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associated with race, are not an immutable characteristic of black persons. What do you think of the court's reasoning? As our country and workplaces become more multicultural, what ethical considerations must firms account for in their policies and hiring practices? [*EEOC v. Catastrophe Management Solutions*, 852 F. 3d 1018 (11th Cir. 2016)]

6. Steven J. Trzaska was the head of L'Oreal USA's regional patent team, managing the procedure by which the company patented products. As an attorney barred in Pennsylvania, Trzaska had to adhere to professional rules of conduct established by the Supreme Court of Pennsylvania in addition to rules promulgated by the US Patent and Trademark Office (USPTO). In 2014, L'Oreal S.A, the French parent of company of L'Oreal USA, enacted a global quota of patent applications each regional office had to file each year. Employees were informed that failure to meet the quota would negatively impact their careers and even their continued employment at L'Oreal. Meanwhile, L'Oreal USA simultaneously enacted a rule to increase the quality of patent applications filed with the USPTO. The second rule led to a decrease in number of patents that could be filed with the USPTO. Trzaska's team would not be able to fulfill the patent quota.

Faced with the problem, Trzaska informed management that his team would not file patents that they did not believe in good faith were patentable. Several weeks after Trzaska's meeting with the management, he was offered two severance packages that he did not accept. Finally, Trzaska was let go. Trzaska subsequently sued L'Oreal, alleging that he was fired for his refusal to violate ethical rules that regulate the legal profession. Which stakeholders did Trzaska and the management of L'Oreal cater to? Referring back to Exhibit 2-5, what values did L'Oreal's management choose when they made the decision to fire Trzaska? [*Trzaska v. L'oreal USA, Inc.*, 865 F. 3d 155 (2017)]

7. In 2015, the public discovered Volkswagen using a defeat device to cheat emissions tests for nearly 600,000 diesel-injected vehicles. Without the defeat device, Volkswagen's relevant diesel engine vehicles would not have earned EPA Certificates of Conformity. Implicated in

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**Exhibit 2-2** The WH Process of Ethical Decision Making**1. W—WHO (Stakeholders):**

- Consumers
- Owners or investors
- Management
- Employees
- Community
- Future generations

2. H—HOW (Guidelines):

- Public disclosure
- Universalization
- Golden Rule

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Exhibit 2-3 Primary Values and Business Ethics

VALUE	ALTERNATIVE MEANINGS
Freedom	<ol style="list-style-type: none"> 1. To act without restriction from rules imposed by others 2. To possess the capacity or resources to act as one wishes 3. To escape the cares and demands of this world entirely
Security	<ol style="list-style-type: none"> 1. To possess a large-enough supply of goods and services to meet basic needs 2. To be safe from those wishing to interfere with your property rights 3. To achieve the psychological condition of self-confidence to such an extent that risks are welcome
Justice	<ol style="list-style-type: none"> 1. To receive the products of your labor 2. To treat all humans identically, regardless of race, class, gender, age, and sexual orientation 3. To provide resources in proportion to need 4. To possess anything that someone else is willing to grant you
Efficiency	<ol style="list-style-type: none"> 1. To maximize the amount of wealth in society 2. To get the most from a particular output 3. To minimize costs

For instance, a manager might be deciding whether to fire an employee whose performance is less than impressive. In making this decision, the manager explores alternative visions of key values such as justice and efficiency and then makes choices about which action to take. Values and their alternative meanings are often the foundation for different ethical decisions.

To avoid ambiguity, many companies summarize their values in brief statements.

To Questions