

**Business Ethics**

**Instructor Manual**

**Global Courseware**

Table of Contents

[Thank you for choosing Global Courseware! 6](#_Toc116473879)

[How Do I Customize My Course? 6](#_Toc116473880)

[Materials Required 7](#_Toc116473881)

[Maximizing Your Training Power 7](#_Toc116473882)

[Module One: Getting Started 9](#_Toc116473883)

[Housekeeping Items 9](#_Toc116473884)

[The Parking Lot 10](#_Toc116473885)

[Workshop Objectives 10](#_Toc116473886)

[Pre-Assignment 11](#_Toc116473887)

[Pre-Test 12](#_Toc116473888)

[Pre-Test Answers 15](#_Toc116473889)

[Action Plans and Evaluation Forms 20](#_Toc116473890)

[Action Plan 21](#_Toc116473891)

[Evaluation Form 22](#_Toc116473892)

[Module Two: What is Ethics? 23](#_Toc116473893)

[What Is Business Ethics? 23](#_Toc116473894)

[Ethical Obligations 23](#_Toc116473895)

[10 Benefits of Managing Ethics 24](#_Toc116473896)

[Case Study 27](#_Toc116473897)

[Practical Illustration 28](#_Toc116473898)

[Module Two: Review Questions 29](#_Toc116473899)

[Module Three: Implementing Ethics in the Workplace 31](#_Toc116473900)

[Benefits 31](#_Toc116473901)

[Downside 33](#_Toc116473902)

[Guidelines for Managing Ethics in the Workplace 33](#_Toc116473903)

[Roles and Responsibilities 34](#_Toc116473904)

[Practical Illustration 35](#_Toc116473905)

[Module Three: Review Questions 36](#_Toc116473906)

[Module Four: Employer/Employee Rights 38](#_Toc116473907)

[Privacy Policies 38](#_Toc116473908)

[Harassment Issues 40](#_Toc116473909)

[Technology 41](#_Toc116473910)

[Practical Illustration 42](#_Toc116473911)

[Module Four: Review Questions 43](#_Toc116473912)

[Module Five: Business & Social Responsibilities 46](#_Toc116473913)

[Identifying Types of Responsibilities 46](#_Toc116473914)

[Case Study(I) 47](#_Toc116473915)

[Case Study (II) 47](#_Toc116473916)

[Handling Conflicting Social and Business Responsibilities 48](#_Toc116473917)

[Practical Illustration 49](#_Toc116473918)

[Module Five: Review Questions 50](#_Toc116473919)

[Module Six: Ethical Decisions 53](#_Toc116473920)

[The Basics 53](#_Toc116473921)

[Balancing Personal and Organizational Ethics 54](#_Toc116473922)

[Common Dilemmas 55](#_Toc116473923)

[Making Ethical Decisions 56](#_Toc116473924)

[Overcoming Obstacles 57](#_Toc116473925)

[Practical Illustration 58](#_Toc116473926)

[Module Six Review Questions 59](#_Toc116473927)

[Module Seven: Whistle Blowing 62](#_Toc116473928)

[Criteria and Risk 62](#_Toc116473929)

[The Process 63](#_Toc116473930)

[When You Should “Blow the Whistle” 64](#_Toc116473931)

[Practical Illustration 65](#_Toc116473932)

[Module Seven: Review Questions 66](#_Toc116473933)

[Module Eight: Managerial Ethics 69](#_Toc116473934)

[Ethical Management 69](#_Toc116473935)

[Identifying the Characteristics 70](#_Toc116473936)

[Ensuring Ethical Behavior 71](#_Toc116473937)

[Practical Illustration 71](#_Toc116473938)

[Module Eight: Review Questions 72](#_Toc116473939)

[Module Nine: Unethical Behavior 75](#_Toc116473940)

[Recognize & Identify 75](#_Toc116473941)

[Preventing 76](#_Toc116473942)

[Addressing 76](#_Toc116473943)

[Interventions 77](#_Toc116473944)

[Practical Illustration 78](#_Toc116473945)

[Module Nine: Review Questions 79](#_Toc116473946)

[Module Ten: Ethics in Business (I) 82](#_Toc116473947)

[Organization Basics 82](#_Toc116473948)

[Addressing the Needs 83](#_Toc116473949)

[Ethical Principles 84](#_Toc116473950)

[Practical Illustration 85](#_Toc116473951)

[Module Ten: Review Questions 86](#_Toc116473952)

[Module Eleven: Ethics in Business (II) 89](#_Toc116473953)

[Ethical Safeguards 89](#_Toc116473954)

[Developing a Code of Ethics 90](#_Toc116473955)

[Performing an Internal Ethics Audit 91](#_Toc116473956)

[Upholding the Ethics Program 92](#_Toc116473957)

[Practical Illustration 93](#_Toc116473958)

[Module Eleven: Review Questions 94](#_Toc116473959)

[Module Twelve: Wrapping Up 97](#_Toc116473960)

[Review of Parking Lot 97](#_Toc116473961)

[Lessons Learned 97](#_Toc116473962)

[Completion of Action Plans and Evaluations 97](#_Toc116473963)

[Words from the Wise 98](#_Toc116473964)

[Appendix 99](#_Toc116473965)

[Worksheet 1 99](#_Toc116473966)

[Worksheet 2 100](#_Toc116473967)

[Worksheet 3 101](#_Toc116473968)

[Worksheet 4 102](#_Toc116473969)

[Worksheet 5 103](#_Toc116473970)

[Worksheet 6 104](#_Toc116473971)

[Worksheet 7 105](#_Toc116473972)

[Worksheet 8 106](#_Toc116473973)

[Worksheet 9 107](#_Toc116473974)

[Worksheet 10 108](#_Toc116473975)

[Worksheet 11 109](#_Toc116473976)

[Worksheet 12 110](#_Toc116473977)

[Worksheet 13 111](#_Toc116473978)

[Worksheet 14 112](#_Toc116473979)

[Worksheet 15 113](#_Toc116473980)

[Worksheet 16 114](#_Toc116473981)

[Worksheet 17 115](#_Toc116473982)

[Worksheet 18 116](#_Toc116473983)

[Worksheet 19 117](#_Toc116473984)

[Worksheet 20 118](#_Toc116473985)

[Worksheet 21 119](#_Toc116473986)

[Worksheet 22 120](#_Toc116473987)

[Worksheet 23 121](#_Toc116473988)

[Worksheet 24 122](#_Toc116473989)

[Post Assessment 123](#_Toc116473990)

[Post Assessment Answers 127](#_Toc116473991)

[Recommended Reading List 132](#_Toc116473992)

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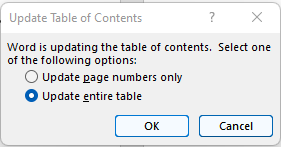
Our courseware packages offer you top-quality training materials that are customizable, user-friendly, educational, and fun. We provide instructor guides, training manuals, PowerPoint slides, activities, exercises, quick reference sheets, and more. All you need to do is add your final preparations and deliver your training workshop!

Our courseware packages are created in Microsoft Office and can be opened using any version of Word and PowerPoint (most word processing and presentation programs support these formats too). This means that you can customize the content, re-brand with your logo, change the color scheme and fonts and then easily print/e-mail your training materials as needed.

## How Do I Customize My Course?

Customizing your course is easy. To edit text, just click and type as you would with any document. This is particularly convenient if you want to add customized statistics for your region, special examples for your participants’ industry, or additional information. You can also use all of your word processor’s other features, including text formatting and editing tools (such as cutting and pasting).

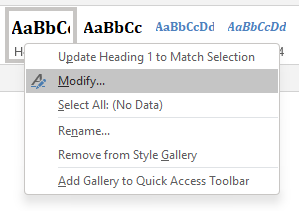
To remove modules, simply select the text and press **Delete** on your keyboard. Then, navigate to the **Table of Contents**, right-click, and click **Update Field**. You may see a dialog box; if so, click **Update entire table** and press **OK**. You will also want to perform this step if you add modules or move them around.



You can format any piece of text any way you want. However, to make it easy, you can use **styles** to update all the text at once.

In Word under the **Home tab**, right-click on your chosen style and click **Modify**. That will then produce the **Modify Style** options window where you can set your preferred style options.

For example, if you wanted to change our Heading 1 style, used for Module Titles, this is what you would do:



Now, you can change the formatting and it will apply to all the headings in the document.

For more information on making Word work for you, please refer to our Word Essentials course.

## Materials Required

All of our courses use a flip chart or whiteboard/chalkboard.

We recommend that each participant have a copy of the training manual and that you review each module before training to ensure you have any special materials required. Worksheets are included within the Appendix and can be reproduced and used where indicated. If you would like to save paper, these worksheets are easily transferrable to a flip chart paper format, instead of having individual worksheets.

We recommend these additional materials for all workshops:

* Laptop with projector, for PowerPoint slides
* Quick Reference Sheets for trainees to take with them
* Timer or watch (separate from your laptop)
* Masking tape
* Blank paper

## Maximizing Your Training Power

Our company is built for trainers, by trainers. Here are some of our tips to help you create an engaging and unforgettable experience for your participants.

* **Make it customized.** By tailoring each course to your participants, you will find that your results will increase a thousand-fold.
  + Use examples, case studies, and stories that are relevant to the group.
  + Identify whether your participants are strangers or whether they work together. Tailor your approach appropriately.
  + Different people learn in different ways, so use different types of activities to balance it all out. (For example, some people learn by reading, while others learn through group discussions, and others need a hands-on approach. For more information, we suggest *Experiential Learning* by David Kolb.)
* **Make it fun and interactive.** Most people do not enjoy sitting and listening to someone else talk for hours at a time. Make use of these tips and your own experience to keep your participants engaged. Mix up the activities to include individual work, small group work, large group discussions, and mini-lectures.
* **Make it relevant**. Participants are much more receptive to learning if they understand why they are learning it and how they can apply it to their work. Most importantly, they want to know how it will benefit them and make their lives easier. Take every opportunity to tie what you are teaching back to the context of your participants’ jobs or daily lives.
* **Keep an open mind**. Many trainers find that they learn something each time they teach, so encourage two-way communication. Enjoy it, learn from it, and make the most of it in your workshops.

**And now, time for the training!**

# Module One: Getting Started

*There is such no such thing as a minor lapse of integrity.*

***Tom Peters***

A company’s ethics will determine its reputation. Good business ethics are essential for the long-term success of an organization. Implementing an ethical program will foster a successful company culture and increase profitability. Developing a business ethics program takes time and effort, but doing so will do more than improve business, it will change lives.

A company's ethics will have an influence on all levels of business. It will influence all who interact with the company, including customers, employees, suppliers, competitors, etc. All of these groups will have an effect on the way a company's ethics are developed. Understanding and maintaining ethics is a very important part of doing business today.

## Housekeeping Items

Take a few moments to cover basic housekeeping items.

* If you need an opening or a way to introduce the participants to each other, utilize the Icebreakers folder to begin or between breaks during the day.
* Let participants know where they can find washrooms, break facilities, and fire exits.
* Ask participants to turn off their cell phones or at least turn them to vibrate. If they must take a call, request that they do it outside.
* Take this time to encourage the group to ask questions and make this an interactive workshop.
* Write the words Respect, Confidentiality, and Practice on a piece of flip chart paper and tape it to the wall. Explain to participants that in order to get the most out of this workshop, we must all work together, listen to each other, explore new ideas, and make mistakes. After all, that’s how we learn!

## C:\Users\Darren\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\MP321RS9\MC900057299[1].wmfThe Parking Lot

Explain the concept of The Parking Lot to participants.

* The Parking Lot is a visible place where you will “park” ideas that arise which are not on the agenda, may be off topic, or are better addressed outside of the program.
* At the end of the session, we will review parked ideas and follow up, or make suggestions for your own investigation when you are back at work.

Suggestions for the trainer:

1. If you are working with a large group of participants, you may wish to nominate a recorder to park items as you are facilitating.
2. It’s a good idea to note the name of the contributor along with the parked item.
3. Items noted on the parking lot can be useful to you later as you plan future training sessions.

## Workshop Objectives

C:\Users\Kimmi\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\JVU559D0\MCj02934740000[1].wmfResearch has consistently demonstrated that when clear goals are associated with learning, it occurs more easily and rapidly. With that in mind, let’s review our goals for today.

At the end of this workshop, participants should be able to:

* Define and understand ethics.
* Understand the benefits of ethics.
* Create strategies to implement ethics at work.
* Recognize social and business responsibility.
* Identify ethical and unethical behavior.
* Learn how to make ethical decisions and lead with integrity.

## Pre-Assignment

Description: Description: C:\Program Files\Microsoft Office\MEDIA\CAGCAT10\j0234131.wmfThe purpose of the Pre-Assignment is to get participants thinking about Business Ethic and how it can affect their jobs and decision making. Pick a few events from the group and discuss the repercussions of not being ethical.

List a few current or past news events where a business was not ethical.

1. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
2. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
3. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

## **Pre-Test**

1. Companies need to treat all of their employees ethically?
2. True
3. False
4. Which is a benefit of running an ethical business?
5. Less likely to be fined or sued
6. Improve their community
7. More productivity
8. All of the above
9. Which is not a tool for managing ethics in the workplace?
10. Give it time
11. Immediately fire those who make ethical mistakes
12. Be open
13. Integrate ethics
14. Do all companies need to fill the roles of CEO, ethics committee, ethics management team, ethics executive, and ombudsman?
15. Yes
16. No
17. Does personal information need to be protected and kept confidential for a company to be ethical?
18. Yes
19. No
20. Ethical companies protect the rights of individuals from discrimination and harassment, regardless of what?
21. Ethnicity
22. Age
23. Religion
24. All of the above
25. What typically conflicts with social responsibility?
26. Social earnings
27. Public needs
28. Business earnings
29. Summary decisions
30. Which is not an area of responsibility that must be considered in regard to social ramifications of their actions?
31. Legal
32. Financial
33. Philanthropic
34. Internal politics
35. Organizational ethics flow from where?
36. Bottom up
37. Top down
38. Public domain
39. Employee actions
40. Which tactic was not recommended for standing your ground when others are trying to influence you to behave unethically?
41. Bribery
42. Sympathy
43. Reason
44. Staying firm
45. Whistleblowers are protected under the law?
46. True
47. False
48. What are the two types of whistleblowers?
49. Legal and Illegal
50. Social and Political
51. Red and Green
52. Internal and External
53. Which is not a trait that is associated with ethical management?
54. Integrity
55. Transparency
56. Greed
57. Utilitarianism
58. Which are ways to help promote ethical behavior?
59. Develop an ethics management program
60. Develop a code of ethics
61. Create policies and procedures that reflect the company ethics
62. All of the above
63. It is important to address minor unethical behavior, like cutting corners and abusing sick leave, because it may lead to more unethical behavior in the long term?
64. True
65. False
66. It is easier to deal with the aftermath of unethical behavior than it is in preventing it?
67. True
68. False
69. Who should be surveyed to determine the needs of an organization?
70. Employees
71. Employees and customers
72. Customers
73. Politicians
74. What should an organization's ethical principles reflect?
75. It's needs
76. Profit margin
77. Wages increases
78. Production ability
79. Many government agencies demand that \_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_ are in place before they do business with private companies?
80. Ethical safeguards
81. Profit safeguards
82. Labiality safeguards
83. Employee retentions
84. Who is exempt from the Code of Ethics?
85. CEO
86. Shareholders
87. No one
88. Board of directors

## **Pre-Test Answers**

1. Companies need to treat all of their employees ethically?
2. True
3. False

It is an ethical obligation that companies need to treat all of their employees ethically.

1. Which is a benefit of running an ethical business?
2. Less likely to be fined or sued
3. Improve their community
4. More productivity
5. All of the above

These are all benefits that companies have when they manage their business ethics.

1. Which is not a tool for managing ethics in the workplace?
2. Give it time
3. Immediately fire those who make ethical mistakes
4. Be open
5. Integrate ethics

Immediately firing those who make ethical mistakes is not a tool for managing ethics in the workplace.

1. Do all companies need to fill the roles of CEO, ethics committee, ethics management team, ethics executive, and ombudsman?
2. Yes
3. No

Smaller companies may not need to fill these roles. It is best to determine what your company needs before executing an ethics program.

1. Does personal information need to be protected and kept confidential for a company to be ethical?
2. Yes
3. No

Personal information must be protected and kept confidential, and the employees need to agree to the background checks.

1. Ethical companies protect the rights of individuals from discrimination and harassment, regardless of what?
2. Ethnicity
3. Age
4. Religion
5. All of the above

The EEOC protects the rights of individuals from discrimination and harassment, regardless of ethnicity, sex, religion, sexual orientation, disability, age, etc.

1. What typically conflicts with social responsibility?
2. Social earnings
3. Public needs
4. Business earnings
5. Summary decisions

Business earnings typically conflict with social responsibility.

1. Which is not an area of responsibility that must be considered in regard to social ramifications of their actions?
2. Legal
3. Financial
4. Philanthropic
5. Internal politics

Internal politics is not an area of responsibility that must be considered in regard to social ramifications of a business’ actions.

1. Organizational ethics flow from where?
2. Bottom up
3. Top down
4. Public domain
5. Employee actions

Organizational ethics flow from top down.

1. Which tactic was not recommended for standing your ground when others are trying to influence you to behave unethically?
2. Bribery
3. Sympathy
4. Reason
5. Staying firm

Sympathizing, reasoning and staying firm are all ways to overcome obstacles.

1. Whistleblowers are protected under the law?
2. True
3. False

Although, legally protected, whistleblowers take on serious personal risks by informing the proper authority about their employer’s unethical actions.

1. What are the two types of whistleblowers?
2. Legal and Illegal
3. Social and Political
4. Red and Green
5. Internal and External

There are two types of whistleblowers: internal whistleblowers and external whistleblowers.

1. Which is not a trait that is associated with ethical management?
2. Integrity
3. Transparency
4. Greed
5. Utilitarianism

Greed is not a trait that is associated with ethical management.

1. Which are ways to help promote ethical behavior?
2. Develop an ethics management program
3. Develop a code of ethics
4. Create policies and procedures that reflect the company ethics
5. All of the above

It is not enough to simply create codes, programs, policies, and procedures. All rules must be enforced in order to be effective and to curb unethical behavior.

1. It is important to address minor unethical behavior, like cutting corners and abusing sick leave, because it may lead to more unethical behavior in the long term?
2. True
3. False

These minor lapses in ethical judgment can be the gateway to even more unethical behavior.

1. It is easier to deal with the aftermath of unethical behavior than it is in preventing it?
2. True
3. False

Preventing unethical behavior is much easier than dealing with the aftermath.

1. Who should be surveyed to determine the needs of an organization?
2. Employees
3. Employees and customers
4. Customers
5. Politicians

Employees and customers should be surveyed to determine the needs of an organization.

1. What should an organization's ethical principles reflect?
2. It's needs
3. Profit margin
4. Wages increases
5. Production ability

The needs of the organization should be determined by surveying both customers and the employees.

1. Many government agencies demand that \_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_ are in place before they do business with private companies?
2. Ethical safeguards
3. Profit safeguards
4. Labiality safeguards
5. Employee retentions

Many government agencies demand that ethical safeguards are in place before they do business with private companies.

1. Who is exempt from the Code of Ethics?
2. CEO
3. Shareholders
4. No one
5. Board of directors

No one is exempt from the Code of Ethics.

## Action Plans and Evaluation Forms

Participant Action Plans and course Evaluation Forms are located on the following pages and in the Training Manual. Ask participants to fill these out throughout the day as they learn new things and have ideas on how to incorporate the things we discuss into their lives.

The action plan uses the SMART system. This means that your goals must be **S**pecific, **M**easurable, **A**ttainable, **R**ealistic, and **T**imely.

## Action Plan

| Module | Goal | Specific? | Measurable? | Achievable? | Relevant? | Timed? | Next Steps |
| --- | --- | --- | --- | --- | --- | --- | --- |
| One |  |  |  |  |  |  |  |
| Two |  |  |  |  |  |  |  |
| Three |  |  |  |  |  |  |  |
| Four |  |  |  |  |  |  |  |
| Five |  |  |  |  |  |  |  |
| Six |  |  |  |  |  |  |  |
| Seven |  |  |  |  |  |  |  |
| Eight |  |  |  |  |  |  |  |
| Nine |  |  |  |  |  |  |  |
| Ten |  |  |  |  |  |  |  |
| Eleven |  |  |  |  |  |  |  |
| Twelve |  |  |  |  |  |  |  |

## Evaluation Form

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Workshop Title: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | | Workshop Instructor: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | | |
|  | | |  | | | | |  | | | | |
| Please rate the following items on a scale of one to ten, with one being abysmal, five being acceptable, and ten being perfect. | | | | | | | | | | | | |
| Workshop Room | 1 | 2 | | 3 | 4 | 5 | 6 | | 7 | 8 | 9 | 10 |
| Comments: | | | | | | | | | | | | |
| Workshop Facilities | 1 | 2 | | 3 | 4 | 5 | 6 | | 7 | 8 | 9 | 10 |
| Comments: | | | | | | | | | | | | |
| Instructor Knowledge | 1 | 2 | | 3 | 4 | 5 | 6 | | 7 | 8 | 9 | 10 |
| Comments: | | | | | | | | | | | | |
| Interactivity of Workshop | 1 | 2 | | 3 | 4 | 5 | 6 | | 7 | 8 | 9 | 10 |
| Comments: | | | | | | | | | | | | |
| Would you recommend this course to others? Why or why not? | | | | | | | | | | | | |
| Other thoughts you would like to share? | | | | | | | | | | | | |

# Module Two: What is Ethics?

*Ethics is the activity of man directed to secure the inner perfection of his own personality.*

***Albert Schweitzer***

C:\Users\Darren\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\FTRMPN7N\MC900233019[1].wmfPersonal ethics determine individual standards of right and wrong and steer people to the choices they make. It is an individual’s responsibility to examine their morals and behavior.

Business ethics refers to the behavior relating to the moral problems that occur in business organizations.

## What Is Business Ethics?

C:\Users\Lori\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\V3LIOT9L\MC900383672[1].wmfPeople often automatically assume that businesses are unethical. Business seems to be constantly linked to scandals. Given the media attention to bad ethical decisions, companies that practice good business ethics can distinguish themselves in the minds of their customers and their employees. The company culture helps determine the ethics of the organization. It is crucial that businesses behave ethically in every working relationship.

## Ethical Obligations

* **Employees:** Companies need to treat all of their employees ethically. Begin by providing employees with the rights guaranteed to them by the United States Department of Labor. Ethical businesses, however, may go above and beyond the minimum requirements in the way that they treat their employees.
* **Shareholders and investors:** There is a moral obligation to repay investors and meet the needs of shareholders, particularly low-level shareholders.
* **Customers:** Every business needs to build ethical customer relationships by providing safe products and honoring warranties. Consumers are growing more aware of which companies treat them fairly, and they will support the ones they trust.
* **Community:** Businesses have an ethical obligation to be involved in their local communities. This includes communities where they interact with customers, and beyond.
* **Vendors and Other Companies:** Always deal ethically with vendors and other organizations you work with.

|  |  |
| --- | --- |
| **Estimated Time** | 10 minutes |
| **Topic Objective** | Introduce business ethics and different relationships that it should govern. |
| **Topic Summary** | What Is Business Ethics?  This exercise allows participants to consider what an ethical organization looks like. |
| **Materials Required** | [Worksheet 1: Business Ethics](#_Worksheet_1) |
| **Planning Checklist** | None |
| **Recommended Activity** | Complete the worksheet individually. Break into small groups and discuss your answers. Reunite with the class and review the topic. |
| **Stories to Share** | Share a personal story of a time you dealt with an ethical company as a customer, vendor, employee, or shareholder. |
| **Delivery Tips** | Skip the large group conversation or the small group discussion if you need more time. |
| **Review Questions** | What relationships should companies consider when contemplating business ethics? |

## 10 Benefits of Managing Ethics

C:\Program Files (x86)\Microsoft Office\MEDIA\CAGCAT10\j0285410.wmfRunning an ethical organization is rewarding in various ways. Having a set ethics code will prepare your team to deal with an ethical dilemma, and can be revisited as needed. Ethics management has a multitude of benefits that will positively benefit the short- and long-term success of your organization.

There are, however, 10 common benefits that all companies have when they manage their business ethics.

**Benefits**:

* Ethical companies comply with all legal requirements and are **less likely to be fined or sued**.
* Consumers are more likely to **support a business** with a reputation as an ethical organization.
* Companies with ethical values **improve their communities**.
* Ethical rules **save** organizations from accidently violating the rights of employees or consumers.
* Employees’ personal moral **standards will improve** at an ethical business.
* A fair working environment facilitates **teamwork** and productivity.
* Many successful financial business **practices are reinforced** by ethical business practices.
* Established ethical guidelines will **lead a company** in times of change and stress.
* Ethical companies **retain employees** and **save money** in turnover.
* There is **personal satisfaction** in doing the right thing.

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| **Estimated Time** | 10 minutes |
| **Topic Objective** | Share the common benefits of managing ethics. |
| **Topic Summary** | 10 Benefits of Managing Ethics  Use the exercise to explore how managing ethics will improve business. |
| **Materials Required** | [Worksheet 2: 10 Benefits](#_Worksheet_2) |
| **Planning Checklist** | None |
| **Recommended Activity** | Work on the exercise independently. Share your answers with your small group and review as a class. |
| **Stories to Share** | Provide an example of a business that is ethical and successful. For example, Timberland is known for being socially responsible.  <https://www.timberland.ca/responsibility.html> |
| **Delivery Tips** | If you feel that you are short on time, skip the class discussion. |
| **Review Questions** | What are some of the benefits of managing business ethics? |

## Case Study

E.F. Hutton began in 1904 and became a well-respected financial institution. By the 1980s, however, the company’s reputation was tarnished by unethical behavior. In 1980, the company was discovered kiting and money laundering. Managers were instructed to and were rewarded for “borrowing” from the accounts of the customers. Many who agreed to the practice were later brought up on charges and fired. The company made financial restitution. Evidence of money laundering resurfaced in 1987, right before the stock market crashed, and the organization was not able to survive the second scandal.

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| **Estimated Time** | 10 minutes |
| **Topic Objective** | To contemplate the reasons why the employees of E.F. Hutton would consider breaking the law |
| **Topic Summary** | The Case Study of EF Hutton  Use the exercise to explore reasoning behind unethical business behavior |
| **Materials Required** | [Worksheet 3: EF Hutton](#_Worksheet:__E.F.) |
| **Planning Checklist** | Provide participants with a copy of Worksheet 3 |
| **Recommended Activity** | Work on the exercise independently. Share your answers with your small group and review as a class. |
| **Stories to Share** | None |
| **Delivery Tips** | If you feel that you are short on time, skip the class discussion. |
| **Review Questions** | Is there ever a good reason to conduct unethical business? |

## Practical Illustration

Jim Johnson owned a large investing brokerage in a large city. His firm had many clients who trusted them with their money, as they were known as an ethical and upstanding business. When Jim retired a new CEO, Andrew, filled his place. Andrew brought in new managers who encouraged their employees to “borrow” from client’s accounts.

When it was discovered what the brokerage were doing, a nation-wide scandal erupted. Almost every customer closed their account with Andrew’s brokerage and no new clients came to them due to their new unethical reputation. The brokerage never recovered, and soon after had to shut down.

## Module Two: Review Questions

1. Standards are determined by\_\_\_\_.
2. Income
3. Birthright
4. Ethics
5. Morals

Personal ethics determine individual standards of right and wrong.

1. Companies need to treat all of their employees ethically?
2. True
3. False

It is an ethical obligation that companies need to treat all of their employees ethically.

1. Which is a benefit of running an ethical business?
2. Less likely to be fined or sued
3. Improve their community
4. More productivity
5. All of the above

These are all benefits that companies have when they manage their business ethics.

1. What determines the ethics of an organization?
2. How much money they make
3. How many employees they have
4. The company culture
5. The location of the company

The company culture helps determine the ethics of the organization.

