

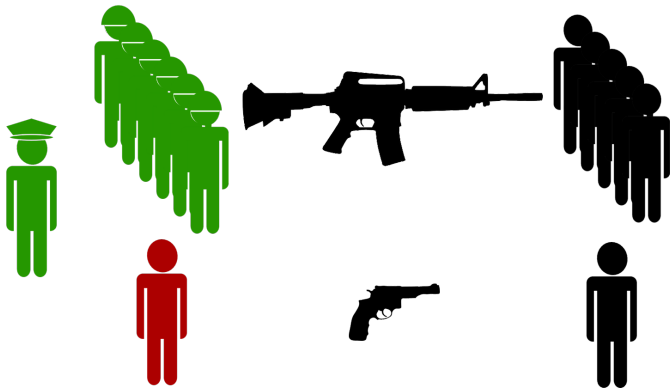
**MUNI**  
**ECON**

**AHMR & EHMR**

ethics

# introduction

# general ethical approaches



(Ondracek 2014)

# general ethical approaches

- deontological
  - What rule to follow? What is my duty?
- consequentialist
  - What should be the result of my actions? What should I consider?
- virtue
  - How should I be? How should I act with regard to that?

# deontological approach

# deontological approach

- of deontology
- deontological ethics
- ethics of duty
- non-consequentialist ethics
  
- What is my duty?

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# deontological approach:

- idea of agent – acting subject
- moral is intensely personal
- intentionality – causality – agency
  - Locke: voluntary prisoner
  - Rachels: the baby in the bathtub
  - Knobe: chairman of the board

# deontological approach:

## Immanuel Kant

- Imperatives
  - hypothetical
    - If you want to reach ..., then ...
  - categorical
    - Always act ...

# deontological approach:

Immanuel Kant

Foundations of the Metaphysics of Morals (1781)

Act according to that maxim which you can ask to become a general law for yourself and others.

Act as if the maxim of your action should become a general law of nature by virtue of your will.

# deontological approach: person/rights-oriented

- of right rather than duty
- the right to help and not be abused

# deontological approach: person/rights-oriented

Immanuel Kant

Foundations of the Metaphysics of Morals (1781)

Act so as to use humanity, both in your own person and in the person of everyone else, always simultaneously as an end and never merely as a means.

# deontological approach: contractualism

- Morally wrong are those acts that would be prohibited by an appropriate social/societal agreement.

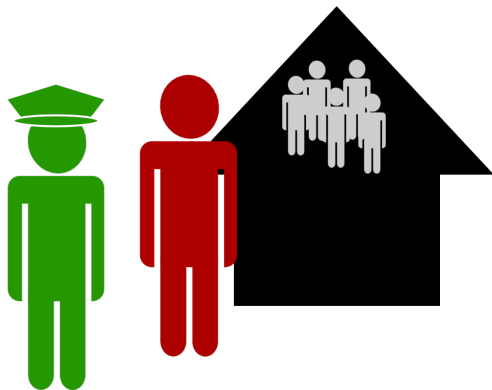
# deontological approach: contractualism

Immanuel Kant

Foundations of the Metaphysics of Morals (1781)

Maxims are universal laws held by rational agents.

# Kant: the problem of the lie



(Ondracek 2014)



# consequentialist approach

# consequentialist approach

- consequentialism
- utilitarianism
  
- What would I like to achieve?

# consequentialist approach

- Jeremy Bentham
- John Stuart Mill
- Henry Sidgwick
  
- consequentialism of acts
  - An action is morally right only if it enhances the good.
- hedonism
  - Actions are morally right if they increase pleasure and reduce pain.

## consequentialist approach: division

ACCORDING TO THE OCCURRENCE OF CONSEQUENCES

consequences	circumstances only
actual	intended, ...
direct	indirect
value	all

# consequentialist approach: division

ACCORDING TO THE NATURE OF THE CONSEQUENCES

value	all
maximizing	enhancing
aggregate	holistic
total	average

# consequentialist approach: division

ACCORDING TO THE MAGNITUDE OF THE CONSEQUENCES

universal	partial
equal	unequal
neutral	biased

# consequentialist approach: problems

- killing, murder, ...
- rating
- moral scope
- ...

