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What are the relevant facts of the case? Joe was recently promoted to the position of District Manager. He received a call from his supervisor Mary, informing him about an anonymous letter that was sent to the CEO from an employee about a faulty system that was installed and not achieving expected results. Joe was aware of the faulty system and reported the problem to Mary previously. Although knowing that the system was faulty, Mary continued to send positive feedback to the CEO about its performance. The CEO expects a response letter, and Mary told Joe to draft a letter lying about the system stating that it is performing as projected, with supporting documents. Joe approached Mary with his concern about lying to upper management. Mary informed Joe that if he does not comply with the letter, she will have serious doubts about his ability to function in his new position of District Manager for the company. Joe worked very hard for this position.

What are the ethical issues identified?

-Joe's supervisor is asking him to lie on the letter, and falsify documents in support of the system functioning effectively.

-Joe's lying would involve misinforming upper management of his company about the system's performance.

-If the CEO becomes aware of this misinformation, both Joe and his supervisor could lose their job.

-Continuous use of the faulty system could affect productivity resulting in financial loss, and affect the whole company's employees.

Joe could lose his source of income, which would affect his family.

Who are the primary stakeholders? Joe, Mary, employees, CEO, stakeholders/business partners, the company as a whole, and the consumers that buy the products

What are the possible alternatives?

- A. Joe could just do what he is told which would conflict with his internal code by writing the response and supplying Mary with the letter and the additional supporting documents that are not accurate.
- B. Joe could report what is going on and hope that he is covered by the whistleblowers policy or...
- C. Joe could be more direct with Mary and tell her like it is and do not participate in her unethical practices. He could also let her know that he will be gathering supportive actual reports on the system to back his decision if it comes to that.

What are the ethics of the alternatives? (think back to the “type of ethics”)

A. I think that Joe is affected by his personal ethics and his LOC. He feels like he cannot control the situation and he will be punished if he does not do what he feels is wrong. Professional ethics are at play here and societal ethics with self seeking behaviors

B and C. Joe could take a stand and maintain his personal values and morals explaining that by doing something wrong, it will affect the company later on by making customers unsatisfied.

What are the practical constraints of the alternatives?

- (Teleological) If Joe tells the truth, he and Mary could potentially lose their jobs. This could create suffering in both families by the sudden stop of income and loss of company benefits. They both may have difficulty finding another job.
- (Utilitarian) *The most good for the most people.* In this case, there is not a way that most people will benefit from any decision that Joe makes. If Joe were to rally all of the employees within the company to fight for what is right, it could

attract attention to the entire company by the media. This could in turn, create necessary publicity that could force change within the company, and allow the company to fix the computer system, and maintain employee morale.

- (Virtue) *Focuses on personal character*. Based on his personal values and principles, Joe may be willing to sacrifice his job in this company for what he thinks is right. If Joe tells a lie, the company could suffer; however, he would be protecting himself.
- (Divine/Deontological) *What God commands*. If Joe follows what God commands, then he will always tell the truth no matter the consequences. If Joe goes over Mary's head by going to the CEO and telling him what is going on, Mary could potentially lose her job and he could be promoted.
- (Liberal) *Don't ask don't tell*. Joe could tell the truth, or tell a lie, or do nothing. If Joe were to do nothing, he would be defying the orders of his superiors, and face dire consequences. He will make sure he is looking out for his individual autonomy and does not care about what will happen to anyone else.
- (Ethics of Care) Joe would do exactly what Mary asks him to do in this situation because she is a woman.

What action should be taken?

After much discussion, our group decided that Joe is a man of integrity. He was bothered by the way the division manager Mary was misleading and giving false information to the CEO. Joe should take the Divine/Deontological approach. By making this decision, Joe will be able to have a clear conscience even if he gets fired he still will have done what is right. In the end the company will benefit if the truth is told and the CEO recognizes that Joe has the company and the customers best interests at heart.