1. What unethical behavior caused the E.F. Hutton company to fail?
2. Charity donations
3. Check kiting
4. Reporting accounting errors
5. Paying fair wages

In 1980, the company was discovered kiting and money laundering.

1. What is a company’s moral obligation to its investors?
2. To invite them to meetings
3. To include them in decision making
4. To pay them back
5. To ask them for advice

There is a moral obligation to repay investors and meet the needs of shareholders, particularly low-level shareholders.

1. To build good customer relations, a company must\_\_\_.
2. Provide safe products
3. Honor warranties
4. Contact customers regularly
5. Both A and B

Every business needs to build ethical customer relationships by providing safe products and honoring warranties.

1. Another benefit of managing company ethics is\_\_.
2. Being fined
3. Decreasing employee morale
4. Saving money
5. None of the above

Ethical companies retain employees and save money in turnover.

1. Consumers are more likely to \_\_\_\_\_\_\_ a business with a reputation as an ethical organization.
2. Ignore
3. Support
4. Dismiss
5. Disfavor

Consumers are more likely to support a business with a reputation as an ethical organization.

1. What do people often automatically assume about businesses?
2. They are unethical
3. They are ethical
4. They are never linked to scandals
5. None of the above

People often automatically assume that businesses are unethical.

# Module Three: Implementing Ethics in the Workplace

*If ethics are poor at the top, that behavior is copied down through the organization.*

***Robert Noyce***

C:\Users\Darren\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\9MJXCRQW\MC900282894[1].wmfImplementing ethics in the workplace is a complex but rewarding task. Every individual has a unique set of ethical standards. Allowing each person to follow their moral compass will result in varied outcomes. Companies need to focus on implementing uniform ethical standards and rules throughout their organizations. Employees should never have to question whether or not they are doing the right thing.

## Benefits

As mentioned in the previous module, implementing ethics in the workplace will lead to better profits and long-term growth. Organizations with reputations for being ethical will also find it easier to earn credit, find investors, and expand into international markets. Employees of these companies will be convinced that the company truly values ethical decision-making. Awareness of ethical issues, in general will become part of the workplace culture, and an ethical guideline will be created for employees to follow.

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| **Estimated Time** | 10 minutes |
| **Topic Objective** | Outline the additional benefits of implementing ethics in the workplace. |
| **Topic Summary** | Benefits  Recognize the many benefits associated with implementing ethics in the workplace. |
| **Materials Required** | Flip chart/Board  Marker |
| **Planning Checklist** | Do some research on the Fortune 500 website.  <https://fortune.com/fortune500>  How many successful organizations are admired and considered good to work for?  Make a list of ethical companies to bring up in the discussion. |
| **Recommended Activity** | Ask the participants to help you create a list of organizations they consider to be ethical. Bring up the some of the organizations from your research. Discuss why people feel these companies are ethical.  Remember that no company is perfect, but those that take steps to improve ethics reap the rewards. |
| **Stories to Share** | Share that many of the organizations listed have codes of ethics that guide their culture and policies. |
| **Delivery Tips** | Encourage everyone to get involved in the conversation. |
| **Review Questions** | What are the organizational benefits of implementing ethics in the workplace? |

## Downside

When a company chooses to lie, cheat, or steal, the repercussions will present themselves eventually. Unethical business practices can create immediate financial gain, but in the long run, will cost companies, customers, and employees. When unethical practices become public knowledge, it is difficult for a business to recover its reputation. Unethical behavior can result in loss of reputation and finances.

## Guidelines for Managing Ethics in the Workplace

C:\Users\Lori\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\WGUVXJQ7\MC900060150[1].wmfManaging ethics in the workplace requires certain tools. Every organization needs to create and disseminate a Code of Ethics, a Code of Conduct, and Policies and Procedures. These tools direct the organization, and guide employees to manage workplace ethics.

**Guidelines for Implementing and Managing Ethics:**

* **Give it time**: Managing ethics is process-oriented, and requires time and constant assessment.
* **Focus on behavior**: Do not list vague requirements; ensure ethics management has an impact on behavior.
* **Avoid problems**: Create clear codes and policies that will prevent confusion concerning ethical issues.
* **Be open**: Involve different groups in ethics program development, and make decisions public.
* **Integrate ethics**: Make sure that all management programs have ethical values.
* **Allow for mistakes**: Lead employees to behave ethically, and do not give up when mistakes happen.

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| **Estimated Time** | 10 minutes |
| **Topic Objective** | Share the guidelines to successfully manage ethics. |
| **Topic Summary** | Guidelines for Managing Ethics in the Workplace  Use the exercise to enhance an understanding of the guidelines for ethical management. |
| **Materials Required** | [Worksheet 4: Guidelines](#_Worksheet:_Guidelines) |
| **Planning Checklist** | None |
| **Recommended Activity** | Complete the worksheet individually and discuss your answers with the small group. Review as a class. |
| **Stories to Share** | Explain that companies that attempt to be ethical will make mistakes. No one is perfect. Share the story about Ben and Jerry’s and dioxin.  <http://www.wired.com/science/discoveries/news/2000/08/38302?currentPage=1>  Despite the criticism, Ben and Jerry’s was always known for its organizational and social responsibility. |
| **Delivery Tips** | Skip the small group or large group discussion to save time. |
| **Review Questions** | What is the first guideline for managing ethics? |

## Roles and Responsibilities

C:\Users\Lori\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\WGUVXJQ7\MC900198745[1].wmfThe roles and responsibilities necessary to effectively implement workplace ethics will vary with each organization. A manager should be in place to oversee the ethics program, but they will need the support provided by other positions. Smaller organizations may not need to fill all of the roles listed below; determine what your company needs before executing an ethics program.

**Roles**:

* **CEO**: The CEO of every company needs to support business ethics and lead by example.
* **Ethics committee**: An ethics committee will develop and supervise the program.
* **Ethics management team**: Senior managers implement the program and train employees.
* **Ethics executive**: An ethics executive or officer is trained to resolve ethical problems.
* **Ombudsperson**: This position requires interpreting and integrating values throughout the organization.

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| **Estimated Time** | 10 minutes |
| **Topic Objective** | Understand the roles and responsibilities of implementing an ethics program. |
| **Topic Summary** | Roles and Responsibilities  Determine the roles and responsibilities needed for your organization. |
| **Materials Required** | [Worksheet 5: Roles](#_Worksheet:_Roles) |
| **Planning Checklist** | None |
| **Recommended Activity** | Complete the exercise individually. Discuss the exercise as a group, and review as a class. |
| **Stories to Share** | Explain that CEOs set the tone for ethical companies. Use the testimonials below to make your point or use Ethics Quotes handout in Activities folder.  <http://www.12manage.com/quotes_er.html> |
| **Delivery Tips** | Skip either the small or large group discussion if time is running short. |
| **Review Questions** | Do all companies need to fill the same roles? |

## Practical Illustration

Matt was a manager at a law firm, and felt that his employees, while not acting unethically, could use some guidance to be even more ethical. After clearing it with his boss, he started implementing a universal ethical standard for all employees at the firm.

After some time, Matt had to sit down and discuss an unethical choice one of his employees, Paul, made. He let Paul explain himself before forming a solution. The mistake he made was minor, and the system was still new, so Matt decided to let it go with a warning. After thinking about the situation, he decided to appoint an ombudsman that could screen minor issues for him.

## Module Three: Review Questions

1. Which is not an organizational benefit of ethical companies?
2. Convinces employees that the company truly values ethical decision-making
3. Builds awareness of ethical issues.
4. Creates an ethical guideline for employees to follow
5. Less profit

Implementing ethics in the workplace will lead to better profits and long-term growth.

1. Which is not a tool for managing ethics in the workplace?
2. Give it time
3. Immediately fire those who make ethical mistakes
4. Be open
5. Integrate ethics

Immediately firing those who make ethical mistakes is not a tool for managing ethics in the workplace.

1. Do all companies need to fill the roles of CEO, ethics committee, ethics management team, ethics executive, and ombudsman?
2. Yes
3. No

Smaller companies may not need to fill these roles. It is best to determine what your company needs before executing an ethics program.

1. Implementing ethics in the workplace is a complex but \_\_\_\_\_ task.
2. Difficult
3. Interesting
4. Rewarding
5. Pointless

Implementing ethics in the workplace is a complex but rewarding task.

1. Implementing ethics in the workplace will lead to better profits and \_\_\_\_\_ growth
2. Long-term
3. Limited
4. Excessive
5. Small

Implementing ethics in the workplace will lead to better profits and long-term growth.

1. Unethical business practices can create immediate financial \_\_\_.
2. Loss
3. Gain

Unethical business practices can create immediate financial gain, but in the long run, will cost companies, customers, and employees.

1. \_\_\_\_\_\_\_\_\_\_\_\_\_can result in loss of reputation and finances.
2. Poor management
3. Code of Conduct
4. Poorly written policies
5. Unethical behavior

Unethical behavior can result in a loss of reputation and finances.

1. Managing ethics requires time and\_\_\_\_.
2. Constant assessment
3. Vague requirements
4. Various groups
5. None of the above

Managing ethics is process-oriented, and requires time and constant assessment.

1. An ethics executive or officer is trained to resolve \_\_\_\_\_\_ problems.
2. All company
3. Ethical
4. Business
5. Money

An ethics executive or officer is trained to resolve ethical problems.

1. What is the role of the ombudsperson?
2. Support business ethics and lead by example
3. To develop and supervise the program
4. Interpreting and integrating values throughout the organization
5. Resolve ethical problems

This position requires interpreting and integrating values throughout the organization.

# Module Four: Employer/Employee Rights

*Freedom is the right to be wrong, not the right to do wrong.*

***John G. Diefenbaker***

C:\Users\Darren\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\MP321RS9\MC900198265[1].wmfAn ethical organization is able to balance the rights of employees with the rights of the employer. The personal rights of each party may seem to conflict at times, and the privacy laws vary between states. This is why privacy policies are so important. Instituting clear privacy policies will prevent any confusion between employees and employers. When creating policies, employers need to remember that they are obligated to provide employees with a safe work environment that is free from harassment, but this may require what some people will consider to be an invasion of privacy.

## Privacy Policies

C:\Users\Lori\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\G15NUO6Y\MC900282916[1].wmfEmployee privacy is a tangled legal issue. Companies collect detailed personal information about their employees for background checks and other reasons; however, they will need to clearly state the purpose of collecting this information and how it will be used in their privacy policy. Personal information must be protected and kept confidential, and the employees need to agree to the background checks.

Surveillance, drug testing, and searches are points of contention for many employees that need to be addressed in privacy policies. Employees argue that they have the right to personal privacy at work, but there are limits to their privacy, as more businesses take drastic measures to prevent theft and harassment.

**Surveillance**: Organizations routinely monitor the phone and Internet usage of their employees while they are at work. Legally, these steps are protected in many countries because the company phones and Internet are company property. Security cameras are also used to ensure the safety of employees. Experts advise employers to include, in their privacy policies, a warning to employees that they will be monitored. There are limits to the use of cameras. For example, cameras are not allowed in locker rooms or bathrooms. Always check the legal ramifications of using surveillance.

**Drug Testing**: Taking a drug test before beginning a new job is common. Employers also have the right to demand drug tests in the event of an accident or suspicion of drug use. Random drug tests; however, can be contested if they violate employee privacy. The policy on random drug testing needs to be reasonable and clearly spelled out. Companies are responsible for keeping drug test results private.

**Searches**: Privacy policies should include a clause reminding employees that their workspace and tools are company property, and that the company is not responsible for any lost or damaged personal property. This should prevent any invasion of privacy claims if an employer who suspects theft searches a locker. Searches should be conducted carefully and with the instruction of senior management.

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| **Estimated Time** | 10 minutes |
| **Topic Objective** | Recognize the importance of privacy policies and what they should contain. |
| **Topic Summary** | Privacy Policies  Identify issues that privacy policies need to address. |
| **Materials Required** | [Worksheet 6: Privacy Policy](#_Worksheet:_Privacy_Policy) |
| **Planning Checklist** | None |
| **Recommended Activity** | Complete the worksheet individually. Share one of your privacy policies with the rest of the class. |
| **Stories to Share** | Share the news story below to indicate how many companies are monitoring their employees.  <https://www.inc.com/will-yakowicz/drones-catch-employees-having-sex-and-other-employee-monitoring-gone-wrong.html> |
| **Delivery Tips** | You can skip the class discussion, if time runs out.  You may want to show an example of a privacy policy. |
| **Review Questions** | Can companies legally conduct searches? |

## Harassment Issues

C:\Users\Darren\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\MP321RS9\MC900055019[1].wmfCompanies are legally bound to provide a safe working environment for all of their employees. Employees can sue their employers for not protecting them from harassment. The EEOC protects the rights of individuals from discrimination and harassment, regardless of ethnicity, sex, religion, sexual orientation, disability, age, etc. An employee who feels threatened or uncomfortable by any statement, gesture, or action may be experiencing harassment. Creating an anti-harassment policy and implementing training in workplace harassment will help prevent harassment and protect the organization. Any harassment in the workplace needs to be confronted immediately and the rights of the harassed employee protected.

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| --- | --- |
| **Estimated Time** | 10 minutes |
| **Topic Objective** | Outline harassment. |
| **Topic Summary** | Harassment Issues  Use the exercise to understand harassment. |
| **Materials Required** | [Worksheet 7: Harassment](#_Worksheet_7) |
| **Planning Checklist** | None |
| **Recommended Activity** | Complete the worksheet alone and break into small groups to discuss your answers. Review the concept as a class. |
| **Stories to Share** | Remind participants that harassment is determined by the feelings of the harassed. The legal rules governing harassment can be found on the EEOC website.  <http://www.eeoc.gov/> |
| **Delivery Tips** | Skip the small group discussion and review as a group, if you feel you need more time. |
| **Review Questions** | What legal obligations do companies have regarding harassment? |

## Technology

C:\Program Files (x86)\Microsoft Office\MEDIA\CAGCAT10\j0205582.wmfAs technology changes, so does the clarity about employer and employee rights. Employers have the right to expect their employees to work productively and represent the company well. On the other hand, employees have the right to personal privacy. Advances in technology provide employers with more ways to monitor employees. Social networking further complicates this issue.

