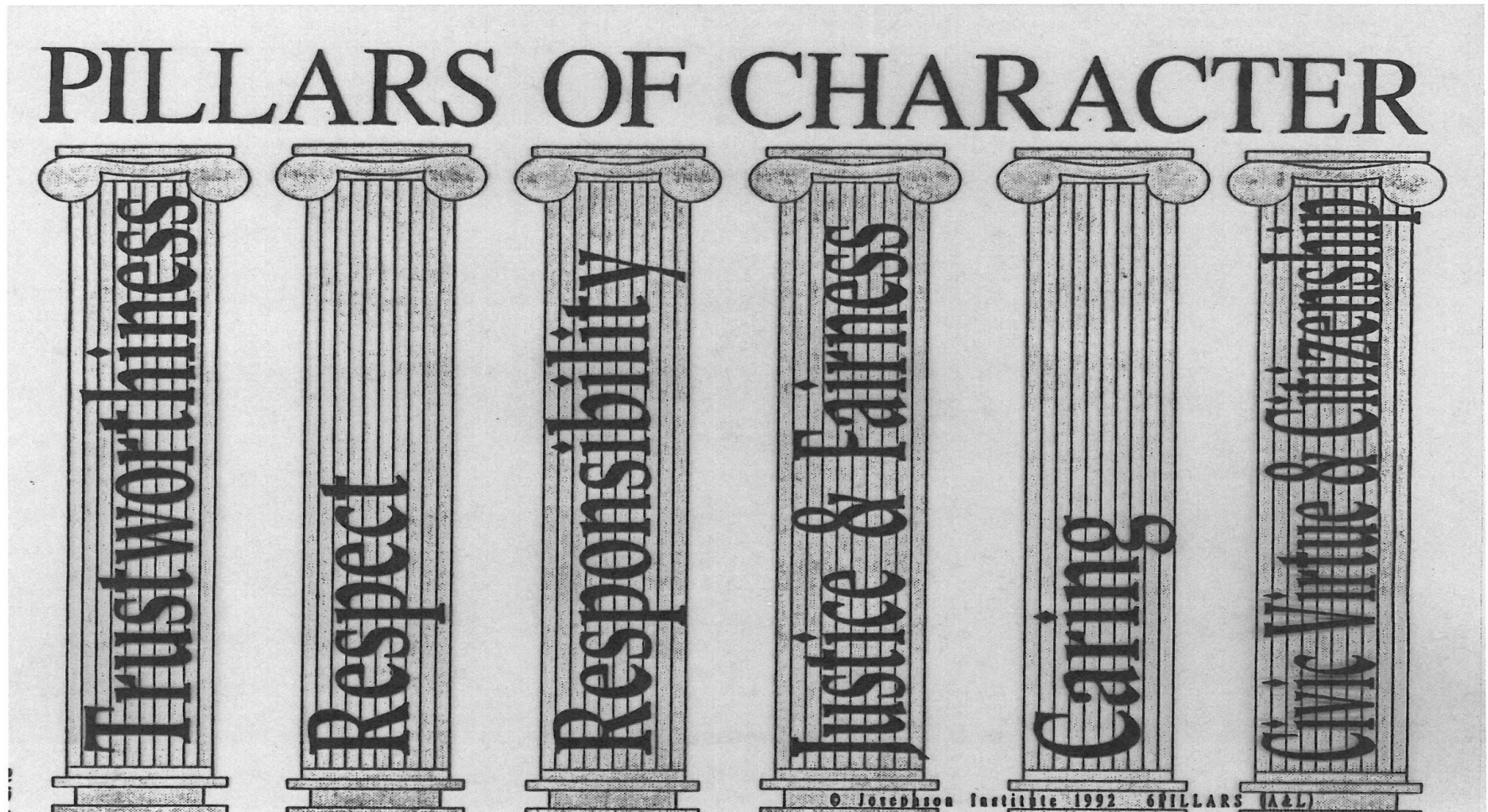
Discussion Question #4

- **Are non-ethical values actually unethical values, and why?** No, non-ethical values are ethically neutral because a person may pursue the value using either ethical or unethical means.
- **What are the relative importance or significance of non-ethical values and core ethical values in the decision-making process?** Ethical values should always trump non-ethical values in the decision-making process.



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Some people say that society benefits most when individuals and corporations pursue their self interest. However, is that consistent with the lessons of “Nice Guys Finish Last”?

