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MORAL REASONING AT WORK

Rethinking Ethics
in Organizations

Øyvind Kvalnes



Moral Reasoning At Work Rethinking Ethics In Organizations

Raffaela Di Napoli



Moral Reasoning At Work Rethinking Ethics In Organizations:

Moral Reasoning at Work Øyvind Kvalnes, 2020-10-09 This book is open access under a CC BY license Moral dilemmas are a pervasive feature of working life Moral Reasoning at Work offers a fresh perspective on how to live with them How do we cope with situations where no matter what we decide to do something will be wrong How do we live with the moral dissonance between what we are tempted to do and what is in line with our moral convictions What can organizations do to establish a foundation for responsible decision making and conduct This book combines research streams from ethics and moral psychology using extensive experience of sessions of moral reasoning with leaders and employees in organizations It argues that there is a need to go beyond compliance and traditional approaches to ethics in order to prepare decision makers for moral dilemmas Organizations can do that by encouraging people to become actively and regularly involved in moral reasoning at work This work was published by Saint Philip Street Press pursuant to a Creative Commons license permitting commercial use All rights not granted by the work's license are retained by the author or authors *Moral Reasoning at Work* O Kvalnes, 2017-03-24

Moral Reasoning at Work Øyvind Kvalnes, 2019-04-10 This book is open access under a CC BY license Moral dilemmas are a pervasive feature of working life Moral Reasoning at Work offers a fresh perspective on how to live with them using ethics and moral psychology research It argues that decision makers must go beyond compliance and traditional approaches to ethics to prepare for moral dilemmas The second edition has been updated with a range of examples from the author's more recent research to reflect current issues affecting organizations in the digital age With two new chapters on artificial intelligence and social media this new edition provides an up to date overview of ethical challenges in organizations *Moral Reasoning at Work* Øyvind Kvalnes, 2020-10-09 This book is open access under a CC BY license

Moral dilemmas are a pervasive feature of working life Moral Reasoning at Work offers a fresh perspective on how to live with them using ethics and moral psychology research It argues that decision makers must go beyond compliance and traditional approaches to ethics to prepare for moral dilemmas The second edition has been updated with a range of examples from the author's more recent research to reflect current issues affecting organizations in the digital age With two new chapters on artificial intelligence and social media this new edition provides an up to date overview of ethical challenges in organizations This work was published by Saint Philip Street Press pursuant to a Creative Commons license permitting commercial use All rights not granted by the work's license are retained by the author or authors **Fallibility at Work**

Øyvind Kvalnes, 2017-10-09 This book is published open access under a CC BY 4.0 license This book addresses how organizations can deal with human fallibility in order to create space for excellence at work Some mistakes in work settings put lives at risk while others create openings for innovative breakthroughs In order to deal constructively with fallibility an organization needs a communication climate where it is normal to voice opinions admit mistakes and ask for help in critical situations The book builds on interviews with practitioners in healthcare aviation IT public governance and industry It

connects narratives from these fields with theories from organizational psychology and philosophy as well as from positive organizational scholarship In the final chapter an overall ethics of fallibility at work is outlined Fallibility at Work contributes to research in multiple academic disciplines but also reaches out to practitioners who are interested in the connections between error and excellence in organizations

A Contemporary Look at Business Ethics Ronald R. Sims,2017-07-01 A Contemporary Look at Business Ethics provides a present day look at business ethics to include the challenges opportunities and increased need for ethical leadership in today s and tomorrow s organizations The book discusses current and future business ethics challenges issues and opportunities which provides the context leaders and their organizations must navigate The book includes an in depth look at lessons learned about the causes of unethical behavior by examining a number of real world examples of ethical scandals from around the world that have taken place over the past few decades The analysis of the various ethical scandals focuses on concepts like ethical versus unethical leadership received wisdom the bottom line mentality groupthink and moral muteness all of which contribute to the kind of organizational culture and ethical behavior one finds in an organization The book discusses ethical decision making in general and the increased role of religion and spirituality in confronting unethical behavior in contemporary organizations The book also takes an in depth look at the impact ethical scandals have on employees and more specifically the psychological contract and person organization ethical fit with the goal of identifying along with other things what leaders can do to restore relationships with employees and rebuild the organization s reputation in the eyes of various stakeholders