Employees often post things online for their friends to see, but employers may be monitoring these posts well. It is becoming more common for people to lose their jobs because of posts on their social networking sites. A recent survey revealed that about half of employees feel that their social networks are not any business of their employers, but 60 percent of executives think that they have the right to monitor their representatives’ social network behavior. This use of social networks should be included in privacy policies to protect both employee and employer, but many companies cite personal conduct policies to validate their actions.

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| **Estimated Time** | 10 minutes |
| **Topic Objective** | Understand the impact that technology has on employee and employer rights. |
| **Topic Summary** | Technology  Discuss the changing issues in technology and privacy |
| **Materials Required** | Flip chart or board and marker |
| **Planning Checklist** | None |
| **Recommended Activity** | Discuss the pros and cons of employers using social network sites to protect themselves. |
| **Stories to Share** | Remind the participants of online behavior that cost people jobs. Use any story such as the Washington Post article below.  <http://www.washingtonpost.com/wp-dyn/content/article/2008/04/27/AR2008042702213.html> |
| **Delivery Tips** | Lead a discussion about privacy and technology. List the points that participants make on the flip chart or board. Make sure that the discussion is logical and respectful. |
| **Review Questions** | Why is technology such a complex issue? |

## Practical Illustration

Charlie, a PR manager, was drafting a new privacy policy for his company. New regulations forced the company to collect additional private information from their employees for various employment records. Charlie knew that a company’s privacy policy had to explicitly state what the information they collected would be used for.

The company was also installing several new cameras around the building, so Charlie had to include that the surveillance system would be active and recording in non-private areas to ensure employee and company safety. He made sure to clarify the use of the surveillance tapes, stating that while the tapes would be retained, they would be secured and only be reviewed in the case of a crime being recorded.

## Module Four: Review Questions

1. Does personal information need to be protected and kept confidential for a company to be ethical?
2. Yes
3. No

Personal information must be protected and kept confidential, and the employees need to agree to the background checks.

1. Ethical companies protect the rights of individuals from discrimination and harassment, regardless of what?
2. Ethnicity
3. Age
4. Religion
5. All of the above

The EEOC protects the rights of individuals from discrimination and harassment, regardless of ethnicity, sex, religion, sexual orientation, disability, age, etc.

1. The use of social networks should be included in what, to protect both employee and employer?
2. Privacy policies
3. Employer agreement
4. Validation report
5. Test agreement

The use of social networks should be included in privacy policies to protect both employee and employer, but many companies cite personal conduct policies to validate their actions.

1. Companies are legally bound to provide a safe working environment for \_\_\_\_\_\_
2. Ethical employees
3. Older employees
4. New employees
5. All employees

Companies are legally bound to provide a safe working environment for all of their employees.

1. Your place of employment has no right to look at your social media posts.
2. True
3. False

60 percent of executives think that they have the right to monitor their representatives’ social network behavior.

1. What implementation in the workplace can prevent harassment?
2. Training
3. An anti-harassment policy
4. Discipline
5. A and B

Creating an anti-harassment policy and implementing training in workplace harassment will help prevent harassment and protect the organization.

1. An ethical organization is able to \_\_\_\_\_\_ the rights of employees with the rights of the employer.
2. Understand
3. Create
4. Balance
5. Ignore

An ethical organization is able to balance the rights of employees with the rights of the employer.

1. Instituting clear \_\_\_\_\_\_\_\_will prevent any confusion between employees and employers.
2. Rules and regulations
3. Privacy policies
4. Vacation days
5. None of the above

Instituting clear privacy policies will prevent any confusion between employees and employers.

1. Taking a drug test before beginning a new job is \_\_\_\_\_\_.
2. Annoying
3. Common
4. Wrong
5. Against the law

Taking a drug test before beginning a new job is common.

1. Searches should be conducted carefully and with the instruction of \_\_\_\_\_\_\_\_\_.
2. Senior Management
3. Local police
4. A lawyer
5. A coworker

Searches should be conducted carefully and with the instruction of senior management.

# Module Five: Business & Social Responsibilities

*It is not good enough to do what the law says. We must be in the forefront of these (social responsibility) issues.*

***Anders Dahlvig***

C:\Users\Darren\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\MP321RS9\MC900045085[1].wmfMost successful businesses operate with socially responsible business practices. Being socially responsible requires companies to integrate the needs of their stakeholders into the values and operations of their organizations. Stakeholders typically include investors, customers, employees, the community, and the environment. Implementing a sense of social responsibility indicates the company’s attempts to consider all of these needs in their business practices.

## Identifying Types of Responsibilities

C:\Users\Darren\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\MP321RS9\MC900053943[1].wmfThere are different types of responsibilities related to businesses. Ethical organizations need to address different areas of responsibility and consider the social ramifications of their actions.

**Types:**

* **Legal**: Socially responsible companies are obligated to meet legal requirements that govern their industries. Health and safety standards and fair treatment of employees fall under this type of responsibility.
* **Financial**: Financial responsibility is more than turning a profit. Financial ethics cover everything from fair salaries to fair payments for raw materials and services, and offering fair prices to their customers.
* **Philanthropic**: Many organizations are being recognized for their philanthropy. Philanthropy can come from donations, service, education, and environmental programs. Some companies consider the environment its own type of social responsibility.

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| **Estimated Time** | 15 minutes |
| **Topic Objective** | Recognize types of social responsibility. |
| **Topic Summary** | Identifying Types of Responsibilities  Understand what social responsibility is and what types there are |
| **Materials Required** | [Worksheet 8: Social Responsibility](#_Worksheet_8) |
| **Planning Checklist** | None |
| **Recommended Activity** | Complete the exercise alone. Meet in a small group to discuss your answers. After the small group discussion, review the topic with the class. |
| **Stories to Share** | Share a story about a socially responsible company you work or worked for, or discuss how social responsibility governs how you do business. |
| **Delivery Tips** | Skip the large group discussion and monitor the small groups. |
| **Review Questions** | What is financial ethics? |

## Case Study(I)

Jeff Swartz, CEO of Timberland, volunteered with an urban outreach in 1989 and donated 50 pairs of boots. This experience led to the beginning of a program called the Path to Service that officially began in 1992. This program helps employees become involved in different community projects. Over 95 percent of employees take advantage of the program. The Path to Service attracted many employees who believed it to be a crucial benefit. GREEN (Grassroots, Reduce-reuse-recycle, Engagement, Education, and Neutral) followed in 2008, which focuses on building community gardens and playgrounds. The company also donates money and product for charitable purposes.

## Case Study (II)

Starbucks has been a popular employer because of the many benefits that it provided its employees. It was in the top ten of Fortune’s 100 Best Companies to Work For, and was able to exemplify social responsibility while growing shareholder revenue. The economic downturn took its toll on the well-known company, and cuts had to be made. Stores were closed and positions throughout the organization were eliminated. Some of the employee benefits were cut back, but the policy of providing health insurance to part-time employees still remains in effect. 2010 was a good year for Starbucks financially, and CEO Howard Schultz’s refusal to cut healthcare ensured the company a place on Fortune’s 100 Best Companies to Work For in 2011, albeit a bit lower than it was a few years ago.

## Handling Conflicting Social and Business Responsibilities

C:\Users\Darren\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\31B2RP17\MC900056954[1].wmfSometimes social and business responsibilities conflict with each other. This is particularly true when social business practices cut into shareholder earnings. This is a struggle for most public corporations. Businesses need to provide their shareholders with earning to convince them to continue to invest their money into the company. Sometimes this means scaling back a social program or waiting to implement one. Lean earnings and a poor economy complicate the balance between social responsibility and company growth. Without shareholders, however, the company will lose the wealth that backs social programs and the community will face further losses.

|  |  |
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| **Estimated Time** | 15 minutes |
| **Topic Objective** | Introduce the idea that social responsibility is not always easy for companies to maintain. |
| **Topic Summary** | Handling Conflicting Social and Business Responsibilities  Explore the ways to resolve business and social responsibility conflicts. |
| **Materials Required** | [Worksheet 9: Conflict](#_Worksheet_9) |
| **Planning Checklist** | None |
| **Recommended Activity** | Complete the exercise alone. Meet in a small group to review your answers with each other. Discuss your answers as a class. |
| **Stories to Share** | Share a personal story about a time when you or someone you know faced a choice between social responsibility and keeping a company going. |
| **Delivery Tips** | Give the class time to complete the exercise; leave out the class discussion, if you feel it is necessary. |
| **Review Questions** | What typically conflicts with social responsibility? |

## Practical Illustration

Jeff, a CEO of a graphic tee-shirt company, volunteered with an urban outreach program and donated 50 shirts. He noticed that afterwards, his sales had gone up. He started a program for his employees to become involved in community projects. Many employees participated in some way, and paved the way for Jeff’s company to grow an ethical and generous reputation.

This program attracted future employees, who believed that the program was a crucial benefit to working with Jeff. Eventually, Jeff’s program branched out to building or donating to community gardens and playgrounds. Because of these programs, People were proud to work for him, and happy to buy his products. Soon, Jeff’s Shirts was a household name in his region.

## Module Five: Review Questions

1. Which is not an area of responsibility that must be considered in regard to social ramifications of a business’ actions?
2. Legal
3. Financial
4. Philanthropic
5. Internal politics

Internal politics is not an area of responsibility that must be considered in regard to social ramifications of a business’ actions.

1. What percentage of Timberland employees are involved in the Path to Service program, which helps employees be involved in community programs?
2. 1%
3. 10%
4. 25%
5. 95%

 Over 95 percent of employees take advantage of the program.

1. What typically conflicts with social responsibility?
2. Social earnings
3. Public needs
4. Business earnings
5. Summary decisions

Business earnings typically conflict with social responsibility.

1. Stakeholders typically include:

a) Investors

b) Customers

c) Employees

d) All of the above

Stakeholders typically include investors, customers, employees, the community, and the environment.

1. Socially responsible companies are obligated to meet:
2. The public
3. New employees
4. Legal requirements
5. None of the above

Socially responsible companies are obligated to meet legal requirements that govern their industries.

1. Financial ethics cover:
2. Fair salaries
3. Fair prices
4. Fair payments
5. All of the above

Financial ethics cover everything from fair salaries to fair payments for raw materials and services, and offering fair prices to their customers.

1. Sometimes \_\_\_\_\_\_\_\_ responsibilities conflict with each other.
2. HR and manager
3. Social and business
4. Employer and employee
5. None of the above

Sometimes social and business responsibilities conflict with each other.

1. Lean earnings and a \_\_\_\_\_\_\_\_\_ complicate the balance between social responsibility and company growth.
2. Poor economy
3. Wealthy economy
4. Sustainable product
5. Company policies

Lean earnings and a poor economy complicate the balance between social responsibility and company growth.

1. Many organizations are being recognized for their \_\_\_\_\_\_.
2. Input
3. Philanthropy
4. Financial increases
5. None of the above

Many organizations are being recognized for their philanthropy.

1. Businesses need to provide their shareholders with \_\_\_\_ to convince them to continue to invest their money into the company.
2. Feedback
3. Earning
4. Reports
5. None of the above

Businesses need to provide their shareholders with earning to convince them to continue to invest their money into the company.

# Module Six: Ethical Decisions

*In the end, success or failure will come down to an ethical decision….*

***Edward O. Wilson***

C:\Users\Darren\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\31B2RP17\MC910217208[1].wmfWe should always attempt to make ethical decisions. It is possible; however, for two ethical people to make different decisions in a situation. In business, it is important that people understand ethical dilemmas and the ethical decision-making process.

## The Basics

C:\Users\Lori\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\WGUVXJQ7\MC900295581[1].wmfTypically, there are five ethical standards used to interpret the world around us. Based on your particular situation when having to make an ethical decision, you have likely used one of the following methods:

**Ethical Standards**

* **Utilitarian approach**: This approach focuses on the consequences of actions. The goal is to do ‘more good than harm’, in a situation.
* **Rights approach**: Focusing on the rights of all involved defines this approach. It makes respecting the rights of others a moral obligation.
* **Fairness approach**: A fair approach indicates that all people will be treated equally. A fairly based standard is used to determine actions that are unequal such as pay rate.
* **Common Good approach**: The conditions that affect all people are considered in the common good approach. Systems and laws are created to ensure the welfare of everyone.
* **Virtue approach**: This approach uses virtues such as honesty, compassion, love, patience, and courage to guide behavior.

|  |  |
| --- | --- |
| **Estimated Time** | 15 minutes |
| **Topic Objective** | Understand how people approach ethical decisions. |
| **Topic Summary** | The Basics  Use the exercise to become familiar with the different ethical approaches. |
| **Materials Required** | [Worksheet 10: Ethical Approaches](#_Worksheet_10) |
| **Planning Checklist** | None |
| **Recommended Activity** | Work on the exercise individually. Break into small groups and discuss your answers. Review the concept as a class. |
| **Stories to Share** | Give examples for each approach:  Utilitarian: Robin hood activity  Rights: Civil rights  Fairness: Question CEO salary  Common Good: Health insurance  Virtue: Refusing to lie to save a job. |
| **Delivery Tips** | Skip the small group or large group discussion to save time. |
| **Review Questions** | What is the Utilitarian approach? |

## Balancing Personal and Organizational Ethics

C:\Users\Lori\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\G15NUO6Y\MC900295566[1].wmfIt is important to be ethical on a personal, and at the organizational level. Personal ethics, based on personal beliefs and values, influence decisions both inside and outside of work. Organizational ethics determine workplace decisions.

Organizational ethics flow from the top down. Those in leadership need to promote ethical decisions and lead by example. Occasionally, personal and professional ethics will collide. In the event of an ethical dilemma, it is important to make your decision based on what is most important and what will be the best for the parties involved.

