

Business, Society & Ethics

17 February, 2019 | Lecture #13

A row of stylized human figures holding hands, symbolizing community. The figures are rendered in a warm, golden-brown color against a background that transitions from a bright yellow at the top to a deep purple at the bottom. The figures are arranged in a slightly overlapping, wavy line, creating a sense of movement and unity.

The Corporation as
Community
& *Citizen*

Unit #2 Knowledge Festival

The unit #2 exam is next week, on Tuesday, 26 February.

You will have the full 50 minutes to complete the 50 multiple-choice questions on the exam.

The exam is open book and open notes, but closed technology.

It will only cover material from unit #2 of the course.

THE PURPOSE- BASED APPROACH TO BUSINESS

**HOW DO WE ENCOURAGE
GOOD BUSINESS?**

WHAT IS GOOD BUSINESS?

WHAT IS THE PURPOSE OF BUSINESS?

THE DOMINANT CONCEPTION OF BUSINESS

PHILANTHROPIC OBLIGATIONS

ETHICAL OBLIGATIONS

LEGAL OBLIGATIONS

ECONOMIC OBLIGATIONS

CLOCKWISE FROM TOP LEFT: GST, N.D.; AL-ZAYYAT, 2008;
ARMY.ARCH, 2014; CLAUDIAD, 2013; [IS HIS LIFE], 2014



Business is a system of
competition
for individual profit.

