**LM009: *Applying Ethical Standards***

**Short Answer Submission Form**

*Your Name:* First and last

*Your Email address:* Your email here

Instructions

This Competency includes a Short-Answer Response Assessment. Write your response to each prompt below in the space provided. The Rubric, which will be used by the Competency Assessor to evaluate your responses, is beneath the prompts. Carefully review the Rubric rows associated with each prompt to provide a complete response.

When writing your response, begin typing where it reads “Enter Your Response Here.” Write as much as needed to satisfy the requirements of the prompt (as defined in the Rubric). Be sure to support your responses with connections to professional sources.

Your Assessment responses require references (in APA style) to support your thinking. You will list your references at the end of this template where “References” are noted. If you need additional information regarding how to correctly cite, and/or reference sources, please visit the Walden Writing Center at <http://academicguides.waldenu.edu/writingcenter/apa/citations>

To learn more about effective paraphrasing strategies, visit the Walden Writing Center at <http://academicguides.waldenu.edu/writingcenter/evidence/paraphrase/effective>

## Review the following example item and response for a sample that meets expectations.

|  |
| --- |
| Sample Prompt:Choose a definition of organizational culture, and explain whether you agree or disagree with the definition. Use examples from your own professional experience to support your response.Response:Whitehurst (2016) explained “organizational culture is defined by how people in an organization interact with each other” (para. 2). While I agree that this is one aspect of organizational culture, the definition does not capture the complex factors that contribute to organizational culture. When I started my first job after finishing my undergraduate degree in business, I worked for an organization whose main headquarters were in Dubai. When I traveled to Dubai for the first time, I realized that the culture of the Dubai office was largely influenced by the society’s culture in Dubai. I found that the organization lacked one cohesive culture and that, depending on regional locations, each office had its own culture. International organizations often face many challenges in maintaining a cohesive organizational culture (Watkins, 2013). I found this observation to be true in my experience. For example, the Dubai office seemed to endow their employees with more allowance for self-direction when compared with our domestic offices. Although people’s interactions with one another contributed to the organization’s culture, there were other factors like location, management style, and societal norms that impacted a business culture as well. ReferencesWatkins, M. D. (2013, May 15). What is organizational culture? And why should we care. Harvard Business Review. Retrieved from https://hbr.org/2013/05/what-is-organizational-cultureWhitehurst, J. (2016, October 13). Leaders can shape company culture through their behaviors. Harvard Business Review. Retrieved from https://hbr.org/2016/10/leaders-can-shape-company-culture-through-their-behaviorsNote: References are included at the end of a Short-Answer Assessment but are included here as an example of an accurate APA reference list. |

To help guide employees toward ethical and legal conduct, many companies provide their employees with a Code of Ethics or a Code of Conduct, much like the samples provided with this Assessment. In addition to stating the company’s principles, its mission, and its values, and codes of conduct often articulate attitudes or behaviors that are expected of employees, such as trust, honesty, integrity, and transparent communication. Read the “Sample Code of Ethics and Business Conduct” document and review any codes of ethics/conduct provided by your employer. With these codes in mind, read the scenarios below and respond to each item.

**Note:** Sub-Competencies 1 and 2 are assessed multiple times.

**Scenario 1: The Community Members**

A hypothetical Spanish-language classified advertisements website, Vivos.com, attracts its users with sections like community, housing, personals, for sale, and events where anyone can upload posts at no charge. Vivos.com only generates revenue when client companies pay to post employment opportunities in the jobs section. One day, an employee assigned to proctor the community section notices that a new topic targeting Vivos.com’s biggest corporate client is generating a long thread of negative comments. The discussion thread reads a lot like a petition and states that Vivos.com’s biggest client is guilty of a disingenuous and cynical attempt to paper over hiring practices that exclude minorities, particularly Latinos. The discussion states that the client has seldom, if ever, hired a single applicant who has applied through the Vivos.com website even though the client advertises high-paying career opportunities there. The petition is calling on Vivos.com and the client for greater transparency.

Vivos.com’s mission statement says that the website strives to connect and empower an often underserved Spanish-speaking community. The client pays to post several job advertisements every quarter and has recently been in the news for questionable hiring practices.

Imagine that you will be the one to decide Vivos.com’s response.

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3. Does the situation make it essential to work with the human resources department? Provide **two** reasons to support your decision.
4. Does the situation make it essential to seek legal advice? State your decision and provide **two** reasons to support your decision.

(3–4 paragraphs)

#### Your Response

Enter your response here.

## Rubric

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| **Sub-Competency 2: Identify situations where it would be essential that managers work with human resource departments and seek legal advice from qualified resources.** |
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**Scenario 2: A Medical Mystery**

Your department is on track to make its quarterly goal, but just barely. Walking down the hall, you overhear two of your employees talking quietly in their shared work station. One of your employees sounds upset.