## Common Dilemmas

C:\Users\Lori\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\V3LIOT9L\MC900287608[1].wmfThere are many different ethical dilemmas in business that are specific to industries. There are; however, common dilemmas that every organization should practice:

* Honest accounting practices
* Responsibility for mistakes such as accidents, spills, and faulty product
* Advertising that is honest and not misleading
* Collusion with competitors
* Labor issues
* Bribes and corporate espionage

Law governs many of these dilemmas, but an ethically run organization will make the right decision regardless of legal issues. Because these issues are so common, it is important to create ethical standards and enforce the policies and procedures.

|  |  |
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| **Estimated Time** | 15 minutes |
| **Topic Objective** | Outline dilemmas that organizations face. |
| **Topic Summary** | Common Dilemmas  Link personal and organizational ethic with common dilemmas. |
| **Materials Required** | [Worksheet 11: Common Dilemmas](#_Worksheet_11) |
| **Planning Checklist** | None |
| **Recommended Activity** | Work on the exercise individually. Break into small groups and discuss your answers. Review the concept as a class. |
| **Stories to Share** | Share a personal story of a time when you faced an ethical dilemma. |
| **Delivery Tips** | Skip the small group or large group discussion to save time. |
| **Review Questions** | Name a common dilemma. |

## Making Ethical Decisions

C:\Users\Darren\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\9MJXCRQW\MC900370374[1].wmfBefore making any final decisions, use the following steps to make sure that you are making ethical decisions.

* Determine the ethics of a situation: Does the decision affect a group or have legal ramifications?
* Gather Information: Learn as much as possible about the situation, and get the point of view from all parties involved.
* Evaluate Actions: Make different decisions based on the different ethical standards.
* Test Decisions: Would you be proud of this decision if it were advertised?
* Implement: Implement the decision, and evaluate the results.

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| **Estimated Time** | 15 minutes |
| **Topic Objective** | Understand the process for making ethical decisions. |
| **Topic Summary** | Making Ethical Decisions  Practice making ethical decisions. |
| **Materials Required** | [Worksheet 12: Making Ethical Decisions](#_Worksheet_12) |
| **Planning Checklist** | None |
| **Recommended Activity** | Work on the exercise alone. Split into small groups and discuss your answers. Review the concept as a class. |
| **Stories to Share** | Ask the students to consider decisions they made that they would not want exposed on the news. |
| **Delivery Tips** | Skip the small group or large group discussion if you need to save time. |
| **Review Questions** | What is the first step to making ethical decisions? |

## Overcoming Obstacles

C:\Users\Lori\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\G15NUO6Y\MC900280493[1].wmfThere will always be temptation to act unethically. These obstacles are particularly difficult to overcome when other people are encouraging you to behave unethically. They may be in positions of authority or simply intimidating, but you do not have to give into them.

**Overcome Obstacles:**

* Sympathize: Do not attack unethical people. Sympathize with their situation, but refuse to compromise your standards.
* Make them responsible: Do not quibble. Directly ask people if they want you to do something illegal or unethical. This removes their plausible deniability.
* Reason: Provide them with logical reasons for your refusal to compromise your integrity.
* Stay firm: Make a decision and stick to it. Do not let people wear you down.
* Take precautions: Keep a paper trail of your encounters, and be prepared to defend yourself.

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| **Estimated Time** | 15 minutes |
| **Topic Objective** | Recognize ways to remain ethical in the face of obstacles. |
| **Topic Summary** | Overcoming Obstacles  Use the handout to practice overcoming obstacles. |
| **Materials Required** | [Worksheet 13: Overcoming Obstacles](#_Worksheet_13) |
| **Planning Checklist** | None |
| **Recommended Activity** | Work with a partner to practice overcoming obstacles. Discuss your experience with the class. |
| **Stories to Share** | Share a personal story about a time when someone tried to coerce you or someone you know into unethical behavior. |
| **Delivery Tips** | Skip the class discussion, if necessary. |
| **Review Questions** | What is the first step in dealing with unethical people? |

## Practical Illustration

Dave had to make an ethical decision and wasn’t sure how to go about finding the best result. After doing some research, he decided to work out the end results of five different processes. He chose to compare the theoretical results of the Utilitarian, Rights Based, Fairness, Common Good, and Virtue approaches.

Dave considered several things in his process. What were the ramifications of his decision? Did he know everything he could about the situation? Would he be okay if his choice was advertised? After he made sure to consider everything he could think of, he found his decision easy to make. In the end, what he chose benefitted his company and their reputation.

## Module Six Review Questions

1. Typically, there are how many ethical standards for interpreting the world?
2. 3
3. 5
4. 8
5. 10

Typically, there are five ethical standards used to interpret the world around us.

1. Organizational ethics flow from where?
2. Bottom up
3. Top down
4. Public domain
5. Employee actions

Organizational ethics flow from top down.

1. Honest accounting practices, accurate advertising, and taking responsibility for mistakes are examples of what?
2. Common dilemmas
3. Ethical targets
4. Laws
5. Rights of business

These are all examples of common dilemmas.

1. What is the first step to making ethical decisions?
2. Can the problem be ignored?
3. Does the decision have legal ramifications?
4. Can the issue be solved with more money?
5. Is there a way to make money from the situation?

The first step to making ethical decisions is to determine the ethics of a situation.

1. Which tactic was not recommended for standing your ground when others are trying to influence you to behave unethically?
2. Bribery
3. Sympathy
4. Reason
5. Staying firm

Sympathizing, reasoning and staying firm are all ways to overcome obstacles.

1. The goal when making ethical decisions is to:
2. Do more good than harm
3. Leave no stone unturned
4. Go with the flow
5. Take it easy

The goal when making ethical decisions is to do more good than harm.

1. Make a decision and \_\_\_\_\_.
2. Hope for the best
3. Play it by ear
4. Stick to it
5. None of the above

Make a decision and stick with it.

1. Respecting the rights of others \_\_\_\_\_
2. Is not your concern
3. A moral obligation
4. Hard to do
5. A lesson to learn

Respecting the right of others is a moral obligation.

1. This approach uses honesty, compassion, love, patience, and courage to guide behavior
2. The Common Good Approach
3. The Fairness Approach
4. The Utilitarian Approach
5. The Virtues Approach

The Virtues Approach uses virtues such as honesty, compassion, love, patience, and courage to guide behavior.

1. An ethically run organization will make the right decision \_\_\_\_\_\_\_.
2. Regardless of legal obligation
3. Every time
4. If they feel it’s the right thing to do
5. None of the above

An ethically run organization will make the right decision regardless of legal obligation.

# C:\Users\Darren\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\31B2RP17\MC900340112[1].wmfModule Seven: Whistle Blowing

*Integrity is telling myself the truth. And honesty is telling the truth to other people.*

***Spencer Johnson***

Whistle blowing can be seen as either a public service or as a petty act of taletelling. This may not be an easy decision to make, but whistleblowing concerning a misconduct is considered a public service. Although, legally protected, whistleblowers take on serious personal risks by informing the proper authority about their employer’s unethical actions. There are circumstances, however, when an incident needs to be reported in order to protect the public.

## Criteria and Risk

C:\Users\Darren\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\31B2RP17\MC900367666[1].wmfThe term “whistleblower” is British, and it comes from the whistles that the police used to carry to alert the public and other police to a crime. Whistleblowers point out serious infractions against the law; risk to public or employee health; fraud; or signs of corruption. Reporting a co-worker for being late is not whistle blowing.

Legal protection has been provided to whistleblowers since the 1960s, and the laws have changed to keep up with the times. While there is legal protection for whistleblowers, they may face retaliation. They may be fired for unrelated reasons, harassed, or intimidated. They may find it difficult to find another job because of their reputations as a whistleblower.

|  |  |
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| **Estimated Time** | 10 minutes |
| **Topic Objective** | Understand the criteria and risk of being a whistleblower. |
| **Topic Summary** | Criteria and Risk  Use the exercise to identify whistle blowing. |
| **Materials Required** | [Worksheet 14: Whistle Blowing](#_Worksheet_14) |
| **Planning Checklist** | None |
| **Recommended Activity** | Work on the exercise individually. Meet in a small group to discuss the exercise. After the small group discussion, review the topic with the class. |
| **Stories to Share** | Present a familiar story of whistle blowing such as Sherron Watkins of Enron. |
| **Delivery Tips** | Choose either a group or class discussion, if you are short on time. |
| **Review Questions** | Where did the term whistle blower originate? |

## The Process

C:\Users\Lori\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\V3LIOT9L\MC900071016[1].wmfThere are two types of whistleblowers: internal whistleblowers and external whistleblowers. Internal whistleblowers go to someone within the organization to report a problem. Many companies have ways of doing this anonymously so that the employee will be protected from retaliation. External whistleblowers go outside the organization with the issue. They go to law enforcement or the media. External whistle blowing is the best option when reporting unethical conduct of businesses that are corrupt from the top down. Once the whistle is blown, whistleblowers need to protect their rights and possibly seek legal counsel to shield themselves from retaliation.

|  |  |
| --- | --- |
| **Estimated Time** | 10 minutes |
| **Topic Objective** | Understand how to blow the whistle. |
| **Topic Summary** | The Process  Use the exercise to understand the process. |
| **Materials Required** | [Worksheet 15: Process](#_Worksheet_15) |
| **Planning Checklist** | None |
| **Recommended Activity** | Work on the exercise alone. Meet with the small group to discuss the exercise. After the small group discussion, review the topic with the class. |
| **Stories to Share** | Share that whistleblowers are often protected under the law, but it is illegal to file false claims. |
| **Delivery Tips** | Choose either a group or class discussion, if you are short on time. |
| **Review Questions** | What is the difference between internal and external whistleblowers? |

## When You Should “Blow the Whistle”

C:\Users\Lori\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\G15NUO6Y\MC900065072[1].wmfThink carefully before blowing the whistle. Doing so is neither fun nor easy. There are situations when blowing the whistle is the right thing to do. If the rights, health, or safety of others is knowingly compromised and it seems no one is able to fix the problem, then the ethical thing to do is ‘blow the whistle’.

Blowing the whistle legally requires you to have a “reasonable belief” that the violations occurred with company knowledge. It is best to have evidence of the misconduct before moving forward.

|  |  |
| --- | --- |
| **Estimated Time** | 10 minutes |
| **Topic Objective** | Explore when to blow the whistle. |
| **Topic Summary** | When You Should Blow the Whistle  Use the exercise to consider when the whistle should be blown. |
| **Materials Required** | [Worksheet16: When You Should Blow the Whistle](#_Worksheet_16) |
| **Planning Checklist** | None |
| **Recommended Activity** | Complete the exercise individually. Split into a small group and discuss the exercise. After the small group discussion, review the topic with the class. |
| **Stories to Share** | Ask the participants to consider the effects of harmful corporate practices, and what would happen if they were never stopped. Bring up the story of Erin Brockovich, and show a clip from the movie, if you have time. |
| **Delivery Tips** | Skip the class discussion, if necessary. |
| **Review Questions** | What do whistleblowers have to prove? |

## Practical Illustration

Caroline worked at a large investment firm with thousands of clients. Caroline was a hard-working employee, and eventually was promoted to management. On her first day, the other managers sat down with her and explained that they would take a little bit of money from each account, because they felt their wages weren’t high enough but their boss wouldn’t raise their pay.

Caroline went to her boss about this breach of ethics, but he secretly knew about it and participated. Seeing that she needed to report this externally, she got legal counsel to help her report this through the proper channels. Through her lawyer, Caroline also learned that she had legal protection as a whistleblower.

## Module Seven: Review Questions

1. Whistleblowers are protected under the law?
2. True
3. False

Although, legally protected, whistleblowers take on serious personal risks by informing the proper authority about their employer’s unethical actions.

1. What are the two types of whistleblowers?
2. Legal and Illegal
3. Social and Political
4. Red and Green
5. Internal and External

There are two types of whistleblowers: internal whistleblowers and external whistleblowers.

1. Blowing the whistle legally requires you to have \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ that the violations occurred with company knowledge?
2. Reasonable belief
3. Unknown knowledge
4. Plausible deniability
5. Monetary motivation

Blowing the whistle legally requires you to have reasonable belief that the violations occurred with company knowledge.

1. The term “whistleblower” is \_\_\_\_\_\_.
2. Scottish
3. Canadian
4. American
5. British

The term “whistleblower” is British, and it comes from the whistles that the police used to carry to alert the public and other police to a crime.

1. Legal protection has been provided to whistleblowers since the \_\_\_\_\_.
2. 1860s
3. 1920s
4. 1960s
5. 1990s

Legal protection has been provided to whistleblowers since the 1960s, and the laws have changed to keep up with the times.

1. Many companies have ways of doing this anonymously so that the employee will be protected from \_\_\_\_\_\_\_.
2. Newspapers
3. Retaliation
4. Nosy coworkers
5. None of the above

Many companies have ways of doing this anonymously so that the employee will be protected from retaliation.

1. Whistleblowers need to protect their rights and possibly seek \_\_\_\_ to shield themselves from retaliation.
2. Refuge
3. Legal counsel
4. Advice
5. A new profession

Whistleblowers need to protect their rights and possibly seek legal counsel to shield themselves from retaliation.

1. You should only ‘blow the whistle’ when\_\_\_\_\_.
2. Rights of others are knowingly compromised
3. Health of others is knowingly compromised
4. Safety of others is knowingly compromised
5. All of the above

If the rights, health, or safety of others is knowingly compromised and it seems no one is able to fix the problem, then the ethical thing to do is ‘blow the whistle’.

1. External whistleblowers go \_\_\_\_\_\_ with the issue.
2. To law enforcement
3. To the media
4. To a new job
5. Both A and B

External whistleblowers go outside the organization with the issue. They go to law enforcement or the media.

1. Internal whistleblowers go\_\_\_\_\_\_\_\_ to report a problem
2. To someone within the organization
3. To the police
4. Home
5. None of the above

Internal whistleblowers go to someone within the organization to report a problem.

# Module Eight: Managerial Ethics

*… if you want to test a man’s character give him power.*

***Abraham Lincoln***

C:\Users\Darren\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\MP321RS9\MC900090662[1].wmfManagers have a responsibility to behave ethically, and to manage ethically. They set the standard for all employees. Ethical management provides a number of benefits, both to the company culture and to the financial gain of the organization.

