Final Case Brief Workshop

Business Leadership & Human Values
Workshop Overview

• Selecting a Challenging Topic
• Building a Body of Research
• Identifying Key Moral Actors
• Expectations of an Expository Essay: Mixed Narrative and Analysis
• Review of Ethical and Stakeholder Analysis
• Thinking Through a Global Perspective: Selecting Scope and Audience
• Solutions and Conclusions
Ongoing Conflict versus Resolved

Remember main purpose of essay is to propose solutions and devise a plausible action plan, not explain what has occurred

Types of Conflict:

- Brand vs. Profit
- Global vs. National
- Profit vs. Health
- Beauty vs. Function

Note: Do not be afraid to select a company with a good reputation or successful business model, they too face moral challenges
Building Your Case Research

• **Selecting Worthwhile Sources with an Accredited Reputation**

• **Critical Reading: ‘Read Across’ a Topic or Dilemma**
  Pertinent Questions: What is the Article’s Thesis?
  Has Source Acknowledged Multiple Perspectives?
  Who is Holding the Power to Make a Relevant Decision?

• **Comparison of Sources: Be on the lookout for CONFLICT**
  EX. A Brief Reading from George Saunders’ Lincoln In the Bardo
Self Portrait of Conducting Case Research
Identifying Moral Actors and Motivations

What is the main moral issue in this case? What is at stake? What is the moral urgency?

Who is the key moral actor* in this case? Whose actions and decisions determine the moral resolution of this case?

Other Such Questions: Who is the actor? What is the actors' motivation? Is there a clear direction in which the actor must choose or are they at a crossroads? What is the information concerning the situation and who is the source?

*Actor can be substituted for a person, company or entity
Using the Framework to Generate Complexity

- Consider the language in the rubric excerpted here: what are the differences between the two columns? What qualities should your essay have to be ‘exemplary’?

- Notice that the “2” or “Proficient” column describes an essay that ‘follows the framework to address assigned questions thoughtfully and completely’: just responding to all of the framework questions will only earn a “2”, so excellent papers need to go beyond the framework in some way.

- How to go “beyond”? We recommend you use the framework questions as a guide for your brainstorming and pre-writing preparation, instead of using it as the structure for organizing a list-like set of responses. You can do this by responding to each briefly, using bullet points, etc, to generate more thinking and complexity about the case before you begin to draft your essay.

- Then you can evaluate the content you’ve generated, looking for possible groupings or connections that will become your paragraphs. You should also look for places to insert storytelling, critical questioning, Moral Compass elements, and examples.

- Your essay should be expository with narrative and analysis mixed in.

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<tbody>
<tr>
<td>Follows the Final Case Brief framework to address assigned questions thoughtfully and completely</td>
<td>Imaginatively applies and adapts the Final Case Brief framework to develop a highly original and flawless case brief</td>
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<tr>
<td>Reflects a thorough understanding of methods for identifying, evaluating, and managing an ethical challenge</td>
<td>Reflects a deeply critical and creative understanding of methods for identifying, evaluating, and managing an ethical challenge</td>
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<tr>
<td>Identifies a complex ethical challenge</td>
<td>Identifies a highly complex, multi-faceted ethical challenge</td>
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<td>Draws thoughtfully from personal/social values/experience, relevant knowledge, empirical evidence, wisdom traditions, and reputable sources to evaluate and justify a credible action plan for managing an ethical challenge</td>
<td>Synthesizes personal experience, empirical observation, independent inquiry, wisdom traditions, and other expert sources to evaluate and justify a highly original and persuasive action plan for managing an ethical challenge</td>
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<tr>
<td>Demonstrates awareness and insight about moral complexity</td>
<td>Demonstrates deep thought and critical understanding of moral complexity</td>
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<td>Critically scrutinizes personal values and social norms in managing an ethical challenge</td>
<td>Thoroughly critiques personal values and social norms from multiple perspectives in managing an ethical challenge</td>
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<tr>
<td>Upholds Carey personal conduct and academic integrity norms</td>
<td>Exemplifies Carey personal conduct and integrity norms</td>
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Framework Questions: Ethical Analysis

- What is your intuitive moral judgment of the issue? What foundational moral values are involved? (CARE, LIBERTY, FAIRNESS, LOYALTY, AUTHORITY, SANCTITY)
- How do values and moral judgments conflict? Is it a right/right or right/wrong conflict? What type of right/right?
- Is the moral issue with an action, the means of action, or the intent of an action?
- What normative moral claims and standpoints of VIRTUE (character, common good), DUTY (principle, moral claims), and CONSEQUENCES (outcomes, harm, cost, benefit) should you consider in evaluating the moral challenge?
Your interpretation of stakeholder interests in light of precedents, context, and evidence:

- Who are the stakeholders (individuals, groups, or entities) whose values, moral claims, and duties constitute the moral challenge of the case? What values, Wisdom Traditions, and moral arguments support their claims? How valid and sound are those claims?
- What competing or contested values, claims, or duties complicate this case? Which stakeholders have more urgent and compelling claims? Why?
- What similar cases or situations are useful as analogues for evaluating this case?
Imagine Yourself in a Specific Role When Deciding How to Address your Audience

Strategy #1: Placing yourself as a **Consultant** or a **Business Leader**

A **Consultant’s** voice would be more specific to the field and topic, whose recommendations would be specific to the company.

A **Business Leader’s** voice would be more focused on communicating with the larger trends in one’s field, whose recommendations may be a commentary on larger trends or the future direction of the business.

There is overlap in these distinct voices, for example, both should cover all pertinent information.
Overall Aim is to diagnosis moral complexity while simultaneously discussing company’s problem.

Central Questions:

Who is being privileged in your argument / recommendation?

If it is a clear moral problem is the environment complex?

Is company generally upstanding but having to decide between two difficult paths?
Aim for a minimum of Six Sources

Follow APA Guidelines, and cite source when you are unsure whether it is ‘common’ information