The real tests of our ethics:

- **Are we willing to do the right thing even when it is not in our self interest?**
- **Are we willing to do the right thing even when no one will know about it.**

This begs the questions:

- **What role does self interest play in ethical decision making?**
- **How should a person balance self interest against the interests and well being of other stakeholders?**
- **How Do We Test the Viable Options To Identify the most ethical?**



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Discussion Question #5

Michael Josephson identifies "two obstacles to being ethical"

The first obstacle Josephson cites is the various forms of self-interest which reduces to a risk-reward calculation. If the risks from ethical behavior are high or the risks from unethical behavior are low, moral principles can succumb to expediency that can lead many people to cheat on exams, lie on resumes, and distort or falsify facts at work. The real test of ethics is whether a person is willing to do the right thing even when it violates the self-interest.

The second obstacle Josephson cites is "Rationalizations," e.g. excuses for improper conduct, used to legitimize to others the improper conduct.

- 1. In 2 to 4 sentences, explain why ethics demands a person to find the limit of his/her self-interest.**
- 2. Define "rationalization" and identify two of the eight rationalizations that Josephson cites, and**
- 3. In 2 to 4 sentences explain how rationalizations interfere with ethical conduct.**

A	Shuman
D	Malone
F	



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- **Why is self interest a primary obstacle to being ethical?**



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- **Why is self interest a primary obstacle to being ethical?** People tend to assign greater value to self interest than the interests of others.
- **What role should self interest play in decision making?**



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- **Why is self interest a primary obstacle to being ethical?** People tend to assign greater value to self interest than the interests of others.
- **What role should self interest play in decision making?**
 - Can the decision maker consider his/her self-interests in making decisions?



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- **Why is self interest a primary obstacle to being ethical?** People tend to assign greater value to self interest than the interests of others.
- **What role should self interest play in decision making?**
 - Can the decision maker consider his/her self-interests in making decisions? **Absolutely!**
 - Is the decision-maker a stakeholder?



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- **Why is self interest a primary obstacle to being ethical?** People tend to assign greater value to self interest than the interests of others.
- **What role should self interest play in decision making?**
 - Can the decision maker consider his/her self-interests in making decisions? **Absolutely!**
 - Is the decision-maker a stakeholder? **Absolutely, as is the decision-maker's family.**
 - Are the decision maker's interests more or less important than those of other stakeholders?

