

MUNI
ECON

Organizational Behavior

introduction

Tomáš Ondráček

ondracek.t@mail.muni.cz

Faculty of Economics and Administration, Masaryk University

2023

WELCOME

WELCOME!

organization & evaluation

organization

■ LECTURES

- Tuesdays from 10:00 to 10:50
- (except Tue 19. 9., except Tue 7. 11.)
- P102
- short talk on selected topics

■ SEMINARS

- Tuesdays from 11:00 to 11:50
- (except Tue 19. 9., except Tue 7. 11.)
- P102
- presentations, discussions, games

evaluation I/II

■ GROUP ASSIGNMENTS

■ content:

- presentation of theory (5–10 minutes)
- case study (15–25 minutes)

■ submission:

- slides for presentation
- text on case study (2 to 4 pages)
- **two days before the seminar**

■ see **interactive syllabi**

evaluation II/II

■ FINAL EXAM

- written exam
- requirement: registration for examination in IS
- time limit 60 minutes
- essay-type questions
- evaluation:
 - max. points = 100
 - A $91 < x$
 - B 81 – 90
 - C 71 – 80
 - D 61 – 70
 - E 51 – 60
 - F $x < 51$

introductions

What do you expect from ORBE?
Which topics?

<https://shorturl.at/zFGTW>



activity

activity

fairness

fairness

- What is fair?
- How to achieve fairness?
- How to fairly divide some goods?

What is fair?

<https://shorturl.at/zFGTW>



ZUCKERBERG/FACEBOOK APOLOGY

Zuckerberg/Facebook Apology

We have a responsibility
to protect your information.
If we can't, we don't deserve it.

You may have heard about a quiz app built by a university researcher that leaked Facebook data of millions of people in 2014. This was a breach of trust, and I'm sorry we didn't do more at the time. We're now taking steps to make sure this doesn't happen again.

We've already stopped apps like this from getting so much information. Now we're limiting the data apps get when you sign in using Facebook.

We're also investigating every single app that had access to large amounts of data before we fixed this. We expect there are others. And when we find them, we will ban them and tell everyone affected.

Finally, we'll remind you which apps you've given access to your information - so you can shut off the ones you don't want anymore.

Thank you for believing in this community. I promise to do better for you.


Mark Zuckerberg



Bennett (2018)

Zuckerberg/Facebook Apology I

- 2013 – Thisisyourdigitallife
 - Aleksandr Kogan
 - psychological test – 300 000 users
 - harvesting data from tested persons and their friends
- 2014 – new rules
 - need for permission
 - not retroactively imposed
- 2015 – Ted Cruz
 - banning app
 - legally pressure to delete data
 - erase of the date certified by the firm
- 2016 – Donald Trump
 - Mark Turnbull acknowledge help of CA to Channel 4 news

Zuckerberg/Facebook Apology II

- 2018, March 17 – Expose
 - The Guardian and The New York Times
 - whistle-blower Dan Kitwood
- 2018, March 20 – The Federal Trade Commission inquiry
- 2018, March 21 – Zuckerberg Facebook post

We have a responsibility to protect your data, and if we can't then we don't deserve to serve you. I've been working to understand exactly what happened and how to make sure this doesn't happen again.
- 2018, March 25 – newspapers ads
 - UK: The Observer, The Sunday Times, Mail on Sunday, Sunday Mirror, Sunday Express, Sunday Telegraph
 - US: The New York Times, The Washington Post, The Wall Street Journal

questions

- Who was the author of the apology?
- To whom was the apology addressed?
(What is the intended audience for apology?)
- What channel and why was used for the apology?
- How was the apology crafted? (What is the content?)
- What was written and what can we know from a context?

- Is this an attempt to avoid a responsibility?

What is an apology?

<https://shorturl.at/zFGTW>



J. L. Austin

- illocutionary acts
- behabitives
 - related to attitudes and social behaviour
- the happiness of the performative utterance

Behabitives include the notion of reaction to other people's behaviour and fortunes and of attitudes and expressions of attitudes to someone else's past conduct or imminent conduct. There are obvious connexions with both stating or describing what our feelings are and expressing, in the sense of venting our feelings, though behabitives are distinct from both of these.

Austin (1962: 151, 159)

J. R. Searle

- expressives
 - related to psychological states
- no direction of fit

The illocutionary point of this class is to express the psychological state specified in the sincerity condition about a state of affairs specified in the propositional content. The paradigms of expressive verbs are "thank", "congratulate" "apologize", "condole", "deplore", and "welcome". Notice that in expressives there is no direction of fit. In performing an expressive, the speaker is neither trying to get the world to match the words nor the words to match the world, rather the truth of the expressed proposition is presupposed. Thus, for example, when I apologize for having stepped on your toe, it is not my purpose either to claim that your toe was stepped on nor to get it stepped on.