The purpose of
business is to profit
shareholders



**ORGANIZATIONAL
DECAY**



**ORGANIZATIONAL
DECAY**





**BE
PRUDENT
AND
LIMIT
PRUDENCE**

Prudential Constraint

ATTENTION



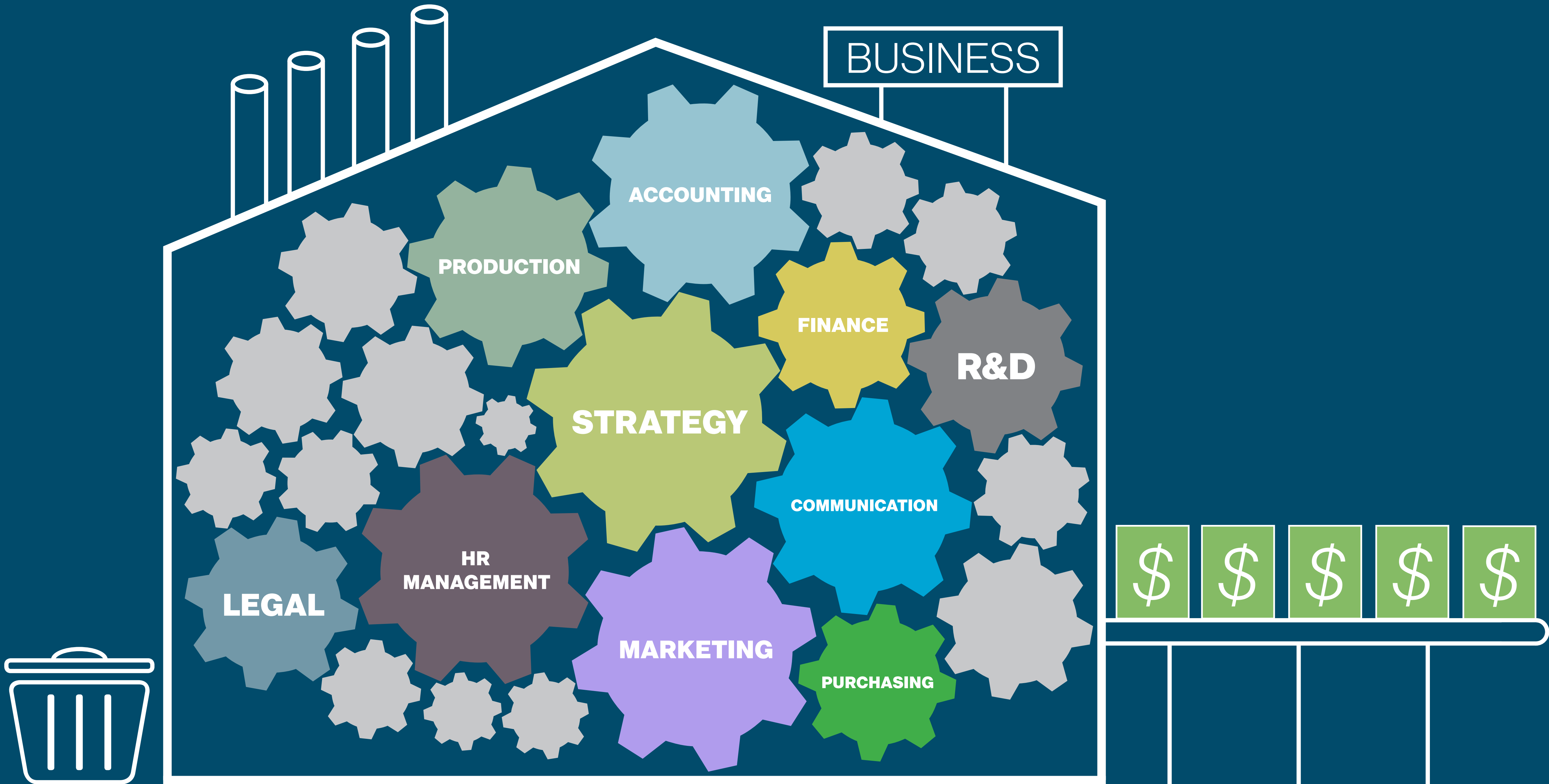
NO EXCEPTIONS

Is ethics *externally*
imposed on business?



Or may it be found *within*
business itself?










*“It’s never
just business”*



“What makes a corporation efficient or inefficient is the congenial interrelationships of the many people who work there.”

“Corporations, like individuals, are part and parcel of the communities in which they live and flourish.”





“Private Sector Employers need to understand the aspirations and motivations of young Qataris in order to attract them.

Our research shows that Qataris are highly motivated by factors such as ‘serving the country’ and ‘contributing to society’ but employers think they are motivated only by money and an easy life!”

“We have to get away from the either/or paradigm that keeps telling us that either we are ethical or we pursue our own advantage.”

The Conflicting Concerns Model

Self-Concern
Prudence
Business Interests
Profitability

VS.

Other-Concern
Altruism
Social Interests
CSR: Philanthropy

The Mutual Concerns Model

**Social
Interests**

**Business
Interests**



Mutual Concerns

**Social
Interests**

**Business
Interests**

TRANSPARENCY

SOCIAL STABILITY

HEALTHCARE

ECONOMIC PROSPERITY

PRODUCT SAFETY

LAW ENFORCEMENT

SAFE WORKING CONDITIONS

GOOD GOVERNMENT

EDUCATION

INNOVATION

SUSTAINABILITY

HIGH STANDARDS OF LIVING

SKILLED WORKFORCE

JOB CREATION

THE RULE OF LAW

EFFICIENT USE OF RESOURCES

Vodafone Qatar Materiality Matrix

**Social
Relevance**

How important
is this field of
action today in
Qatari society, for
VF-QA's external
stakeholders?
How important will
it be in the future?

	NETWORK & INFRASTRUCTURE		FINANCIAL PERFORMANCE
	VODAFONE WAY	RADIATION	SHAREHOLDER VALUE GROWTH
	COMPLIANCE	CUSTOMER SERVICE	PRIVACY & SECURITY
TRAINING & DEVELOPMENT			
TECH ENTREPRENEURSHIP			BUSINESS ETHICS
	GOVERNANCE		ANTI-BRIBERY & CORRUPTION
EMPLOYEES EMPOWERMENT	DIGITAL SOCIETY		PERFORMANCE RECOGNITION
CAREER DEVELOPMENT	SUSTAINABLE SUPPLY CHAIN		VALUE FOR INTERNET
	EDUCATION	HEALTH & SAFETY	VALUE FOR CALLING
DIVERSITY & INCLUSION	TRANSPARENCY		
ROAD SAFETY	CARBON EMISSION		EMPLOYMENT
	RELEVANCY OF PRODUCTS		FAIR SELECTION OF SUPPLIERS
	HUMAN RIGHTS		RISK MANAGEMENT
	SPEED OF SERVICE		
	BILLING & PRICING		
		PUBLIC HEALTH	
		QATARISATION	QUALITY OF PR EVENTS