# virtue ethics



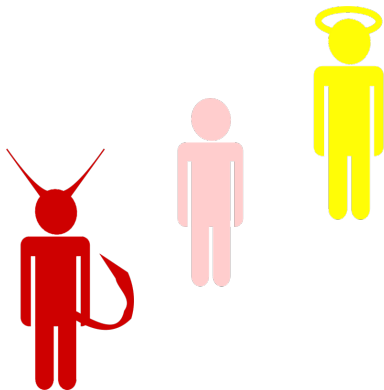
# virtue ethics

- virtue ethics
- What should I be?

# virtue ethics: representatives

- Aristotle's item
- Elisabeth Anscombe
- Bernard Williams
- Alasdair Macintyre

# virtue ethics: Aristotle



(Ondracek 2014)

# virtue ethics: approaches

## ■ EUDAIMONISM

- action – goal – greater goal
- knife – to cut – to cut well

## ■ AGENT-FOCUSED THEORY

- Man is good because of (inner) virtue.

## ■ AGENT-FOCUSED THEORY

- Action is good because of the good inner life of the agent.

## ■ The ethics of caring

- caring, patience, self-sacrifice, ...

# virtue ethics: problems

- self-centeredness
  - Feinberg: selfish
- hatefulness, uselessness
  - Parfit: reformed Nobelist
- moral happiness

Who?

**Who?**

# Who?

- person
- agent

## Who: person

### Moral persons

Moral persons can be anyone who has the moral right to be treated in a certain way. Moral persons thus have moral rights.



## Who: agent

### moral agent

Moral agents can be considered anyone or anything whose actions can be subject to moral judgment, i.e., can be evaluated as morally good or bad (Arnold, 2006; Moore, 1999). Any moral agent thus has certain moral obligations concerning their actions (or inactions).

## Who: agent & person

### moral agent

A moral person can be a moral agent and vice versa. Equally, however, there can be only moral persons who are not moral agents and vice versa, although there is a debate on this point (Magnell, 2011).

## Who: collective person/agent

### moral agent

A collective person/agent can be anything that has moral rights or duties, and it is composed of individual moral agents and persons. However, these rights or duties cannot be transferred, changed, or convert into individual rights or duties.

## Who: rights

### moral rights

Moral rights give its holder the entitlement to be treated in a certain way by others (who might be held responsible).

## Who: duties

### moral duties

Moral duties require someone (something) to behave in a certain way or otherwise be held in moral contempt or otherwise sanctioned.

# Where?/When?

# Where?/When?

- Employee Life Cycle
  - attraction
  - recruitment
  - onboarding
  - retention
  - development
  - separation

## Where?/When? principles

- Professional Responsibility
- Professional Development
- Ethical Leadership
- Fairness and Justice
- Conflicts of Interest



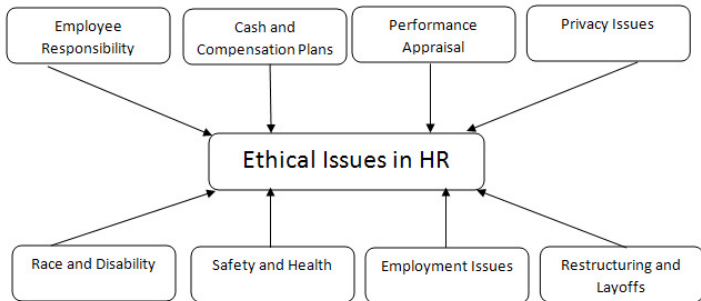
**What?**

**What?**

# What?

- nepotism and preferential treatment
- discrimination
- harassment
- bossing
- lying
- privacy
- safety and health
- ...

# What?



(Management Study Guide, n.d.)

How?

How?

## strategies: formal structure

- laws and codes
- (internal) code of ethics
- ethics training
- ethics as part of the performance review
- strategic planning
- internal communication system and review
- whistleblower protection
- ethics audit
- clear rules, sentencing, and penalties

## strategies: informal structure

- civil service rules
- COI
- enabling ethical reviews
- protection of employees
- responding to ethical concerns

## strategies: organizational climate

- transparency
- discussions
- values
- ethos
- empowerment

## strategies: organizational context

- partnership and involvement
- commitments
- models
- review ethical context
- realism



# How: principles

(Schumann 2001)

## 1 **Utilitarian Principle: What**

action will do the most good and the least harm for everyone who is affected?

