

# 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

# Selecting a Topic

## 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

Profit vs. Health

Global vs. National

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**  
ex. Bloomberg, Financial Times, Wall Street Journal, Washington Post, New York Times, The Economist
- **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.**

| 2   | 3   |
|---|---|
| <ul style="list-style-type: none"> <li>• Follows the Final Case Brief framework to address assigned questions thoughtfully and completely</li> <li>• Reflects a thorough understanding of methods for identifying, evaluating, and managing an ethical challenge</li> </ul>   | <ul style="list-style-type: none"> <li>• <b>Imaginatively applies and adapts the Final Case Brief framework to develop a highly original and flawless case brief</b></li> <li>• <b>Reflects a deeply critical and creative understanding of methods for identifying, evaluating, and managing an ethical challenge</b></li> </ul>   |
| <ul style="list-style-type: none"> <li>• Identifies a complex ethical challenge</li> <li>• 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</li> <li>• Demonstrates awareness and insight about moral complexity</li> </ul> | <ul style="list-style-type: none"> <li>• Identifies a highly complex, multi-faceted ethical challenge</li> <li>• <b>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</b></li> <li>• <b>Demonstrates deep thought and critical understanding of moral complexity</b></li> </ul> |
| <ul style="list-style-type: none"> <li>• Critically scrutinizes personal values and social norms in managing an ethical challenge</li> <li>• Upholds Carey personal conduct and academic integrity norms</li> </ul>   | <ul style="list-style-type: none"> <li>• <b>Thoroughly critiques personal values and social norms from multiple perspectives in managing an ethical challenge</b></li> <li>• Exemplifies Carey personal conduct and integrity norms</li> </ul>  |

# 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?

# Framework Questions: Stakeholder Analysis

**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?

# Global Perspective(s): Scope and Audience

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

# Solutions and Conclusion

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 diffeicult paths?

# Bibliography

Aim for a minimum of Six Sources

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