**1. Ethical Dilemma Resolution: Line Drawing Approach (Fledderman, 2011)**

* **Purpose:** Used when moral principles are clear, but there is a large extent of the "gray area."
* **Two Paradigms:**
  + **Positive Paradigm (PP):** Something unambiguously morally acceptable.
  + **Negative Paradigm (NP):** Something unambiguously not morally acceptable.
* **Process:** Place the problem under consideration along with other similar examples between the two paradigms.

**Example:**

* **Scenario:** A company proposes to dispose of slightly hazardous waste by dumping it into a lake.
  + **Positive Paradigm (PP):** The town’s water supply should be clean and safe.
  + **Negative Paradigm (NP):** Dumping toxic levels of waste in the lake.
  + **Line Drawing:**
    - NP\_\_\_\_6\_\_\_\_\_5\_\_\_\_\_4\_\_\_\_1\_\_\_P\_\_\_7\_\_\_2,3\_\_\_\_PP
* **Evaluation:** Although dumping the waste at 5ppm is below harmful levels, better alternatives should be considered.

**2. Additional Ethical Dilemma Examples**

1. Dumping chemical at 5ppm causing unusual taste.
2. Chemical removable by existing water treatment.
3. Chemical removable by new equipment purchased by the company.
4. Chemical removable by new equipment paid by taxpayers.
5. Occasional minor illness from exposure.
6. Short-term sickness at 5ppm without long-term harm.
7. Reducing waste level to 1ppm with new equipment.

**3. Conclusion on Line Drawing**

* Line drawing helps solve ethical aspects but may not always yield the best choice.
* Must be used objectively and honestly.
* Consider legal, political, and community perspectives.

**4. Moral Development – Stages Hierarchy Model (Linstead et al., 2004)**

* **Seven Stages:**
  + **Pre-conventional Morality (Stage 1 and 2):** Self-interest and personal gain/loss.
    - Questions: What’s in it for me? Why help?
  + **Conventional Morality (Stage 3 and 4):** Pleasing close relations (Stage 3) and lawful pursuit with professional integrity (Stage 4).
  + **Post-conventional Morality (Stage 5, 6, and 7):** Concern for social justice and collective well-being, TBL approach.
    - Less than 20% of adults reach Stage 5; Stages 6 and 7 are rare.

**5. Cross-Cultural Business Ethics**

* **Globalization Challenges:** Different legal, political, social, economic, ethical, cultural, and religious contexts.
* **Managing Differences:** Whose ethics to follow?
  + **Options:**
    1. Home country norms (patriotism).
    2. Host country norms (respect for culture).
    3. Most profitable norms.
    4. Morally best norms.

**Example:**

* **Scenario:** A multinational corporation faces conflicting norms between home and host countries.
  + **Decision:** Follow the norms that align best with ethical principles and respect for human rights.

**6. Norms for Ethical Project Management (DeGeorge, 2010)**

1. **Moral Minimum:** Do no intentional direct harm.
2. **Benefit Host Country:** The project should benefit the ordinary people, not just corrupt leaders.
3. **Respect Human Rights:** Of workers, consumers, and others in the host country.
4. **Develop Just Institutions:** Promote just background institutions internally and internationally.
5. **Respect Host Country Laws:** Provided they do not violate human rights or impose immoral laws.

**7. Universal Moral Values for Corporate Codes of Ethics (Schwartz, 2005)**

1. **Trustworthiness:** Integrity, honesty, loyalty, transparency.
2. **Respect:** For human rights.
3. **Responsibility:** Accountability, self-restraint.
4. **Fairness:** Equity, impartiality.
5. **Caring:** Avoid harm.
6. **Citizenship:** TBL, life cycle thinking, obeying the law.

**Example:**

* **Scenario:** A corporation developing a global code of ethics.
  + **Decision:** Incorporate universal values such as trustworthiness, respect, responsibility, fairness, caring, and citizenship.

**8. The UN Global Compact's Ten Principles**

1. **Human Rights:**
   * Support and respect human rights.
   * Ensure not complicit in human rights abuses.
2. **Labour:**
   * Freedom of association.
   * Eliminate forced and compulsory labor.
   * Abolish child labor.
   * Eliminate discrimination in employment.
3. **Environment:**
   * Precautionary approach to environmental challenges.
   * Promote environmental responsibility.
   * Encourage environmentally friendly technologies.
4. **Anti-Corruption:**
   * Work against corruption in all forms.

**Example:**

* **Scenario:** A company aligns its policies with the UN Global Compact principles to ensure ethical practices in human rights, labor standards, environmental sustainability, and anti-corruption.

**9. Cross-Cultural Judgments**

* Concerns practices, institutions, and systems different from one’s own culture.
* Justice does not require all countries to adopt the same view of justice.

**Conclusion:**

* **Starting Point:** Self-regulation by businesses within existing guidelines and standards.
* **Importance:** Maintaining ethical standards in cross-cultural settings requires fair negotiation and adherence to universal moral values.