Austin (1962: 159); Searle (2005: 15)

felicity conditions

Propositional content	Past act A done by S
Preparatory condition	S believes that A is an offence against H
	rule (1) The act A specified in the propositional content is an offence against the addressee H
	rule (2)H would have preferred S's not doing A to S's doing A and S believes H would have preferred S's not doing A to his doing A
	rule (3) A does not benefit H and S believes A does not benefit H
Sincerity condition	S regrets act A
Essential condition	Counts as an apology for act A

Owen (1983);Ogiermann (2009: 46)

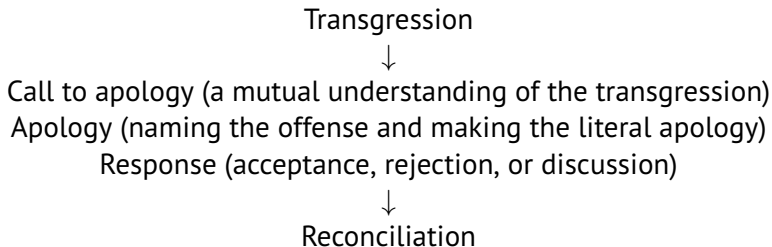
E. Goffman

- social ritual
- self-splitting into different moral agents
- elements of the fullest form
 - expression of embarrassment and chagrin
 - acknowledging
 - disavowing
 - repenting
 - offering restitution

"An apology is a gesture through which an individual splits himself into two parts, the part that is guilty of an offense and the part that dissociates itself from the delict and affirms a belief in the offended rule."

Goffman (1971: 113)

Tavuchis's moral syllogism model



Battistella (2014: 20)

goals of image restoration

- regain trust
 - customers, partners, ...
- avoid punishment
 - legal actions
 - penalties
- to strengthen an organization
- ...

- apologia(message) and apology

Stamato (2008)

Theory of Image Restoration Strategies

Denial

Simple Denial	Did Not Perform Act	Coke Does Not Charge McDonald's Less
Shift the Blame	Act Performed by Another	Exxon: Alaska and Caused Delay

Evading of Responsibility

Provocation	Responded to Act of Another	Firm Moved Because of New State Laws
Defeasibility	Lack of Information or Ability	Executive Not Told Meeting Changed
Accident	Act Was a Mishap	Sears' Unneeded Repairs Inadvertent
Good Intentions	Meant Well in Act	Sears: No Willful Over-Charges

Reducing Offensiveness of Event

Bolstering	Stress Good Traits	Exxon's Swift and Competent Action
Minimization	Act Not Serious	Exxon: Few Animals Killed
Differentiation	Act Less Offensive	Sears: Preventative Maintenance
Transcendence	More Important Considerations	Helping Wellman Justifies Tests
Attack Accuser	Reduce Credibility of Accuser	Pepsi: Coke Charges McDonald's Less
Compensation	Reimburse Victim	Disabled Movie-Goers Given Free Passes

Corrective Action

Plan to Solve or Prevent Problem	AT&T Promised to Improve Service
----------------------------------	----------------------------------

Mortification

Apologize for Act	AT&T Apologized
-------------------	-----------------

Benoit (1997: 179)

Zuckerberg/Facebook Apology: heading

We have a responsibility
to protect your information.
If we can't, we don't deserve it.

Zuckerberg/Facebook Apology: heading

We have a responsibility
to protect your information.
If we can't, we don't deserve it.

Zuckerberg/Facebook Apology: heading

We have a responsibility
to protect your information.
If we can't, we don't deserve it.

- Preparatory condition, Bolstering
- Trust

Zuckerberg/Facebook Apology: heading

We have a responsibility
to protect your information.
If we can't, we don't deserve it.

- Preparatory condition, Bolstering
 - Trust
 - Goal
-
- Facebook deserves data of its users.
 - Facebook can and will be responsibly protecting its users data.

Zuckerberg/Facebook Apology: heading

We have a responsibility
to protect your information.
If we can't, we don't deserve it.

- Preparatory condition, Bolstering
 - Trust
 - Goal
-
- Facebook deserves data of its users.
 - Facebook can and will be responsibly protecting its users data.
 - Users should trust Facebook with theirs data.

Zuckerberg/Facebook Apology: 1st paragraph

You may have heard about a quiz app built by a university researcher that leaked Facebook data of millions of people in 2014. This was a breach of trust, and I'm sorry we didn't do more at the time. We're now taking steps to make sure this doesn't happen again.

