

- the deathbed-promise example (pp. 50–51)
- business as combining self-interest and social good (or egoism and utilitarianism) (pp. 52–53)
- the convenience store owner and acting from a sense of duty (p. 54)
- Martin's promise as an illustration of the categorical imperative (p. 55)
- hypothetical imperatives vs. the categorical imperative (p. 56)
- two alternative formulations of the categorical imperative (pp. 56–57)
- three features of Kant's ethics in an organizational context (pp. 57–58)
- three critical inquiries of Kant's ethics (pp. 58–59)
- how Ross's theory differs from utilitarianism and from Kant's categorical imperative (p. 61)
- four important characteristics of human rights (p. 63)
- the difference between negative and positive rights (p. 63)
- how rule utilitarianism differs from act utilitarianism (p. 66)
- the optimal moral code and the analogy with traffic rules (p. 67)
- two objections to rule utilitarianism (p. 67)
- two points drawn from Chapter 1 that can help moral discussions (p. 68)
- two-step procedure for morally evaluating actions and choices (p. 70)

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FOR FURTHER REFLECTION

1. What value, if any, do you see in business students studying the basics of ethical theory?
2. Which normative theory or general approach to ethics do you find the most plausible or attractive, and why?
3. Can people who disagree about normative ethical theory still reach agreement on practical ethical questions in the business world? If so, how?



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CASE 2.1

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Hacking into Harvard

EVERYONE WHO HAS EVER APPLIED FOR ADMISSION to a selective college or who has been interviewed for a highly desired job knows the feeling of waiting impatiently to learn the result of one's application. So it's not hard to identify with those applicants to some of the nation's most prestigious MBA programs who thought they had a chance to get an early glimpse at whether their ambition was to be

fulfilled. While visiting a *Businessweek Online* message board, they found instructions, posted by an anonymous hacker, explaining how to find out what admission decision the business schools had made in their case. Doing so wasn't hard. The universities in question—Harvard, Dartmouth, Duke, Carnegie Mellon, MIT, and Stanford—used the same application software from Apply Yourself, Inc. Essentially, all