## C:\Users\Darren\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\FTRMPN7N\MC900238009[1].wmfEthical Management

Ethical management balances the responsibilities of modern business organizations.

**Responsibilities:**

* **Profit:** All companies are responsible to make a profit in order to survive and fulfill their other obligations.
* **People:** This includes employees, customers, shareholders, and the community.
* **Planet:** Sustainability and the preservation of resources is a growing responsibility for businesses.
* **Principles:** The ethics that govern the organization will help the company to act ethically in every area.

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| **Estimated Time** | 15 minutes |
| **Topic Objective** | Understand the responsibilities of ethical management. |
| **Topic Summary** | Ethical Management  Identify the balance that ethical managers must keep. |
| **Materials Required** | [Worksheet 17: Responsibilities](#_Worksheet_17) |
| **Planning Checklist** | None |
| **Recommended Activity** | Complete the exercise alone. Split into a small group and discuss the exercise. After the small group discussion, review the topic with the class. |
| **Stories to Share** | Share how many successful companies manage these different responsibilities. |
| **Delivery Tips** | If you feel you are short on time, skip the large group discussion. |
| **Review Questions** | What people are managers responsible for? |

## Identifying the Characteristics

Although there are many different characteristics of ethical management, these three traits are most commonly associated with identifying ethical management:

* **Integrity**: The manager behaves with integrity and leads by example.
* **Transparency**: The company and its managers are transparent, and do not hide their actions.
* **Utilitarianism**: The organization and manager consider the happiness of the people involved in the organization.

|  |  |
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| **Estimated Time** | 15 minutes |
| **Topic Objective** | Identify the characteristics of ethical managers. |
| **Topic Summary** | Identifying the Characteristics  Consider actions that define ethical managers. |
| **Materials Required** | [Worksheet 18: Characteristics](#_Worksheet_18) |
| **Planning Checklist** | None |
| **Recommended Activity** | Complete the worksheet alone and discuss your ideas with the small group. Review as a class |
| **Stories to Share** | Share a personal story of a manager who influenced you by their integrity. |
| **Delivery Tips** | If you feel you are short on time, skip the large group discussion. |
| **Review Questions** | What are the characteristics of ethical management? |

## Ensuring Ethical Behavior

C:\Users\Darren\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\31B2RP17\MC900334638[1].wmfBecause ethics and values are extremely personal, it is difficult to ensure that all employees will practice ethical behavior. There are ways to promote ethical behavior, however, by simply instilling a few basic rules.

* Develop an ethics management program.
* Develop a code of ethics.
* Develop a code of conduct.
* Create policies and procedures that reflect the company ethics.

It is not enough to simply create codes, programs, policies, and procedures. All rules must be enforced in order to be effective and to curb unethical behavior.

## Practical Illustration

Joseph was recently hired for an open position as a manager at a call center. He was assigned to shadow and learn from Shaun, who had been a manager there for several years. Shaun told Joseph the four pillars of ethical management; Profit, People, Planet, Principles.

He continued, explaining that the company has a responsibility to pay back it’s investors and increase its stock price for shareholders, to treat their employees, customers, and community with respect, to be sustainable and green, and to stand by the organization’s core principles at all times. Shaun told Joseph that if he remembers the four P’s, and acted with integrity, he’d make an excellent manager and a great fit with the company.

## Module Eight: Review Questions

1. Being an ethical manager means that you are responsible for what?
2. Profit
3. People
4. Principles
5. All of the above

Responsibilities of an ethical manager include profit, people, planet and principles.

1. Which is not a trait that is associated with ethical management?
2. Integrity
3. Transparency
4. Greed
5. Utilitarianism

Greed is not a trait that is associated with ethical management.

1. Which are ways to help promote ethical behavior?
2. Develop an ethics management program
3. Develop a code of ethics
4. Create policies and procedures that reflect the company ethics
5. All of the above

It is not enough to simply create codes, programs, policies, and procedures. All rules must be enforced in order to be effective and to curb unethical behavior.

1. Managers have a responsibility to\_\_\_\_\_\_\_.
2. Behave ethically
3. Manage ethically
4. Choose the new manager
5. Both A and B

Managers have a responsibility to behave ethically, and to manage ethically.

1. All companies are responsible to make a profit in order to \_\_\_\_\_\_.
2. Be ethical
3. Survive
4. Represent their employees
5. None of the above

All companies are responsible to make a profit in order to survive.

1. The \_\_\_\_\_ that govern the organization will help the company to act ethically in every area.
2. Managers
3. Ethics
4. Employees
5. Laws

The ethics that govern the organization will help the company to act ethically in every area.

1. The \_\_\_\_\_\_ behaves with integrity and leads by example.
2. Manager
3. Employees
4. Investors
5. Shareholders

The manager behaves with integrity and leads by example.

1. The company and its \_\_\_\_\_ are transparent, and do not hide their actions.
2. Employees
3. Supporters
4. Managers
5. Investors

The company and its managers are transparent, and do not hide their actions.

1. Ethics and \_\_\_\_\_\_\_ are extremely personal.
2. Dietary choices
3. Values
4. Personalities
5. None of the above

Ethics and values are extremely personal.

1. All rules must be enforced in order to be effective and to curb \_\_\_\_\_\_\_\_.
2. Poor career choices
3. Unethical behavior
4. Poor working relationships
5. All of the above

All rules must be enforced in order to be effective and to curb unethical behavior.

# Module Nine: Unethical Behavior

*An ethical person ought to do more than he’s required to do and less than he’s allowed to do.*

***Anonymous***

C:\Users\Darren\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\31B2RP17\MC900251122[1].wmfFrom time to time, employees may behave unethically. It is important to be able to identify unethical behavior and more important to have the skills in place to address it. A successful manager should also be able to prevent poor behavior and intervene before it escalates.

## Recognize & Identify

C:\Users\Lori\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\W7CMFKNB\MC900437797[1].wmfStress can take its toll on employees, and when emotions run high, behaviors can be difficult to keep in check. At the first sign of unethical behavior, managers need to substantiate the reasoning behind it, and put a stop to it. Allowing unethical behavior to continue will have long-term consequences for the company.

Typical Unethical Behavior

* Abusing sick leave
* Lying to customers
* Cutting corners
* Covering up mistakes

The behavior may seem insignificant, and most people are guilty of at least one these incidents at one point in time, but these minor lapses in ethical judgment can be the gateway to even more unethical behavior.

|  |  |
| --- | --- |
| **Estimated Time** | 10 minutes |
| **Topic Objective** | Recognize common unethical behavior. |
| **Topic Summary** | Recognize and Identify  Consider the prevalence of unethical behavior. |
| **Materials Required** | [Worksheet 19: Unethical Behavior](#_Worksheet_19) |
| **Planning Checklist** | None |
| **Recommended Activity** | Work on the exercise independently. Share the answers with the class. |
| **Stories to Share** | Share a personal story about unethical work behavior you have observed. |
| **Delivery Tips** | You may want to work on the exercise as a group. |
| **Review Questions** | Why is minor unethical behavior important to address. |

## C:\Users\Lori\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\V3LIOT9L\MC900197725[1].wmfPreventing

Preventing unethical behavior is much easier than dealing with the aftermath. We have already addressed ways to prevent unethical behavior, such as implementing a code of ethics and ethical policies. Another tactic that can prevent unethical behavior is improving job satisfaction. Employees often react to situations they feel are unfair.

## Addressing

C:\Users\Darren\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\31B2RP17\MC910217213[1].wmfUnethical behavior needs to be addressed carefully. It is important to discuss the situation face-to-face. If the behavior specifically violates company policy, remind the person about the policy. If the situation is a grey area, you may have to explain why it was not ethical. Approach the situation calmly, and allow people to explain their actions. Do not jump to conclusions, but do understand that people sometimes need guidance in making ethical decisions. Should unethical behavior continue, take the necessary disciplinary action.

|  |  |
| --- | --- |
| **Estimated Time** | 15 minutes |
| **Topic Objective** | Be familiar with ways to address unethical behavior. |
| **Topic Summary** | Addressing  Understand how to prevent and address unethical behavior. |
| **Materials Required** | [Worksheet 20: Prevent and Address Unethical Behavior](#_Worksheet:_Prevent_and) |
| **Planning Checklist** | None |
| **Recommended Activity** | Complete the role-play handout with a partner, and discuss the ideas with the class. |
| **Stories to Share** | Ask the participants if any of them ever worked for a manager or company that they believed mistreated them. How did they feel? |
| **Delivery Tips** | Skip the class discussion, if necessary. |
| **Review Questions** | What commonly motivates unethical behavior? |

## C:\Users\Darren\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\FTRMPN7N\MC900070852[1].wmfInterventions

Workplace interventions occur when people are concerned about the welfare of their co-workers. Interventions are usually used to help co-workers with addiction problems such as alcohol or drug abuse. They can also be held when assisting co-workers deal with unethical behavior specifically committed at work. There are certain steps that need to happen if anyone chooses to hold an intervention.

* Call an interventionist: A professional is needed to handle the situation.
* Create an action plan: Plan how the intervention should go.
* Meet: Have the group meet together beforehand to iron out details.
* Intervention: Hold the intervention for an hour or two, and talk without judgment.
* Treatment: Help the co-worker find treatment if they decide it is necessary.

## Practical Illustration

Viola was notorious for cutting corners or blaming others for her mistakes. She would often make mistakes on her work due to her minimum effort put in, and she would pin the blame on one of her colleagues. Eventually, her manager got fed up with her behavior and had a meeting with her.

Her manager reminded Viola that what she was doing was against company policy, and showed disregard for the well-being of other’s work and professional reputation. Viola didn’t think she had done anything wrong, and resented being called out on her behavior. Her manager explained exactly what she did wrong and how she could act more ethically, but she still refused to change. She quit soon after.

## Module Nine: Review Questions

1. It is important to address minor unethical behavior, like cutting corners and abusing sick leave, because it may lead to more unethical behavior in the long term?
2. True
3. False

These minor lapses in ethical judgment can be the gateway to even more unethical behavior.

1. It is easier to deal with the aftermath of unethical behavior than it is in preventing it?
2. True
3. False

Preventing unethical behavior is much easier than dealing with the aftermath.

1. What should be done before a workplace intervention is performed?
2. Call an interventionist
3. Create an action plan
4. Meet beforehand
5. All of the above

There are certain steps that need to happen if anyone chooses to hold an intervention, including calling an interventionist, creating an action plan and meeting beforehand.

1. What is another tactic to dealing with unethical behavior?
2. Firing that employee
3. Improving job satisfaction
4. Creating a new position for them
5. All of the above

Another tactic that can prevent unethical behavior is improving job satisfaction.

1. What is the best way to handle the unethical behavior of an employee?
2. Send them an email
3. Speak to them face-to-face
4. Visit them at home
5. Have a subordinate do it for you

It is important to discuss the situation face-to-face.

1. When you suspect an employee of unethical behavior, you should…
2. Not jump to conclusions
3. Assume the worst
4. Ask others for their opinion
5. None of the above

Do not jump to conclusions, but do understand that people sometimes need guidance in making ethical decisions.

1. What is the title of a professional who can help when a situation of unethical behavior is discovered in the workplace?
2. A podiatrist
3. A psychologist
4. An interventionist
5. A pathologist?

An interventionist is a professional who can help when a situation of unethical behavior is discovered in the workplace.

1. How long should an intervention last?
2. 30 minutes
3. An hour and a half
4. All day
5. An hour or so

Hold the intervention for an hour or two, and talk without judgment.

1. If necessary, an employer should offer to \_\_\_\_\_ for an employee in need.
2. Provide more money
3. Allow time off
4. Help find proper treatment
5. Help find another job

If necessary, an employer should offer to help find proper treatment for an employee in need.

1. Unethical behavior needs to be addressed \_\_\_\_\_\_.
2. Slowly
3. Carefully
4. Individually
5. None of the above

Unethical behavior needs to be addressed carefully.

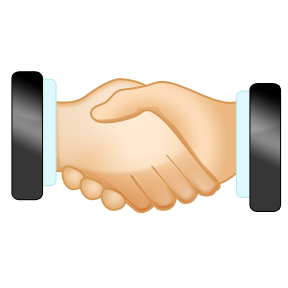
# Module Ten: Ethics in Business (I)

*A business that makes nothing but money is a poor kind of business.*

***Henry Ford***

C:\Program Files (x86)\Microsoft Office\MEDIA\CAGCAT10\j0233018.wmfEthics in business requires diligence and hard work. The entire organization needs to be on the same page in order for people to make ethical decisions. It is important to create codes and principles to guide people. The ethical principles and codes that the company uses, however, should directly reflect the needs of the business.

## Organization Basics

When building an ethical business, it is important that the roles and responsibilities of each member of the company are clearly outlined. An organizational chart will help determine how an ethics program will run. There will need to be a chain of command overseeing the ethics program. The interrelationships of these roles should be established along with the ethical standards that must be embraced at every level. Remember that business ethics begin at the top of the organizational chart.

|  |  |
| --- | --- |
| **Estimated Time** | 10 minutes |
| **Topic Objective** | To discuss the inter connectivity within the company’s chain of command |
| **Topic Summary** | This exercise asks participants to discuss and outline the roles of company members, and how they are connected |
| **Materials Required** | Notes can be taken down, or this can be used as a discussion |
| **Planning Checklist** | None |
| **Recommended Activity** | Give participants a sheet of paper and pen/pencil, and allow them to work individually.   * Instruct participants to consider each role in the chain of command and describe that person’s role and responsibilities, and how they connect * Once each person has completed the task, ask one or two volunteers to stand in front of the group and share their results. |
| **Stories to Share** | “***The man who complains about the way the ball bounces is likely to be the one who dropped it.”*** Lou Holtz |
| **Delivery Tips** | Instead of allowing participants to work individually, this assignment can be completed cooperatively. |
| **Review Questions** | Discuss Lou Holtz’s quote, and how it relates to the roles and responsibilities in a chain of command. |

## Addressing the Needs

C:\Users\Darren\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\9MJXCRQW\MC900055012[1].wmfThe needs of the organization should be determined by surveying both customers and the employees. Most companies have a plan to gauge customer satisfaction. The company culture, however, is a clue to the ethics of the business. Anonymous surveys allow people to describe how the company runs and what it needs to increase ethical behavior on every level of the workplace.

