

Chapter 2

- If lived in world of relativism any behavior could be justified bc opinion
 - Relativism is not one of the theories
- All theories would provide good guidance and all have strengths
- Utilitarianism fails when not know what outcome will be
 - In favor of death penalty- our society as whole would be better as a whole without this person
- Kantian
 - Malden mills so aspirational that not rooted in practicality
 - Consequences associated with truth telling were still astronomic
- Virtue
 - Associated with aristotle
 - Role modeling

<i>Theory</i>	<i>Focus</i>	<i>Strengths</i>	<i>Weaknesses</i>
Utilitarianism	Maximizing utility. Strive for the greatest happiness.	<ul style="list-style-type: none"> • Importance of consequences • Consider all affected • Comparing / measuring consequences 	<ul style="list-style-type: none"> • <u>Only</u> consequences • Ignoring distribution / minorities • Interpersonal comparisons very difficult, if not impossible
Deontological ethics	Duty-based principled behavior	<ul style="list-style-type: none"> • Clear guidance under uncertain circumstances 	<ul style="list-style-type: none"> • Blind for consequences and trade-offs • What hierarchy of rights?
Virtue ethics (e.g., fairness, courage, openness, patience)	Being a good person (community) that makes good decisions	<ul style="list-style-type: none"> • Quality of persons (communities) influences decision making and action • Virtuous persons (communities) can act quickly 	<ul style="list-style-type: none"> • What virtues in a pluralistic society? • How to apply it to the systemic level? • <u>Complex problems</u> need more than good character

Audi: Chapter 4- A Framework for Making Ethical Decisions

- Various things business managers ought to do concerning 6 groups: owners, employees, customers and clients, suppliers, creditors, and the community where a business operates
- Broad perspectives provide principles of conduct
 - Kantian and utilitarian theories
 - Golden rule- true in all faiths
 - Virtue ethics
- Universally valid set of ethical principles reflected in many religions and also the 3 major ethical series: Ross' prima facie duties:
 - Justice- not commit injustice and prevent future injustices and rectify existing ones

- o Non-injury- avoid harming others
- o Fidelity- keep promises
- o Veracity- avoid lying , faithfulness to your word
- o Reparation- made amends for wrongdoing
- o Beneficence- do good deeds for others, contribute to their goodness of character, knowledge, or pleasure
- o Self-improvement- better oneself
- o Gratitude- express appreciation for good deeds toward us
- Prima facie duties- summary of moral obligations
 - o Have moral force that's not completely eliminated even when overridden by conflicting obligations of higher priority
 - Even tho can be overridden, they always matter and have moral standing
 - o Ex) fidelity and beneficence to longstanding employees might result in harming recently hired workers who might need to be laid off to avoid bankruptcy. Final obligation here is combined fidelity and beneficence so maybe it would outweigh obligation of non injury
 - o **Final obligation determined relative to circumstances**
 - o They are valenced- a positive or negative reason for action is implied
- Audi proposes 2 other prima facie duties
 - o Liberty- preserve and enhance human freedom
 - o Respectfulness- obligations of manner and respectfulness- how we do what we do
 - Concern how we do what we are obligated to do under other principles as opposed to what we must do (obligations of matter)
- Reflect on how we want to be treated

5 steps to enhance decision making:

1. Classification- Determine what obligations apply
 - o Identify initial first stage options
 - o Ex) conflict btw loyalty to one person and justice to another
 - o These facts enable us to view options in relation to major ethically relevant categories
 - o Beneficence might call for seeking a comprehensive health care plan. But also fidelity to shareholders bc might want to save money and choose smaller plan
 - o Ask questions regarding each prima facie duty
 - o Think about stakeholders- who is affected and what obligations do we have to them
2. Identify conflicts of obligations- what conflicting prima facie duties are there
 - o Even when there is no conflict about what course of action fulfills final obligation (ex. promoting one over other), still problems about what acts will best accomplish this goal
 - Making promotion will involve: self sacrifice, effort, or ill effects such as resentment towards person who got job
 - Questions of timing, salary, and conditions of new position
 - o Conflicts of obligation may persist even when action emerges at best bc must think about manner in which will carry out
 - o Ex) persuading small business owner to accept loan may fulfill obligation but must go about doing it may wound pride
 - o Ethical dilemmas- when 2+ incompatible options seem obligatory
 - o Some ways of doing the right thing are wrong: sometimes should be delayed, reconsidered, or revised in light of limited ways can realistically do it
3. Ethical assessment of obligations- how weighty are conflicting obligations

- o Relative equilibrium- our descriptive factual beliefs about a case are in balance with our moral judgments and our principles bearing on the case
- o Could formulate a working principle that incorporates comparison of conflicting prima facie
 - Ex) choose between retaining a loyal employee and risking loss of the business. Obviously avoiding loss of business is more important
- o Ethics by cost-benefit analysis- utilitarian would endorse ex) Pinto
 - Utilitarians use calculation strategy by putting happiness in place of profit and pain in place of loss and then quantify happiness in terms of best indicators
- 4. Selection of ethically viable options- what are ethically viable alternatives
 - o Obligations of manner come into play
 - o Also secondary follow up obligations to handle the hurt beneficently
- 5. Decision on course of action- decision that resolves
 - o Ex) hiring between competing candidates- principles used to make decision and justify it: take into account experience, productivity, support from managers and peers, replaceability in case of resignation

Universalization

- A sound decision should be precedential- should be justifiably usable as a guiding precedent for future decisions
- Formulating a universally sound principle is a good test of whether decision is sound (generalization)
- If a second person makes same error, consequence should be the same
- Effort to find a universal principle may lead to a revising decision
- Competing constituencies- stockholders and employees
 - o Ex) if employees need better healthcare, must justify to shareholders whose dividends will be lowered by the decision

Paying athletes- should NCAA revenue

1. Classification- fidelity to stakeholders and players, beneficence to players
 - Stakeholders and what you owe them
 - Students and people of notre dame-
 - Student athletes- owe full financial aid and scholarships, quality education
 - If pay football players how will you fund other sports
 - Should football be paid more money or equal for all players
 - Other student athletes not generate as much rev so what will you base paying them on
 - Fans of ND, alumni- owe them entertainment and faith in/support of their school
 - Other schools- fairness in comparison to how they generate rev
 - Under armour- good representation of their product
 - Video games
2. Identification of conflicts of obligations
 - Deliver top quality sports to alumni
 - Main focus supposed to be academics and paying would be like actual job
 - Lose amateurism
 - Respectfulness- manner in which you present this idea and do it for each team
 - Someone practicing a lot and they not have a lot of money
 - Responsible to student athletes for education and scholarship, quality of living