Zuckerberg/Facebook Apology: 1st paragraph

You may have heard about a quiz app built by a university researcher that leaked Facebook data of millions of people in 2014. This was a breach of trust, and I'm sorry we didn't do more at the time. We're now taking steps to make sure this doesn't happen again.

Zuckerberg/Facebook Apology: 1st paragraph

You may have heard about a quiz app built by a university researcher that leaked Facebook data of millions of people in 2014. This was a breach of trust, and I'm sorry we didn't do more at the time. We're now taking steps to make sure this doesn't happen again.

- Propositional content

- There was a situation.

Zuckerberg/Facebook Apology: 1st paragraph

You may have heard about a quiz app built by a university researcher that leaked Facebook data of millions of people in 2014. This was a breach of trust, and I'm sorry we didn't do more at the time. We're now taking steps to make sure this doesn't happen again.

- Propositional content
 - Preparatory condition
-
- There was a situation.
 - The situation was problematic (damaging).

Zuckerberg/Facebook Apology: 1st paragraph

You may have heard about a quiz app built by a university researcher that leaked Facebook data of millions of people in 2014. This was a breach of trust, and I'm sorry we didn't do more at the time. We're now taking steps to make sure this doesn't happen again.

- Propositional content
 - Preparatory condition
 - Essential condition, Mortification
-
- There was a situation.
 - The situation was problematic (damaging).
 - Zuckerberg/Facebook Apologies for this problem.

Zuckerberg/Facebook Apology: 1st paragraph

You may have heard about a quiz app built by a university researcher that leaked Facebook data of millions of people in 2014. This was a breach of trust, and I'm sorry we didn't do more at the time. We're now taking steps to make sure this doesn't happen again.

- Propositional content
 - Preparatory condition
 - Essential condition, Mortification
 - Sincerity condition, Corrective Action
-
- There was a situation.
 - The situation was problematic (damaging).
 - Zuckerberg/Facebook Apologies for this problem.
 - Facebook now taking steps to make sure this doesn't happen again.

Zuckerberg/Facebook Apology: 2nd paragraph

We've already stopped apps like this from getting so much information.
Now we're limiting the data apps get when you sign in using Facebook.

Zuckerberg/Facebook Apology: 2nd paragraph

We've already stopped apps like this from getting so much information. Now we're limiting the data apps get when you sign in using Facebook.

Zuckerberg/Facebook Apology: 2nd paragraph

We've already stopped apps like this from getting so much information. Now we're limiting the data apps get when you sign in using Facebook.

- Sincerity condition, Corrective Action
- Facebook have already made some provisions.

Zuckerberg/Facebook Apology: 3rd paragraph

We're also investigating every single app that had access to large amounts of data before we fixed this. We expect there are others. And when we find them, we will ban them and tell everyone affected.

Zuckerberg/Facebook Apology: 3rd paragraph

We're also investigating every single app that had access to large amounts of data before we fixed this. We expect there are others. And when we find them, we will ban them and tell everyone affected.

Zuckerberg/Facebook Apology: 3rd paragraph

We're also investigating every single app that had access to large amounts of data before we fixed this. We expect there are others. And when we find them, we will ban them and tell everyone affected.

- Sincerity condition, Corrective Action

- Facebook is investigating every single app that had access to large amounts of data to prevent similar problematic situation.

Zuckerberg/Facebook Apology: 3rd paragraph

We're also investigating every single app that had access to large amounts of data before we fixed this. We expect there are others. And when we find them, we will ban them and tell everyone affected.

- Sincerity condition, Corrective Action
- Warning

- Facebook is investigating every single app that had access to large amounts of data to prevent similar problematic situation.
- Facebook expects there are similar problems with other apps.

Zuckerberg/Facebook Apology: 3rd paragraph

We're also investigating every single app that had access to large amounts of data **before** we fixed this. We expect there are others. And when we find them, we will ban them and tell everyone affected.

- Sincerity condition, Corrective Action
- Warning
- Promise

- Facebook is investigating every single app that had access to large amounts of data to prevent similar problematic situation.
- Facebook expects there are similar problems with other apps.
- Facebook will ban any problematic app.
- Facebook will inform tell everyone affected.
- Facebook will fixed this problem.

Zuckerberg/Facebook Apology: 4th paragraph

Finally, we'll remind you which apps you've given access to your information
– so you can shut off the ones you don't want anymore.

Zuckerberg/Facebook Apology: 4th paragraph

Finally, we'll remind you which apps you've given access to your information

– so you can shut off the ones you don't want anymore.

Zuckerberg/Facebook Apology: 4th paragraph

Finally, we'll remind you which apps you've given access to your information

– so you can shut off the ones you don't want anymore.