Needs to Address:

* Company values
* Personal responsibility
* Employee participation
* Conflicts
* Trust

|  |  |
| --- | --- |
| **Estimated Time** | 20 minutes |
| **Topic Objective** | Understand what ethical principles and policies need to address. |
| **Topic Summary** | Addressing the Needs  Recognize the reasons why we procrastinate. |
| **Materials Required** | [Worksheet 21: Needs](#_Worksheet_21) |
| **Planning Checklist** | None |
| **Recommended Activity** | Work on the exercise independently. Discuss the concept as a class. |
| **Stories to Share** | Share that Enron and other unethical companies have a history of poor company culture. |
| **Delivery Tips** | Skip the class discussion, if necessary. |
| **Review Questions** | How do you determine company needs? |

## Ethical Principles

C:\Users\Darren\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\31B2RP17\MC900090611[1].wmfAn organization’s ethical principles should reflect its needs. For example, a company that ranks low in personal responsibility probably has a bullying problem and needs to create principles that address the issue. There are a few basic business ethics principles that most companies can benefit from instituting.

* **Trust**: Customers and employees react better to a company they trust and they feel trusts them.
* **Clarity**: Make sure that all documents, codes, principles, etc. are clear and easy to understand.
* **Community**: Support community involvement.
* **Accurate records**: Keep all records and accounting up-to-date and above suspicion.
* **Respect**: Treat all people with respect, regardless of their position.

|  |  |
| --- | --- |
| **Estimated Time** | 20 minutes |
| **Topic Objective** | Outline ethical principles. |
| **Topic Summary** | Ethical Principles  Draft ethical principles to guide your business. |
| **Materials Required** | [Worksheet 22: Principles](#_Worksheet_22) |
| **Planning Checklist** | None |
| **Recommended Activity** | Work on the exercise independently. Meet in a small group and discuss your principles. Review the concept as a class. |
| **Stories to Share** | The following article, written by a professional ethicist explains how implementing ethical principles leads to a happy life.  <https://www.stevenmintzethics.com/single-post/2017/04/12/Can-You-Be-Happy-Without-Being-an-Ethical-Person> |
| **Delivery Tips** | Skip the class discussion, if necessary. |
| **Review Questions** | What should ethical principles reflect? |

## Practical Illustration

Kevin was the owner of an elective surgery practice. He knew that maintaining an ethical and responsible reputation was crucial in his field, and acted on the belief that ethical behavior started at the top and cascaded down. To ensure a high level of organizational integrity, he created a company code of ethics and appointed an office ombudsman to ensure it was being followed.

His ombudsman would address office issues, and reinforced company values, personal responsibility, and employee participation in discussions. Because of his work in creating an ethical and friendly environment, his employees felt fulfilled and happy in their positions and customers felt that his practice was trustworthy, with many repeat customers.

## Module Ten: Review Questions

1. Business ethics begin where, on the organizational chart?
2. Middle
3. Bottom
4. Employee level
5. Top

Business ethics begin at the top of the organizational chart.

1. Who should be surveyed to determine the needs of an organization?
2. Employees
3. Employees and customers
4. Customers
5. Politicians

Employees and customers should be surveyed to determine the needs of an organization.

1. What should an organization's ethical principles reflect?
2. It's needs
3. Profit margin
4. Wages increases
5. Production ability

The needs of the organization should be determined by surveying both customers and the employees.

1. Ethics in business requires:
2. Diligence
3. Hard work
4. Money
5. Both A and B

Ethics in business requires diligence and hard work.

1. It is important when building an ethical business, to:
2. Outline roles and responsibility
3. Pinpoint the more ethical employees
4. Pinpoint those employees who are less ethical
5. None of the above

It is important when building an ethical business to outline roles and responsibility.

1. Needs to address in a workplace survey include:
2. Values
3. Conflicts
4. Trust
5. All of the above

Values, conflicts and trust are all needs to address in a workplace survey.

1. Anonymous surveys allow people to:
2. Describe how the company runs
3. Complain about coworkers
4. Complain about their jobs
5. Complain about their boss

Anonymous surveys allow people to describe how the company runs.

1. A company that ranks low in personal responsibility probably:
2. Has a bullying problem
3. Has high employee turn-over
4. Doesn’t pay their employees well
5. None of the above

A company that ranks low in personal responsibility probably has a bullying problem.

1. The entire organization needs to be on the same page in order for people to make ethical decisions.
2. True
3. False

The entire organization *does* need to be on the same page in order for people to make ethical decisions.

1. A(n) \_\_\_\_\_\_ will help determine how an ethics program will run.
2. Survey
3. Organizational chart
4. Discussion
5. None of the above

An organizational chart will help determine how an ethics program will run.

# Module Eleven: Ethics in Business (II)

*Being good is good business.*

***Anita Roddick***

A successful ethics program needs safeguards and a clear code of ethics. In order to get the most from a program, it is necessary to evaluate and make adjustments from time to time. Becoming an ethical business is a process that takes time, but it is possible to succeed if all those involved uphold the program and continue working toward a common goal.

## Ethical Safeguards

C:\Users\Darren\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\FTRMPN7N\MC900197483[1].wmfEthical safeguards need to be in place to ensure ethical behavior. Safeguards take away the excuse that employees do not know better. Safeguards do more than protect the company; they help bring in work. In fact, many government agencies demand that those they contract with have ethical safeguards in place.

Examples:

* Code of Conduct
* Employee training
* Ethics audits

|  |  |
| --- | --- |
| **Estimated Time** | 10 minutes |
| **Topic Objective** | To discuss Ethical Safeguards |
| **Topic Summary** | This exercise asks participants to discuss the information that might be included in ethical safeguards |
| **Materials Required** | Notes can be taken down, or this can be used as a discussion |
| **Planning Checklist** | None |
| **Recommended Activity** | Give participants the sheet of paper and pen/pencil, and allow them to work individually.   * Instruct participants to consider what information would be included in a Code of Conduct, Employee Training, or Ethical Audits * Once each person has completed the task, ask one or two volunteers to stand in front of the group and share their results. |
| **Stories to Share** | ***“Ethics is knowing the difference between what you have a right to do and what is right to do.”*** Potter Stewart |
| **Delivery Tips** | Instead of allowing participants to work individually, this assignment can be completed cooperatively. |
| **Review Questions** | Discuss the Potter Stewart quote, and how it might impact the guidelines of ethics safeguards. |

## Developing a Code of Ethics

C:\Users\Lori\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\G15NUO6Y\MC900233232[1].wmfA Code of Ethics is the foundation of an ethics program. The Code of Ethics needs to address certain issues.

* Laws and regulations: All legal requirements need to be considered.
* Company needs: Consider the needs of the organization when creating a code.
* Ethical values: Use the ethics and values of the company. Include two examples for each value.
* Wording: Make sure that everyone knows that they have to abide by the Code of Ethics.

Update the code each year, and make sure that everyone has a copy of these guidelines.

|  |  |
| --- | --- |
| **Estimated Time** | 15 minutes |
| **Topic Objective** | Recognize what the Code of Ethics should address. |
| **Topic Summary** | Code of Ethics  Draft a Code of Ethics. |
| **Materials Required** | [Worksheet 23: Code of Ethics](#_Worksheet:_Code_of) |
| **Planning Checklist** | None |
| **Recommended Activity** | Work on the exercise independently. Meet in a small group and discuss your principles. Review the concept as a class. |
| **Stories to Share** | It might help to show a copy of a Code of Ethics like the one below.  <https://www.spectris.com/sites/spectris-corp/files/pdf/Code-of-Business-Ethics-English-Aug18.pdf> |
| **Delivery Tips** | Skip the class discussion, if necessary. |
| **Review Questions** | Who is exempt from the Code of Ethics? |

## Performing an Internal Ethics Audit

An internal ethics audit utilizes several different sources. An auditor (or a committee, if there is no auditor) usually goes over the information to determine if any adjustments need to be made.

C:\Users\Lori\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\V3LIOT9L\MC900294959[1].wmfSources:

* Surveys
* Interviews
* Documents
* Focus Groups
* Direct Observation

The audit is used to evaluate the design, execution, and effectiveness of the organization's ethical objectives, programs, and activities.

|  |  |
| --- | --- |
| **Estimated Time** | 20 minutes |
| **Topic Objective** | Introduce sources for an ethics audit. |
| **Topic Summary** | Performing an Internal Ethics Audit  Recognize the importance of an ethics audit. |
| **Materials Required** | [Worksheet 24: Ethics Audit](#_Worksheet_:_Ethics) |
| **Planning Checklist** | None |
| **Recommended Activity** | Complete the assignment alone. Discuss the concept as a class. |
| **Stories to Share** | Share that ethics audits actually prevent unethical behavior from escalating because they identify early problems. |
| **Delivery Tips** | Use a small group discussion, if you feel it would be more effective. |
| **Review Questions** | What sources do auditors use? |

## Upholding the Ethics Program

C:\Users\Darren\AppData\Local\Microsoft\Windows\Temporary Internet Files\Content.IE5\FTRMPN7N\MC900071001[1].wmfThere needs to be complete buy-in for an ethics program to be successful. It is not implemented to simply keep employees from stealing office supplies. Managers must uphold the ethics program by adhering to it themselves and holding all of their employees to the same standards. Managers are also responsible for ensuring that employees have all of the necessary resources to be successful, and that they are fully trained in any new policies or procedures.

|  |  |
| --- | --- |
| **Estimated Time** | 10 minutes |
| **Topic Objective** | To discuss Upholding the Ethics Program |
| **Topic Summary** | This exercise asks participants to discuss what it means to uphold the company’s ethics program. |
| **Materials Required** | Notes can be taken down, or this can be used as a discussion |
| **Planning Checklist** | None |
| **Recommended Activity** | Give participants the sheet of paper and pen/pencil, and allow them to work individually.   * Instruct participants to consider what it would take for them to buy in to their company ethics program. * Once each person has completed the task, ask one or two volunteers to stand in front of the group and share their results. |
| **Stories to Share** | ***“Don't assume, ask. Be kind. Tell the truth. Don't say anything you can't stand behind fully. Have integrity. Tell people how you feel.”–***Warsan Shire |
| **Delivery Tips** | Instead of having participants work individually, this assignment can be completed cooperatively. |
| **Review Questions** | How does Warsan Shire’s quote tie-in to the idea of a company’s ethics program? |

## Practical Illustration

Kevin, hoping to maintain or even increase integrity in his practice, started doing internal ethics audits. He sent a survey to all of his employees to complete, which would cover how they felt about the practice’s behavior, reputation, and their personal feelings on their place at the company. He also conducted interviews with managers, asking for their suggestions on how to make sure the company reputation remained spotless and employee satisfaction high.

With their suggestions, he opted to update their code of ethics every year to keep up with the changing needs of his employees and customers. On top of that, he started having monthly open ethics meetings, and established a board of ethics that employees could participate in.

## Module Eleven: Review Questions

1. Many government agencies demand that \_\_\_\_\_\_\_\_\_\_\_\_\_\_ are in place before they do business with private companies?
2. Ethical safeguards
3. Profit safeguards
4. Labiality safeguards
5. Employee retentions

Many government agencies demand that ethical safeguards are in place before they do business with private companies.

1. A Code of Ethics is the foundation of an ethics program. The Code of Ethics needs to address what issues?
2. Laws and regulations
3. Company needs
4. Ethical values
5. All of the above

The Code of Ethics needs to address laws and regulations, company needs, and ethical values.

1. Who is exempt from the Code of Ethics?
2. CEO
3. Shareholders
4. No one
5. Board of directors

No one is exempt from the Code of Ethics.

1. Why is it important to perform an internal ethics audit?
2. Evaluate the design of the ethics program
3. Evaluate the effectiveness of the ethics program
4. Evaluate the execution of the ethics program
5. All of the above

Internal ethics audits are important for evaluating the design of the ethics program, the effectiveness of the ethics program, and the execution of the ethics program.

1. In order to get the most from a program, it is necessary to:
2. Evaluate the content
3. Make adjustments from time to time
4. See input from his superiors
5. Both A and B

In order to get the most from a program, it is necessary to evaluate the content and make adjustments from time to time.

1. Ethical safeguards need to be in place to ensure:
2. Employees’ comprehension
3. Employers’ expectations
4. Ethical behavior
5. None of the above

Ethical safeguards need to be in place to ensure ethical behavior.

1. An internal ethics audit utilizes which sources?
2. Surveys
3. Interviews
4. Documents
5. All of the above

An internal ethics audit utilizes surveys, interviews, and documents.

1. There needs to be \_\_\_\_ for an ethics program to be successful.
2. Managerial buy-in
3. New hire buy-in
4. Complete buy-in
5. Government approval

There needs to be a complete buy-in for an ethics program to be successful.

1. A(n) \_\_\_\_\_ usually goes over the information in the internal ethics audit to determine if any adjustments need to be made.
2. Auditor
3. Manager
4. Customer
5. Supervisor

An auditor (or a committee, if there is no auditor) usually goes over the information to determine if any adjustments need to be made.

1. How many examples should be included for each ethical value?
2. 1
3. 2
4. 3
5. 4

Use the ethics and values of the company. Include two examples for each value.

# Module Twelve: Wrapping Up

*Action indeed is the whole medium of expression for ethics.*

***Jane Addams***

Although this workshop is coming to a close, we hope that your journey to improve your Business Ethics is just beginning. Please take a moment to review and update your Action Plan. This will be a key tool to guide your progress in the days, weeks, months, and years to come. We wish you the best of luck on the rest of your travels!

## Review of Parking Lot

Review the items on the parking lot. Some items may need one-to-one participant follow up. You may be able to clear other items up now. Follow-up workshops may even be appropriate.

## Lessons Learned

* Define and understand ethics.
* Understand the benefits of ethics.
* Create strategies to implement ethics at work.
* Recognize social and business responsibility.
* Identify ethical and unethical behavior.
* Learn how to make ethical decisions and lead with integrity.

