**Decision Making in ADMI 4016**

**Course: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Section: \_\_\_\_\_\_\_\_\_ Instructor: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Group Members: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Exercise One: Decision Making**

*Your company has recently entered into a cooperative venture with a Japanese firm. A team of engineers from this firm has come to your plant to teach your engineers a new manufacturing process. However, a member of this team, a Japanese engineer with very traditional cultural views, refuses to work with your team because one of the members is a woman. He persists even though you tell him that she is a highly qualified engineer. What should you do?*

1. What values are at stake in the team leader’s decision? How are they at stake? (UPRM CBA SOV: justice, responsibility, respect, trust, and integrity)

2. Make a decision from the team leader’s standpoint. State your decision concisely in one or two sentences.

3. Justify your decision in terms of the SOV. (For example, our decision is justified because it realizes values X and Y in ways a, b, and c.)

**Exercise Two: Alternative Endings (Critical Thinking)**

Rank the following alternative endings for the video. Use the following scale:

 **1** (poor) **2** (less than average) **3** (average/regular) **4** (good) **5** (excellent)

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| --- | --- | --- |
| **#** | **Alternate Ending**  | **RANK** |
| A | Reassign the woman engineer. Explain to her that it is in the best interests of the company that they not offend the cultural sensitivities of the Japanese team. |  |
| B | Tell the Japanese engineer that he must work with all the members of your team or go back home. |  |
| C | Try to reason with the Japanese engineer by telling that in your culture women are highly qualified and work side by side with men. If this doesn't work, discuss the issue with another member of the Japanese team asking him to convince the Japanese engineer that it would be a good idea to work with the whole team including the woman. |  |
| D | Contact the supervisors of the engineers back in Japan and have them send a different team that is better prepared to deal with matters specific to Puerto Rican culture |  |
| E | Asked to be assigned to another project. You feel uncomfortable with reassigning a member of your team and imposing your cultural point of view on the Japanese engineer. |  |
| F | Tell the woman engineer to go to the Japanese engineer. Together they can both work this out. |  |
| G | Keep the woman engineer on the team but hide this from the Japanese engineer. For example, she doesn’t need to go to meetings between these two teams. |  |
| H | Gather more information. It may be the case that the woman engineer and the Japanese engineer will be more flexible when they find out more about each other’s culture. |  |

Notes / Comments:

**Exercise Three: Problem Specification**

Specify the problem raised in this case in a short concise sentence or two.

Problem Framing

1. Frame this problem from the point of view of the woman engineer from Puerto Rico

2. Frame this problem from the point of view of the Japanese engineer.

**Exercise Four: Problem Classification**

Which of the following categories best describes the problem you specified just above?

* \_\_\_\_\_Opportunity to realize, maintain, or protect a value (Justice, Respect, Responsibility, Trust, and Integrity)
* \_\_\_\_\_Conflict between moral values
* \_\_\_\_\_Conflict between moral and non-moral values (financial, legal, social, political)
* \_\_\_\_\_ Factual Disagreement
* \_\_\_\_\_ Conceptual Disagreement

**Exercise Five: Solution Testing**

**Choose a solution. Then test this solution using the following three ethics tests**

**1. Reversibility:** Project into the standpoints of the Japanese engineer and the Puerto Rican woman engineer. How does your solution look from each of these points of view? Does your solution manage to treat each with respect?

**2. Harm:** Argue that your solution is a harm-minimizing/benefit-maximizing solution.

**3. Publicity:** You will be publicly identified with the values embedded in your solution. What values does your solution realize? What does this say about you as a person?