How important is this field of action today for
VF-QA as an opportunity for future business
or as a risk for existing or future business?

**Business
Relevance**





“We should take seriously the claim that the goal of the free enterprise system is general prosperity. The underlying virtues of business are to be civilized and civilizing.”





The purpose of
business is shared
community
and responsible
citizenship

Disentangling Purpose from Motive

With Robert Solomon (1999) asking us to reconsider business as a social practice, Ronald Duska (1997) reflects on what social purpose(s) business may fulfill, in turn suggesting a more social dimension for good business.

References

Al-Zayyat, Y. (2008, November 27). [Kuwaiti traders follow the market’s movement at the Stock Exchange in Kuwait City]. [Online image]. Getty Images. Retrieved October 6, 2016, from <http://www.gettyimages.com/license/83841563/>.

All Silhouettes. (2009, June 14). [Sheep]. [Vector graphic]. In *150 Vector Animals*. Retrieved September 25, 2016 from <http://all-silhouettes.com/free-vector-animals/>.

AlphaSpirit. (n.d.). [Concept of team and competition in business]. [Online image]. Shutterstock. Retrieved September 21, 2017 from <https://www.shutterstock.com/image-photo/concept-team-competition-business-135472727>.

Army.arch. (2014, November 19). [Remains of a Sears store at the Salem Mall in Trotwood, Ohio outside of Dayton]. [Online image]. Flickr. Retrieved September 24, 2016, from https://www.flickr.com/photos/army_arch/15895673021.

Carroll, A. B. (1991, July/August). The Pyramid of Corporate Social Responsibility: Toward the Moral Management of Organizational Stakeholders. *Business Horizons*, 34(4), 39–48.

Claudiad. (2013, October 7). [Business team beating]. [Online image]. iStock by Getty Images. Retrieved September 24, 2016 from <http://www.istockphoto.com/photo/business-team-beating-gm183837060-16484724>.

Digital Vision. (n.d.). [Overhead view of two businessmen shaking hands in a lobby by a revolving door]. [Online image]. Getty Images. Retrieved November 20, 2016 from <http://www.gettyimages.com/detail/photo/overhead-view-of-two-businessmen-shaking-hands-in-a-royalty-free-image/dv1341037>.

Duska, R. F. (1997, September). The Why’s of Business Revisited. *Journal of Business Ethics*, 16(12/13), 1401-1409.

Georgiou, C. (n.d.). [Angry judge]. [Online image]. Shutterstock. Retrieved September 26, 2016 from <https://www.shutterstock.com/image-vector/illustration-angry-judge-cartoon-character-shouting-296610017>.

Gst. (n.d.). [Financial growth over vintage background]. [Online image]. Shutterstock. Retrieved September 18, 2016 from <https://www.shutterstock.com/image-vector/financial-growth-over-vintage-background-vector-153067520>.

Haidan, D. (2014). *Sustainability Reporting: Materiality Analysis Process*. [Unpublished slide deck]. Vodafone Qatar.

Haston, C. (2011). [Promotional still from *The Office (US)* television episode 720, “Training Day”]. [Online image]. NBC. Retrieved September 29, 2016 from http://dailybruin.com/images/46171_web.ae.1.17.suchlandcolumn.picao.jpg.