## Completion of Action Plans and Evaluations

Do a quick round robin and ask each person to share one thing that they learned today. Then, ask participants to make sure their Action Plans and Evaluation Forms are complete.

If possible, ask participants to pair up and set up a follow-up system, so that they can check up on each other in the coming days, weeks, and months. If appropriate, provide your contact information in case they have any questions.

## Words from the Wise

Here are a few thoughts that we would like to leave you with, to accompany you on your journey.

* **Juanita Kidd Stout**: A person educated in mind and not morals is a menace to society.
* **Zig Ziglar:** The most important persuasion tool you have in your entire arsenal is integrity.
* **James MacGregor Burns**: Divorced from ethics, leadership is reduced to management and politics to mere technique.

# Appendix

## Worksheet 1

***Business Ethics***

Write down actions that make a company ethical. Choose actions for each category. Discuss your answers with the group. Do you see any similarities?

Employees

* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Investors and Shareholders

* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Customers

* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Community

* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Vendors and Other Organizations

* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

## Worksheet 2

***10 Benefits***

Take a few minutes to consider your favorite store and list the reasons why you shop there.

* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
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* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Think about your favorite or ideal job. What attracts you to the company?

* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
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## Worksheet 3

***E.F. Hutton Case Study***

Contemplate the reasons why the employees of E.F. Hutton would consider breaking the law. How do you think they justified the decision to themselves? Write a list of possible reasons that lead to the unethical behavior. Share your ideas with the group.

* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
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## Worksheet 4

***Guidelines***

Create a guideline that will clearly influence behavior. For example, employees may not use the company phone for personal calls. Share your policy with your group. Provide feedback and point out any vagueness in your policy. Take the same steps to create a guideline for a management practice such as hiring or employee reviews.

Behavior Guidelines:

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Management Guidelines:

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## Worksheet 5

***Roles***

List roles that your company needs to implement for an ethics management program. Assign responsibilities within each role.

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## Worksheet 6

***Privacy Policy***

Create your own privacy policy based on the information in the module. Remember to be specific and respect the rights of your employees.

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## Worksheet 7

***Harassment***

Consider the following scenarios. What do you believe qualifies as harassment?

* An employee is not invited out to lunch with his colleagues. Y N
* A coworker tells a gay joke in the office. Y N
* The manager promotes his girlfriend. Y N
* Someone makes a positive stereotype about Asians. Y N
* The manager asks an employee out on a date. Y N
* A coworker speculates about someone’s sexuality. Y N
* The manager chooses to go with an outside hire rather than promote. Y N
* People shun the new employee. Y N
* A manager sends out a memo reinforcing the dress code. Y N

## Worksheet 8

***Social Responsibility***

List three examples of socially responsible behavior for each type below.

**Financial**

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**Legal**

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**Philanthropic**

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## Worksheet 9

***Conflict***

Brainstorm ways to resolve the scenarios below.

A CEO has plans to increase employee benefits, but the cost of doing so means that shareholders break even.

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An accident means that the company needs to overhaul safety procedures and inspections. This will cut into profits.

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The company is guilty of polluting an area. Paying for the cleanup will be costly.

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## Worksheet 10

***Ethical Approaches***

Consider answers to the following dilemma using each ethical approach.

There is an industrial accident due to the carelessness of an employee. The water is polluted and the area has to be evacuated. The cost of cleanup means a loss. Shareholders want a cost-effective plan, which includes cutting jobs or salaries.

Utilitarian

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Rights

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Fairness

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Common Good

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Virtue

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## Worksheet 11

***Common Dilemmas***

Respond to the different ethical dilemmas below.

An inspector is willing to overlook a few violations for the right price.

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An endangered species is on the land you have plans to build on.

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A shipment of product is faulty.

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Your accountant recommends moving some money around to lower your tax rate.

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## Worksheet 12

***Making Ethical Decisions***

Your company has acquired another. It employs 300 people and is disorganized and barely making a profit. Use the steps in the module to decide on a course of action.

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## Worksheet 13

***Overcoming Obstacles***

Role-play the following scenarios with your partner. Switch roles for the second scenario.

* A manager tells an employee to sell a customer out-of-date inventory. The company has clear rules regarding dated merchandise, but the manager is under budget.
* A manager asks an employee to help him move a computer that the company no longer needs to his car so he can take it home. The policy is to give old equipment to charity.

## Worksheet 14

***Whistle Blowing***

Circle all activities that count as whistle blowing.

Informing on a coworker who steals paper

Reporting ground pollution

Telling on a boss who hired his mistress

Informing on strange accounting practices

Reporting misuse of time

Reporting OSHA violations

Reporting bribe offers

Reporting ongoing sexual harassment

Report violations of privacy rights

Telling about forced overtime

Informing on misleading advertising

Reporting potentially hazardous products

## Worksheet 15

***Process***

Choose internal or external whistle blowing for the following scenarios?

1. A manager sexually harasses female employees and encourages other employees to do the same.

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1. Corporate is attempting to cover up a toxic spill in a county’s ground water.

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1. A shipment of contaminated supplies is used in production.

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1. Your partner is embezzling company funds.

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1. The CEO kites investors’ money.

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## Worksheet 16

***When You Should Blow the Whistle***

Make a list of five scenarios you would blow the whistle for and five you would not.

Would

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* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
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* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

Would Not

* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
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## Worksheet 17

***Responsibilities***

You are a manager who has a budget of $100,000. Your labor takes $30,000, but you need to give raises. Production currently costs $50,000, but there is green technology that will cost an additional $20,000 to implement. What do you do?

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## Worksheet 18

***Characteristics***

Write down one way that you already meet each criterion. Next, write a way to improve in each area.

**Integrity**

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**Transparency**

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**Utilitarianism**

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## Worksheet 19

***Unethical Behavior***

Think back to your work experiences. Besides the behavior mentioned in the module, what other infractions have you observed?

* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_
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## Worksheet 20

***Prevent and Address Unethical Behavior***

Role-play the following scenarios with your partner. Switch roles for the second scenario.

* The manager finds out that an employee is taking home office supplies.
* A manager notices that an employee is consistently late returning from lunch.

## Worksheet 21

***Needs***

Rank where your company falls in each category on a scale of one to five. One is good and five is poor.

**Clear values and expectations**

1 2 3 4 5

**People generally take personal responsibility**

1 2 3 4 5

**Employees actively participate**

1 2 3 4 5

**Conflicts are handled well**

1 2 3 4 5

**People trust management and each other**

1 2 3 4 5

What would improve the organization? \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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## Worksheet 22

***Principles***

Create business principles based on the needs of your organization.

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## Worksheet 23

***Code of Ethics***

Begin drafting a Code of Ethics based on the ethical principles.

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## Worksheet 24

***Ethics Audit***

You are the auditor of your company and you have the following information regarding interpersonal conflicts.

**Survey: 5% saw improvement**

**Documents: 7% increase in employee corrections**

**Interviews: 20% still worried about retaliation from confronting coworkers**

**Focus Group: Expressed general improvement**

**Observation: You saw two managers watch as one employee was yelled at by another.**

What would you recommend?

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

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## Post Assessment

1. Which is a benefit of running an ethical business?
2. Less likely to be fined or sued
3. Improve their community
4. More productivity
5. All of the above
6. What determines the ethics of an organization?
7. How much money they make
8. How many employees they have
9. The company culture
10. The location of the company
11. Which is not an organizational benefit of ethical companies?
12. Convinces employees that the company truly values ethical decision-making
13. Builds awareness of ethical issues.
14. Creates an ethical guideline for employees to follow
15. Less profit
16. Which is not a tool for managing ethics in the workplace?
17. Give it time
18. Immediately fire those who make ethical mistakes
19. Be open
20. Integrate ethics
21. What implementation in the workplace can prevent harassment?
22. Training
23. An anti-harassment policy
24. Discipline
25. A and B
26. An ethical organization is able to \_\_\_\_\_\_ the rights of employees with the rights of the employer.
27. Understand
28. Create
29. Balance
30. Ignore
31. Socially responsible companies are obligated to meet:
32. The public
33. New employees
34. Legal requirements
35. None of the above
36. Financial ethics cover:
37. Fair salaries
38. Fair prices
39. Fair payments
40. All of the above
41. Typically, there are how many ethical standards for interpreting the world?
42. 3
43. 5
44. 8
45. 10
46. Organizational ethics flow from where?
47. Bottom up
48. Top down
49. Public domain
50. Employee actions
51. Blowing the whistle legally requires you to have \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ that the violations occurred with company knowledge?
52. Reasonable belief
53. Unknown knowledge
54. Plausible deniability
55. Monetary motivation
56. The term “whistleblower” is \_\_\_\_\_\_.
57. Scottish
58. Canadian
59. American
60. British
61. Managers have a responsibility to\_\_\_\_\_\_\_.
62. Behave ethically
63. Manage ethically
64. Choose the new manager
65. Both A and B
66. All companies are responsible to make a profit in order to \_\_\_\_\_\_.
67. Be ethical
68. Survive
69. Represent their employees
70. None of the above
71. What is another tactic to dealing with unethical behavior?
72. Firing that employee
73. Improving job satisfaction
74. Creating a new position for them
75. All of the above
76. What is the best way to handle the unethical behavior of an employee?
77. Send them an email
78. Speak to them face-to-face
79. Visit them at home
80. Have a subordinate do it for you
81. What should an organization's ethical principles reflect?
82. It's needs
83. Profit margin
84. Wages increases
85. Production ability
86. Ethics in business requires:
87. Diligence
88. Hard work
89. Money
90. Both A and B
91. A Code of Ethics is the foundation of an ethics program. The Code of Ethics needs to address what issues?
92. Laws and regulations
93. Company needs
94. Ethical values
95. All of the above
96. Who is exempt from the Code of Ethics?
97. CEO
98. Shareholders
99. No one
100. Board of directors

## Post Assessment Answers

1. Which is a benefit of running an ethical business?
2. Less likely to be fined or sued
3. Improve their community
4. More productivity
5. All of the above

These are all benefits that companies have when they manage their business ethics.

1. What determines the ethics of an organization?
2. How much money they make
3. How many employees they have
4. The company culture
5. The location of the company

The company culture helps determine the ethics of the organization.

1. Which is not an organizational benefit of ethical companies?
2. Convinces employees that the company truly values ethical decision-making
3. Builds awareness of ethical issues.
4. Creates an ethical guideline for employees to follow
5. Less profit

Implementing ethics in the workplace will lead to better profits and long-term growth.

1. Which is not a tool for managing ethics in the workplace?
2. Give it time
3. Immediately fire those who make ethical mistakes
4. Be open
5. Integrate ethics

Immediately firing those who make ethical mistakes is not a tool for managing ethics in the workplace.

1. What implementation in the workplace can prevent harassment?
2. Training
3. An anti-harassment policy
4. Discipline
5. A and B

Creating an anti-harassment policy and implementing training in workplace harassment will help prevent harassment and protect the organization.

1. An ethical organization is able to \_\_\_\_\_\_ the rights of employees with the rights of the employer.
2. Understand
3. Create
4. Balance
5. Ignore

An ethical organization is able to balance the rights of employees with the rights of the employer.

1. Socially responsible companies are obligated to meet:
2. The public
3. New employees
4. Legal requirements
5. None of the above

Socially responsible companies are obligated to meet legal requirements that govern their industries.

1. Financial ethics cover:
2. Fair salaries
3. Fair prices
4. Fair payments
5. All of the above

Financial ethics cover everything from fair salaries to fair payments for raw materials and services, and offering fair prices to their customers.

1. Typically, there are how many ethical standards for interpreting the world?
2. 3
3. 5
4. 8
5. 10

Typically, there are five ethical standards used to interpret the world around us.

1. Organizational ethics flow from where?
2. Bottom up
3. Top down
4. Public domain
5. Employee actions

Organizational ethics flow from top down.

1. Blowing the whistle legally requires you to have \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ that the violations occurred with company knowledge?
2. Reasonable belief
3. Unknown knowledge
4. Plausible deniability
5. Monetary motivation

Blowing the whistle legally requires you to have reasonable belief that the violations occurred with company knowledge.

1. The term “whistleblower” is \_\_\_\_\_\_.
2. Scottish
3. Canadian
4. American
5. British

The term “whistleblower” is British, and it comes from the whistles that the police used to carry to alert the public and other police to a crime.

1. Managers have a responsibility to\_\_\_\_\_\_\_.
2. Behave ethically
3. Manage ethically
4. Choose the new manager
5. Both A and B

Managers have a responsibility to behave ethically, and to manage ethically.

1. All companies are responsible to make a profit in order to \_\_\_\_\_\_.
2. Be ethical
3. Survive
4. Represent their employees
5. None of the above

All companies are responsible to make a profit in order to survive.

1. What is another tactic to dealing with unethical behavior?
2. Firing that employee
3. Improving job satisfaction
4. Creating a new position for them
5. All of the above

Another tactic that can prevent unethical behavior is improving job satisfaction.

1. What is the best way to handle the unethical behavior of an employee?
2. Send them an email
3. Speak to them face-to-face
4. Visit them at home
5. Have a subordinate do it for you

It is important to discuss the situation face-to-face.

1. What should an organization's ethical principles reflect?
2. It's needs
3. Profit margin
4. Wages increases
5. Production ability

The needs of the organization should be determined by surveying both customers and the employees.

1. Ethics in business requires:
2. Diligence
3. Hard work
4. Money
5. Both A and B

Ethics in business requires diligence and hard work.

1. A Code of Ethics is the foundation of an ethics program. The Code of Ethics needs to address what issues?
2. Laws and regulations
3. Company needs
4. Ethical values
5. All of the above

The Code of Ethics needs to address laws and regulations, company needs, and ethical values.

1. Who is exempt from the Code of Ethics?
2. CEO
3. Shareholders
4. No one
5. Board of directors

No one is exempt from the Code of Ethics.

## Recommended Reading List

Bibb, S. (2010) *The Right Thing: An Everyday Guide to Ethics in Business*

Covey, S.R. (2008) *The SPEED of Trust: The One Thing That Changes Everything*

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