Cambridge Handbook of Organizational Project Management Shankar Sankaran,Ralf Müller,Nathalie Drouin,2017-05-23 In recent years organizational project management OPM has emerged as a field focused on how project program and portfolio management practices strategically help firms realize organizational goals There is a compelling need to address the totality of project related work at the organizational level providing a view of organizations as a network of projects to be coordinated among themselves integrated by the more permanent organization and to move away from a focus on individual projects This comprehensive volume provides views from a wide range of international scholars researching OPM at a cross disciplinary level It covers concepts theories and practices from disciplines allied to management such as strategic management organization sciences and behavioural science It will be a valuable read for scholars and practitioners alike who are looking to enrich their understanding of OPM and further investigate this new phenomenon

Research Handbook on the Governance of Projects Ralf Müller,Shankar Sankaran,Nathalie Drouin,2023-09-06 This cutting edge Research Handbook provides a comprehensive overview of research on the governance of projects Spanning sectors project types and organizational hierarchies it delves into diverse theoretical and practical approaches to the governance of projects identifying valuable new phenomena for future study

Ethics and Human Resource Development Darlene F. Russ-Eft,Amin Alizadeh,2024-03-01 This book adds to the debate around HRD and ethical dimensions in the workplace evaluating the micro and macro

environments and their role in designing a moral organizational culture It assesses contemporary issues such as CSR and DEI and culture and their impact on the organization and employees Examining the definition purpose and scope of ethics applied in HRD this book will offer readers an in depth understanding of current and future ethical challenges in the workplace and in society It will provide theoretical and practical knowledge for creating and sustaining ethical climates in organizations

Power, Politics and Influence Adebowale Akande, 2024-12-31 This book comprehensively explores the foundational principles of power influence and organizational politics presenting actionable approaches for both employees and management to skillfully navigate these intricacies without succumbing to undue incivility stress or burnout Power as an imperceptible yet influential entity within organizations steers the trajectory of decisions behaviors and the dynamic interplay between leaders and their teams This book examines leadership theory and practice offering a unique perspective on leadership styles behaviors and traits In today s dynamic landscape leadership capability and skill are important across sectors influencing organizational health political landscapes and societal development The book presents the challenges modern leaders face and how leadership theory can enrich workplace dynamics and beyond Bridging the gap between academic research and practice this volume offers guidance for aspiring and experienced leaders alike From political skill to organizational culture this book examines leadership from a multidisciplinary perspective Scholars students and researchers of political science business management economics international relations and psychology as well as consultants policymakers and leaders interested in a better understanding of effective leadership concepts and the latest research in politics policy and participation in any setting will find this resource invaluable

The Ethically Responsible

Organization Ronald R. Sims, 2023-01-01 Today s businesses have an obligation to conduct themselves in an ethical and responsible manner at all times Fortunately many businesses have historically embraced the idea that they can operate in an ethically responsible manner However there are way too many companies that are willing to cut corners and do whatever it takes to make a profit thus contributing to the vortex of mistrust distrust misinformation disinformation and less than full disclosures as a result of their unethical misconduct This book takes the position that enough is enough and argues that all businesses can and must be ethically responsible no matter its size or whether it operates locally or globally The book describes the features of an ethically responsible e g ethical and socially responsible organization that is committed to always doing the right things which means they are committed to building institutionalizing and sustaining an ethically oriented organizational culture Ethical responsibility means maintaining even improving your bottom line while setting a high bar for high ethical standards AND making a positive contribution to society The book argues that organizations must be attentive to ensuring that the culture has as its core accountability responsibility and learning which means it invests in developing and expecting all of its employees to be fully engaged in making ethical decisions and being ethical leaders The book also discusses what it means to be an ethically responsible global business leader middle manager and lower level employee The

Ethically Responsible Organization provides a detailed look at the importance of organizations doing preventive work to avoid ethical falls or scandals and takes the position that if such a fall or scandal occurs then the company should seize the moment and learn from the experience by becoming a learning organization. The book also takes the position that an ethically responsible organization is already a learning organization where continuous inquiry, diagnosis, reflection, learning, and self-correction is the keystone of the way it operates. Finally, the book offers some ideas on how organizations can reinforce and sustain themselves as ethically responsible businesses today and in the future by taking a strategic approach to ethics that includes constant and consistent ethics training and education for all its employees and partners. In the end, the purpose of the book is to continue to increase our understanding of why organizations stray from doing the right things and how a focus on being ethically responsible can position companies to avoid or quickly respond to any potential ethical misconduct or find themselves in the list of the years top ethical scandals. This book is written for all those who also take the stance that enough is enough when it comes to the headlines of another failure because the organization's leaders would not commit to being ethically responsible and find themselves in the throes of an ethical scandal and unable to recover from it and like Humpty Dumpty, all the king's horses and all the king's men, the company can't recover from what was a preventable ethical fall.