- Sincerity condition, Corrective Action
- Promise

- FB will provide (better) information regarding data security.

Zuckerberg/Facebook Apology: 4th paragraph

Finally, we'll remind you which apps you've given access to your information

– so you can shut off the ones you don't want anymore.

- Sincerity condition, Corrective Action
- Promise
- Shift the Blame, including users to the problem

- FB will provide (better) information regarding data security.
- Users already have the possibility not to allowed access to theirs data.

Zuckerberg/Facebook Apology: 5th paragraph

Thank you for believing in this community. I promise to do better for you.

Zuckerberg/Facebook Apology: 5th paragraph

Thank you for believing in this community. I promise to do better for you.

Zuckerberg/Facebook Apology: 5th paragraph

Thank you for believing in this community. I promise to do better for you.

- Sincerity condition, Bolstering

- Facebook cares about its users.

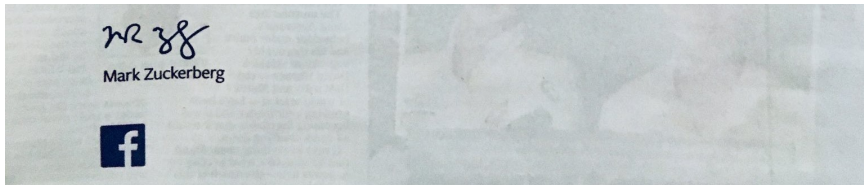
Zuckerberg/Facebook Apology: 5th paragraph

Thank you for believing in this community. I promise to do better for you.

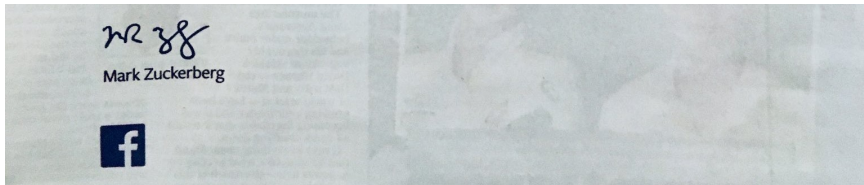
- Sincerity condition, Bolstering
- Promise

- Facebook cares about its users.
- Mark Zuckerberg will do better for users of Facebook.

Zuckerberg/Facebook Apology: signing



Zuckerberg/Facebook Apology: signing



- Mark Zuckerberg / Facebook is taking the blame.
- social actor and its face (image)

OVERVIEW

questions

- Who was the author of the apology?
 - Mark Zuckerberg as Facebook
- To whom was the apology addressed? (What is the intended audience of apology?)
 - informed stakeholders
- What channel and why was used for the apology?
 - newspapers
 - to balance negative reporting
- How was the apology crafted? (What is the content?)
 - addressing the main criticism – protection of data
 - admitting to breach of trust – not breach of security
 - stating apology
 - supporting sincerity conditions by doing and promising corrective actions
- What was written and what can we know from a context?
 - inexact representation of situation

responsibility avoidance

- Is this an attempt to avoid a responsibility?
 - partial confession and bolstering
 - inexact representation of situation
 - breach of trust not breach of security or mistake or wrongdoing
 - pre-emptive warning
 - There are others.
 - evading of responsibility, shifting blame (not explicit denial)
 - including users to the problem
 - shifting person
 - FB, MZ founder, MZ CEO, MZ visionary ...

Sources

- Austin, J. L. (1962). *How to Do Things with Words*. Oxford University Press.
- Battistella, E. L. (2014). *Sorry About That: The Language of Public Apology*. Oxford University Press.
- Bennett, L. (2018). Facebook buys print ads to apologise for Cambridge Analytica scandal. *AdNews*. Online; accessed 2018-05-08; <<http://www.adnews.com.au/news/facebook-buys-print-ads-to-apologise-for-cambridge-analytica-scandal>>.
- Benoit, W. L. (1997). Image Repair Discourse and Crisis Communication. *Public Relations Review*, 23(2), 177–186.
- Goffman, E. (1971). *Relations in Public: Microstudies of the Public Order*. Basic Books.
- Ogiermann, E. (2009). *On Apologising in Negative and Positive Politeness Cultures*. John Benjamins Publishing.
- Owen, M. (1983). *Apologies and remedial interchanges: A study of language use in social interaction*. Mouton de Gruyter.
- Searle, J. R. (2005). *Expression and meaning: Studies in the theory of speech acts*. Cambridge University Press.
- Stamato, L. (2008). Should business leaders apologize? why, when, and how an apology matters. *Ivey Business Journal*, 72(4), 1–8.

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