Hinkle, R. J. (2011, June 17). [Southwest Airlines employees do conservation work at the Texas Trees Foundation TXU Energy Urban Tree Farm and Education Center in Dallas]. [Online image]. QuadPhoto. Retrieved October 1, 2016 from <http://3blaws.s3.amazonaws.com/images/SCADAL1.jpg>.

[Is his life worth more than mine?]. (2014, August 17). [Online image]. Retrieved September 24, 2016 from <http://theantimedia.org/wp-content/uploads/2014/08/IS-His-Life-Worth-More-Than-Mine.jpg>.

Keep Calm and Carry On. (2016, September 13). Wikipedia. Retrieved September 25, 2016, from https://en.wikipedia.org/wiki/Keep_Calm_and_Carry_On.

Kemp, J. (Producer), & Freedman, G. (Director). (2015a, June 9). *HSBC - Lift* [commercial]. Grey London. Retrieved September 26, 2016 from <https://vimeo.com/130232144>.

Kemp, J. (Producer), & Freedman, G. (Director). (2015b, June 9). [Twenty-five still images of the personal nature of business]. *HSBC - Lift* [commercial]. Grey London. Retrieved September 26, 2016 from <https://vimeo.com/130232144>.

Ostrich, H. (n.d.). [Earth]. [Vector graphic]. Noun Project. Retrieved August 8, 2017 from <https://thenounproject.com>.

Pierdomenico, A. (2013, February 23). [A statue of Sallustio Bandini stands in Piazza Salimbeni, near the headquarters of Banca Monte dei Paschi di Siena (the oldest surviving bank in the world) in Siena, Italy]. [Online image]. Getty Images. Retrieved September 30, 2016 from <http://www.gettyimages.com/license/162636831>.

Pruitt, D. G., & Kim, S. H. (2004). *Social Conflict: Escalation, Stalemate, and Settlement* (3rd ed.). New York, NY: McGraw-Hill.

Rawpixel. (2012, January 31). [Business meditation]. [Online image]. iStock by Getty Images. Retrieved September 26, 2016 from <http://www.istockphoto.com/photo/business-meditation-gm138135891-5799122>.

Scott-Jackson, W., Owen, S., Whitaker, D., Druck, S., Kariem, R., & Mogielnicki, R. (2014). *Maximizing Qatari Talent: Executive Summary*. Oxford Strategic Consulting. Retrieved March 12, 2016 from <https://www.scribd.com/document/217896682/Talent-Study>.

Solomon, R. C. (1999). *A Better Way to Think About Business*. Oxford: Oxford University Press.

StillFX. (2013, August 28). [Team]. [Online image]. iStock by Getty Images. Retrieved September 20, 2017 from <http://www.istockphoto.com/photo/team-gm179015857-25625232>.

Vodafone Qatar. (2015). *Towards a Sustainable Journey: Sustainability Report 2014*. [Business report]. Retrieved October 2, 2016 from https://www.vodafone.qa/files/dmfile/VodafoneQatarGRISustainabilityReport2014_English.pdf.

Wong, C. (Producer), & Yu, G. (Director). (2014). [Still from the “Director’s Cut” of the title sequence from season one of HBO’s *Silicon Valley*]. yU+co. Retrieved September 30, 2016 from <https://vimeo.com/98431335>.

Acknowledgements

Introductory slide photograph by StillFX (2013). A very special thanks to D. Haidan for sharing with me her slide deck on materiality analysis (2014). Thanks also to A. M. Salaz for helping me format the APA citations and references for previous versions of these slides. My purpose-based approach to business is heavily influenced by my reading of Duska (1997). My depiction of the dominant conception of business is based upon the classic “Pyramid of Corporate Social Responsibility” (Carroll, 1991, p. 42). The “Be Prudent and Limit Prudence” picture is inspired by the “Keep Calm and Carry On” motivational posters from Britain in the Second World War (“Keep Calm”, 2016). The framing of mutual concerns is based on the dual concern model from Pruitt and Kim (2004, p. 41, fig. 3.1).