Empowering Public Administrators Amanda M. Olejarski, Sue M. Neal, 2024-02-06 Public administrators need to be empowered to make difficult decisions. Acting in the public interest often means doing what is ethical even when it is an unpopular choice. Yet too often public servants at the local, state, and federal levels internalize the notion that their hands are tied and that they are limited in their ability to effect change. *Empowering Public Administrators: Ethics and Public Service Values* provides a much needed antidote to inaction, offering a new lens for viewing administrative decision making and behavior. This book makes a case for bringing historically significant theories to the forefront of public service ethics by applying them to a series of current ethical challenges in practice. Exploring administrative discretion as modern bureaucrats govern public affairs in a political context, this collection builds on the normative foundations of public administration and provides readers with a scaffold for understanding and practicing public service values. Questions for discussion and applications to practice are included in each chapter, making this collection of interest to public affairs master's and doctoral students as well as public service practitioners.

Digital Dilemmas Øyvind Kvalnes, 2020-06-02 Social media is at the core of digital transformations in organizations. Facebook, Twitter, LinkedIn, and other social media platforms widen the scope for rapid and effective communication with stakeholders. They also create a range of new and challenging ethical dilemmas. This open access book categorizes the dilemmas organizations across a range of industries can face when they implement social media to communicate with stakeholders. This book provides a systematic framework for analyzing these ethical dilemmas in social media using the Navigation Wheel. This tool leads the decision maker through a series of considerations such as legal questions, corporate identity, morality, reputation, and ethics. Finally, the author considers implications for leaders and presents

potential solutions to these dilemmas Based on five years of original research with 250 executive students at a European business school all of whom work with social media communications in their organizations this book is the first major study to explore the ethical use of social media across industries and is a valuable resource for researchers and practitioners alike

The VaKE Handbook, 2022-04-04 Values without knowledge are blind while knowledge without values is irresponsible This principle underlines the motivation to write this book It presents VaKE Values and Knowledge Education a theoretical model based on constructivist learning theories and many examples for its practical implementation in diverse educational fields Thanks to its extensive theoretical foundation the model opens up almost unlimited possibilities to tailor the course to the needs of the participants and to the dynamics of a process The justification of ethical values is attributed a general importance for the development of personality as well as for the thriving and flourishing living with each other in a society School education aims at providing respective knowledge However this knowledge is separated from the subject matters whereas for its application in daily life both knowledge on facts as well as on values are necessary and indispensable for evaluation assessment and decision making

Ethical Dilemmas in the Creative, Cultural and Service Industries Johan Bouwer, 2019-05-22 Ethical Dilemmas in the Creative Cultural and Service Industries enhances professional ethical awareness and supports students development of skills for ethical decision making in these growing sectors It focusses on the shaping of personal and professional values and dealing with the moral and ethical issues that future professionals may encounter in practice Including a multitude of varied and interdisciplinary case studies this textbook adopts an applied ethical approach which enables the student to combine basic ethical theory with relevant and real life cases Major ethical issues such as CSR ethical leadership human rights fraud employee rights and duties new technology and social entrepreneurship are addressed This will be invaluable reading for students studying tourism hospitality leisure events marketing healthcare logistics retail and game development It will also be a suitable resource for in company training of practitioners already working in this wide range of domains

Professional Ethics in Athletic Training Gretchen Schlabach, Kimberly Peer, 2024-06-01 A comprehensive textbook for athletic training students educators and practitioners Professional Ethics in Athletic Training Practicing and Leading With Integrity Second Edition provides a framework for understanding and applying ethical principles across the career span of an athletic training professional Esteemed authors Gretchen A Schlabach and Kimberly S Peer explain the necessity of practicing and leading with integrity across one's athletic training career The text explores issues related to cultural competence and professional behavior as well as ethical leadership and decision making skills that both inform and transcend the athletic training profession Each chapter is accompanied by frameworks that lead to both analysis and awareness of legal statutes ethical principles regulatory practice acts and professional practice standards that encourage responsible reasoning and conduct Contemporary journal articles can also be found in every chapter to help readers make connections between content and clinical practice The text also

includes assessment tools sample models for ethical decision making writing about moral issues and sample course design and delivery for teaching ethics Included in the instructor s materials are nearly 50 cases to promote critical thinking as well as learning activities for each chapter Included with the text are online supplemental materials for faculty use in the classroom Covering all levels of ethical practice from the entry level student to the experienced athletic trainer Professional Ethics in Athletic Training synthesizes and integrates ethical theory and practical application for those who practice and lead with integrity