Employee 1: It doesn’t look like I’m going to hit my numbers this quarter. It’s the second quarter in a row and the third time in 2 years. I heard that employees who miss their number three times in 2 years always get fired.

Employee 2: You really shouldn’t beat yourself up. The sales targets this quarter were really high. I’m just barely going to make it myself.

Employee 1: A friend of mine recommended I go out on medical leave. I read the policy and I think I could qualify. The leave goes for about 6 months and I could use that time to find another job. I just can’t take it here anymore.

As the manager of both employees, you will decide how to respond.

1. Describe your ethical and legal business solution and provide **three** sound reasons in support of your solution.
2. Describe **three** actions that you will take to implement your solution.
3. Does the situation make it essential to work with the human resources department? Provide **two** reasons to support your decision.
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(3–4 paragraphs)

#### Your Response

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## Rubric

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**Scenario 3: Managing Cogs**

Linda, a new employee, asks Steve for advice. Linda is the Project Manager for the Cogs product line as well as three other product lines scheduled to launch at the end of the year.

Linda: Hi, Steve. Do you have a minute to help me figure out a problem I found on the Cogs product line?

Steve: Sure. Tell me what the problem is.

Linda: Last week I got the invoice for the research I requested, and it cost way more than I thought it would. I’m not sure how it happened, but it looks like the Cogs product will be way over budget.

Steve: Hmm. Okay. So how can I help?

Linda: I guess I need to notify Finance and get a bigger budget approved. I’m a little nervous about asking for more money at this point. I was wondering if you would tell me how to do it.

Steve: You don’t really have to do that. When I go over budget on one project, I can usually make up the difference by spending less than what I budgeted on another project. That way the bottom line stays even. The bottom line is all Finance really cares about.

Linda: Doesn’t that make it harder for the people working on the other project, the one with a reduced budget?

Steve: Sometimes, but that’s the way it goes. Anyway, they don’t know why their budgets changed. They just have to deal with it.

As the manager of both employees, you will decide how to respond.

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#### Your Response

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**Scenario 4: The Right Place**

You are the Director of Strategic Accounts at MoTrade, a hypothetical investment company based in the United States. After weeks with a vacancy in the Manager of New Accounts position, you are pleased to learn that the human resources department has two highly qualified candidates for you to interview. You are the hiring manager for this position.

Both candidates’ resumes itemize comparable work histories, skills, and educational accolades. Both candidates then complete in-person interviews with you and subsequent interviews with one, then another, member of your team. Both of the candidates present themselves equally well. In fact, your two colleagues separately email you and conclude that either candidate could do the work.

Later the same day, one of these colleagues appears at your office and asks for a few minutes of your time. After closing the door, he tells you that he did an internet search to gather more information on both candidates. The search revealed that one of the candidates had been arrested for a felony but was never convicted. The search results surfaced news articles with mug-shots that left no doubt that the subject of the article and your job candidate were the same person.

Your colleague did not include this information in his interview notes. In person, however, he says “After the ‘incident,’ the candidate went back to work in sales and succeeded, so it might be fine. I just wonder if our Manager of New Accounts position is the right place. We really need someone with a great public persona.”

**Note:** In the United States people are protected from discrimination by Title VII of the Civil Rights Act of 1964. According to the law, an arrest alone cannot be the determinant factor of employment because it can result in disparate treatment and disparate impact on different racial or ethnic groups. For more information, visit:

* U.S. Equal Employment Opportunity Commission (EEOC). (2012). *EEOC enforcement guidance:* *Consideration of arrest and conviction records in employment decisions under Title VII of the Civil Rights Act of 1964*. Retrieved from http://www.eeoc.gov/laws/guidance/arrest\_conviction.cfm

As the hiring manager, you will be the one to make the ethical and legal hiring decision.

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(3–4 paragraphs)

#### Your Response

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## Rubric

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**Reflection on Professional Experiences:**

1. Identify **two** professional experiences when your personal values and biases influenced your decision-making. For each experience, explain how your personal values and biases influenced your decision-making. (1–2 paragraphs)
2. Identify a professional experience when the manager(s) of a company you worked for, or a case you read about in the news, failed to fulfill their ethical responsibilities or align their conduct with laws and regulations. Describe three instances in this case in which managers failed to fulfill their ethical responsibilities. (1–2 paragraphs)
3. For each experience or case you identified above, describe **two** consequences that occurred, and two consequences that might occur, as a result of the failure. Be sure to identify who was affected or might be affected. (1–2 paragraphs)
4. For each experience or case you identified above, describe **two** ways in which the reputation of the organization or of the individual(s) involved in the situation were affected. (1–2 paragraphs)
5. For each experience or case you identified above, describe **two** business practices that you applied, or would apply, either to predict or to detect situations where ethical breakdowns can occur before they do occur. (1–2 paragraphs)
6. For each experience or case you identified above, describe **two** business practices that you applied, or would apply, to prevent ethical breakdowns once situations where ethical breakdowns can occur have been predicted or detected. (1–2 paragraphs)