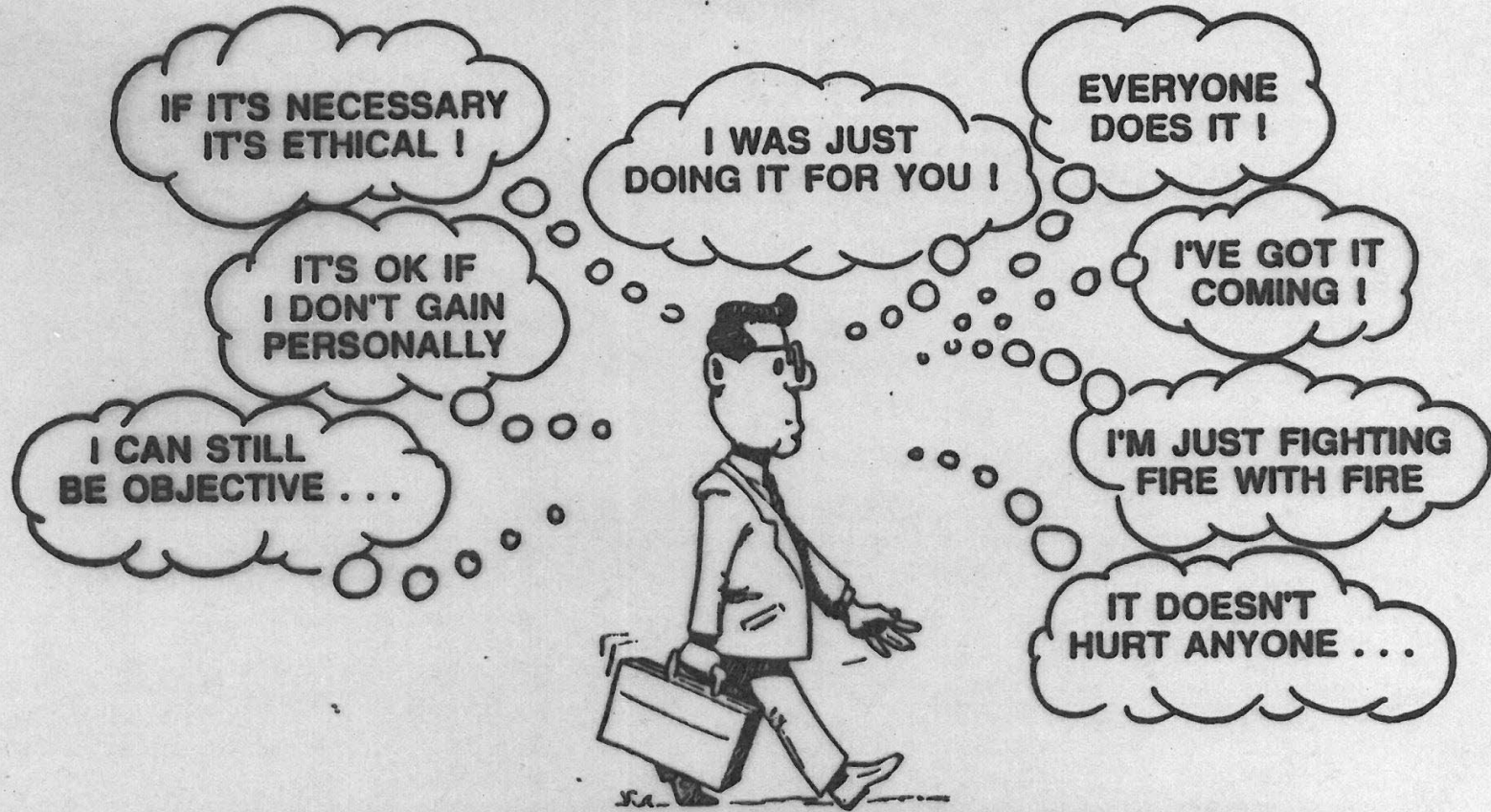


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- **Why is self interest a primary obstacle to being ethical?** People tend to assign greater value to self interest than the interests of others.
- **What role should self interest play in decision making?**
 - Can the decision maker consider his/her self-interests in making decisions? **Absolutely!**
 - Is the decision-maker a stakeholder? **Absolutely, as is the decision-maker's family.**
 - Are the decision maker's interests more or less important than those of other stakeholders? **Neither!** Josephson says the decision-maker must treat the interests of all stakeholders the same

COMMON RATIONALIZATIONS



TO MAINTAIN A STRONG ETHICAL SELF-IMAGE,
WE ELEVATE WORK GOALS TO MORAL IMPERATIVES

PROVIDED
COURTESY OF
NORTHROP
B-2 Division



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Discussion Question #6

Josephson places great emphasis upon a person's character, e.g. "... consistency between a person's actions and values."

1) Define character and reputation.

2) In at least 1 well-developed paragraph, discuss the development of character, including but not limited by:

- How a person establishes his or her character,
- When a person establishes his or her character,
- Whether a person's character is always "good" or could be "good" or "bad", and
- Whether a person's character, once developed, is fixed.

3) In 2 to 4 sentences, discuss how a person's character impacts ethical decision-making.

4) In 2 to 4 sentences, discuss the differences between Character and Reputation.

B	Ehrsam
C	DeYoung
E	Casolare



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Summary

- People apply ethics when deciding how to act?
- A decision is an ethical decision when it affects others?
- A decision maker should approach ethical decisions with a careful and reasoned approach and test each option against the ethical requirements.



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EDM-The Process

The Seven-Step Path to Better Decisions.

- 1. Stop and Think:**
- 2. Clarify Goals:**
- 3. Determine Facts:**
- 4. Develop Options:**
- 5. Consider consequences:**
- 6. Choose:**
- 7. Monitor and Modify:**



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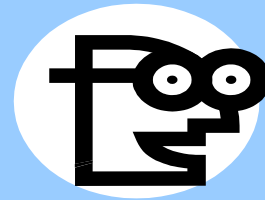
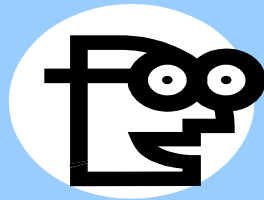
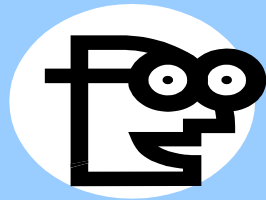
EDM-The Criteria

GKC DECISION MAKING CRITERIA

- 1. Does the decision reflect a concern for the interests and well being of all stakeholders.**
- 2. It is never appropriate to violate a core ethical value to advance a non-ethical value.**
- 3. It is OK to violate a core ethical value only when it is necessary to advance another core ethical value which the decision maker concludes will produce the greatest balance of good over bad outcomes**



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It's QUESTION TIME !!