Case Based Research in Tourism, Travel, Hospitality and Events Marianna Sigala, Anastasia Yeark, Rajka Presbury, Marcela Fang, Karen A. Smith, 2022-01-05 This book consolidates international contemporary and topical case study based research in tourism travel hospitality and events Case studies can make learning more attractive and interesting as well as enable students to understand the theory better and develop their analytical and problem solving skills Using industry as an open living lab case study based research infuses scholars into real world industry challenges and inspires them to theorise and advance our knowledge frontiers The book includes international case studies that can help tourism scholars build and advance new theories and enrich their educational practices Case studies are accompanied with a teaching note guiding scholars to integrate case studies into instruction Dr Kirsten Holmes Chair Council for Australasian Tourism and Hospitality Education CAUTHE There is a vital need for contemporary and well structured case studies for use in tourism teaching By including case studies from Australasia and key destination regions in Asia Europe and the Caribbean the book is helpful for tertiary teachers globally Professor Xander Lub President EuroCHRIE The book inspires educators and students The cases provide context to students learning and demonstrate the richness and variation of the industry The book also clearly demonstrates how research can inform our teaching Professor Brian King Chair THE ICE Assessment Panel The book includes cases under five themes experiences operations technologies strategy and marketing and destinations The book provides subject lecturers with a structure to guide students of applying theory into practice Dr Paul Whitelaw Academic Director Southern Cross University This book marks a significant contribution to hospitality tourism and events pedagogy at undergraduate and postgraduate level At a time when the industry is demanding that our graduates have a strong grasp of real world issues the case study approach provides an accessible meaningful and relatable means by which students can engage in real world issues

Communication Climate at Work Øyvind Kvalnes, 2023-05-30 This book explores how members of an organization or group speak to and with each other An expansion of the author s previous research on fallibility in organizations the concept of communication climate is related to those of voice climate and psychological safety both of which focus on the risk of speaking up and raising concerns at work In this book the author addresses the scope for criticism dissent and disagreement but also for praise and encouragement He places friendly friction at the core of what characterizes a healthy communication climate Beginning with a clear explanation of how and why communication climate is important in organizations the author introduces the concept of critical quality moments i e situations where a verbal

intervention can crucially change the course of events for the better The book then goes on to describe seven elements that characterize well functioning communication climates before exploring the concept of communication ethics and the balance between freedom of speech on the one hand and speech responsibility on the other Concluding with suggestions for further research this book addresses issues that are at the core of establishing collaboration and excellence at work making it highly relevant to executive students at business schools researchers in organizational behavior and decision makers in organizations This is an open access book Technoscientific Research Roman Z. Morawski,2024-06-04 Unlike the bulk majority of publications on philosophy of science and research ethics which are authored by professional philosophers and intended for philosophers this book has been written by a research practitioner and intended for research practitioners It is distinctive by its integrative approach to methodological and ethical issues related to research practice with special emphasis of mathematical modelling and measurement as well as by attempted application of engineering design methodology to moral decision making It is also distinctive by more than 200 real world examples drawn from various domains of science and technology It is neither a philosophical treaty nor a quick reference guide It is intended to encourage young researchers especially Ph D students to deeper philosophical reflection over research practice They are not expected to have any philosophical background but encouraged to consult indicated sources of primary information and academic textbooks containing syntheses of information from primary sources This book can be a teaching aid for students attending classes aimed at identification of methodological and ethical issues related to technoscientific research followed by introduction to the methodology of analysing dilemmas arising in this context **Risky Play** Øyvind Kvalnes, Ellen Beate Hansen Sandseter,2023-02-10 This open access book brings together current childhood research and contemporary ethical theory to draw attention to how children depend upon a scope of action for risky play for their mental and physical development In many countries the opportunities for children to play away from adults close attention have decreased At both school and home protection and avoidance of harm take increasing priority This book draws a distinction between do good ethics and avoid harm ethics to highlight ethical tensions and dilemmas encountered by professionals who work with children and suggests better ways to balance these ethical dimensions in approaching risky play

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