#### Your Response

#### Enter your response here.

## Rubric

| **Sub-Competency 3: Identify instances where personal values and biases may impact decision making.** |
| --- |
| **Learning Objective 3.1:** Demonstrate awareness of instances in which personal values and biases affect decision-making.  | An example that demonstrates awareness of instances in which personal values and biases affect decision-making is not present.  | One example is provided that demonstrate awareness that personal values and biases affect decision-making. Examples are accompanied by an explanation. | Two examples are provided that demonstrate awareness of instances in which personal values and biases affect decision-making. Each example details ethical dilemmas or challenges and personal biases affecting decision-making about professional conduct. | Response demonstrates the same level of achievement as “2,” plus the following:Response includes a reflection statement describing the knowledge gained from the experience of ethical dilemmas or challenges and personal biases affecting decision-making and methods to apply that knowledge to future business contexts.  |
| **Sub-Competency 4: Describe the ethical responsibilities of managers working in various types of settings.** |
| **Learning Objective 4.1:** Describe instances when managers failed to fulfill their ethical responsibilities.  | Description of instances in which managers failed to fulfil ethical responsibilities in a specific business case is not provided. | Descriptions of only two instances in which managers failed to fulfil ethical responsibilities are present. The descriptions lack explanation of why the failures occurred, are vague, or are not relevant to the business context.  | Descriptions of three instances in which managers failed to fulfil ethical responsibilities in a specific business case are provided.The descriptions include clear, relevant explanations of why the failures occurred.  | Response demonstrates the same level of achievement as “2,” plus the following:Response includes a reflection statement describing the knowledge gained from the failure of managers to fulfil ethical responsibilities and methods to apply that knowledge to future business contexts.  |
| **Learning Objective 4.2:** Describe the consequences of managers’ failures to fulfill responsibilities.  | Description of the consequence of managers’ failures to fulfill responsibilities is not present. | A description of only one consequence that occurred as a result of the failures and/or one consequence that might occur as a result of the failures is present.Description does not include who was affected and/or might be affectedDescriptions are not clear or not relevant to the business context.  | Descriptions include two consequences that occurred as a result of the failures, two consequences that might occur as a result of the failures, and who was affected or might be affected. | Response demonstrates the same level of achievement as “2,” plus the following:Response describes action(s) that the business took as a direct result of the consequences and the final result to the managers, organization, and those affected by the failure.  |
| **Learning Objective 4.3:** Recognize that failures affect the reputation of the organization or the individual(s) involved. | Description of ways the failure affected the reputation of the organization or the individual(s) involved in the situation is not present.  | Description of one way the failures affected the reputation of the organization and the individual(s) involved in the situation is present. | Descriptions of two ways the failures affected the reputation of the organization and the individual(s) involved in the situation are present.  | Response demonstrates the same level of achievement as “2,” plus the following:Description of action(s) that the organization and/or individuals took as a result of changes to their reputation. Description of the final result of the above actions. |
| **Sub-Competency 5: Identify strategies to recognize and prevent situations where ethical breakdowns can occur.** |
| **Learning Objective 5.1:** Describe business practices that would either predict or detect situations where ethical breakdowns can occur before they do occur. | Description of business practices that would either predict or detect situations where ethical breakdowns can occur before they do occur is not present.  | Description of only one business practice that would either predict or detect situations where ethical breakdowns can occur is present. Description is vague or not relevant to the business context. Response is not supported by academic/professional resources, or the resources are not relevant. | Descriptions of two business practices that would either predict or detect situations where ethical breakdowns can occur are present.Descriptions are clearly stated and relevant to the business context. Response is supported by relevant academic/professional resources. | Response demonstrates the same level of achievement as “2,” plus the following:Response includes practices that are highly innovative or creative methods to predicting or detecting situations where ethical breakdowns can occur, and are supported by examples from professional experience or references to authoritative literature. |
| **Learning Objective 5.2:** Describe business practices that would prevent ethical breakdowns once situations have been predicted or detected.  | Description of business practices that would prevent ethical breakdowns once situations have been predicted or detected is not present.  | Description includes only one business practice that would prevent ethical breakdowns once situations have been predicted or detected.Description is vague or not relevant to the business context. Response is not supported by academic/professional resources, or the resources are not relevant. | Descriptions of two business practices that would prevent ethical breakdowns once situations have been predicted or detected are present.Descriptions are clearly stated and relevant to the business context. Response is supported by relevant academic/professional resources. | Response demonstrates the same level of achievement as “2,” plus the following:Response includes practices that are highly innovative or creative methods for preventing ethical breakdowns once situations have been predicted or detected and are supported by examples from professional experience or references to authoritative literature.  |

References