1. Who are the stakeholders?
2. What are the alternative courses of action?
3. For each alternative, what are the benefits and costs (good and harm) for each stakeholder now and in the future?
4. Which alternative creates the most benefits and the least costs for all stakeholders considered together?

# How: principles

(Schumann 2001)

## 2 Rights Principle:

What action do you have the moral right to take, that protects the rights of others, and that furthers the rights of others?

### 1. Do you have a moral right to take the action in question?

- 1.1 Reversibility: Are you willing to have the action in question done to yourself if the roles were reversed?
- 1.2 Universalizability: Are you willing to live in a world, can you even conceive of a world, in which everyone did the action in question?
- 1.3 Respect and free consent: Are you treating people with respect? Are you treating people in ways that they have freely consented to be treated?

### 2. What moral rights do other stakeholders have?

### 3. Are there conflicts among the moral rights that you and the other stakeholders have? If so, which moral right should take precedence?

- 3.1 What interests are being protected by each competing right?
- 3.2 Which competing interest is more important?
- 3.3 Give precedence to the right that protects the more important interest.

# How: principles

(Schumann 2001)

## 3 **Distributive Justice Principle:**

What action produces a fair distribution of benefits and costs for all of the stakeholders?

1. Egalitarianism: What action produces an equal distribution of benefits and costs?
2. Capitalism: What action produces a distribution of benefits and costs based on the contributions of each stakeholder?
3. Socialism: What action distributes benefits based on need and costs based on abilities?
4. Libertarianism: What action has been freely chosen by the stakeholders?
5. Rawls' Principles: What action provides all stakeholders with equal liberties and equal opportunities (but allows for differences in results based on differences in contributions) while helping those in need to the greatest extent possible?

# How: principles

(Schumann 2001)

## 4 Caring Principle:

What action cares for those people with whom you have special relationships?

1. What action cares for your own needs?
2. What action cares for the needs of those people with whom you have special relationships (e.g., family, friends, coworkers, employees, customers, stockholders)?
  - 2.1 What action helps those who are vulnerable and dependent on you?
  - 2.2 What action nurtures the ability of those with whom you have special relationships to make their own choices and live their own lives?
  - 2.3 What action avoids basing relationships on domination, oppression, hatred, violence, disrespect, injustice, or exploitation?

# How: principles

(Schumann 2001)

## 5 **Virtue Principle:**

What action displays virtuous character traits?

1. Does the action display virtues such as benevolence, civility, compassion, conscientiousness, cooperativeness, courage, fairness, generosity, honesty, industriousness, loyalty, moderation, self-control, self-reliance, or tolerance?
2. Or does the action display vices such as cowardice, deceit, dishonesty, laziness, neglect, or selfishness?
3. Take the action that displays virtues, not vices.

# How: principles

(Schumann, 2001)

## 6 **Resolve Conflict Among the Five Moral Principles:**

Do all five moral principles reach the same conclusion, or do they reach conflicting conclusions?

1. If they reach what appear to be conflicting conclusions, then examine the nature of the apparent conflict to determine if the conflict can be resolved by choosing a previously unconsidered course of action.
2. If the apparent conflict among the principles cannot be resolved with a different course of action, then decide which principles should take precedence by examining your values. For example, if you believe that the ends can never justify the means, then give precedence to the rights principle.

## How: further concepts

- normal misbehavior
- common misbehaviors
- greater good
- ...

# OVERVIEW



# overview

- Who?
  - person, agent, ...
- Where?/When?
  - Employee Life Cycle
- What?
  - any violations of ethics or moral standards within the reason
- How?
  - strategies and principles

# basic principles

- sense, detect
  - moral issues
- understand
  - reasons, impacts, ...
- act
  - do what is right
- evaluate
  - Was it right?

# zdroje I

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**M A S A R Y K**  
**U N I V E R S I T Y**