

brought before a court, but only to determine whether criminal charges should be filed. When one of the judges wanted to broaden the case, the owner's lawyer agreed, but added that the garment industry "is a very important economic factor in our country."¹⁹⁴ The judge acknowledged the remark, responding: "We have to keep that always in mind."¹⁹⁵

Further, because its garment industry "powers the economy and wields enormous political clout," the Bangladesh government may be loath to hold the owners of the factories responsible for safety violations.¹⁹³ The owner of the factory in which 112 workers died in the November 2012 fire has been

193. Jim Yardley, *Justice Elusive in a Bangladesh Factory Disaster*, N.Y. Times, June 30, 2013, at A1 (citing estimates that hundreds of factory fires and other workplace accidents killed more than 1,000 workers from 1990 to 2012 but that none of the factory owners was ever criminally charged).

QUESTIONS AND CASE PROBLEMS

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KEY WORDS AND PHRASES

seemed better suited to the cover of the *Sports Illustrated* swimsuit issue than *Advertising Age*. After spending her first three months as an analyst at the privately held advertising boutique Scott Wayne More, sitting in her cubicle doing research on the Hispanic market, she looked forward to the day she would have a chance to work directly with the finely honed marketing skills she had acquired while pursuing her MBA at Northwestern University.

Christine knew that Allen Scott and Bart Wayne had a reputation for entertaining clients from out of town at San Francisco's all-male Pacific Union Club, so she was pleasantly surprised when Allen asked her to join him and Bart for lunch with Andrew Wise at the World Trade Club. Wise was an account executive from the Cincinnati headquarters of Quinn & Indur, the second-largest consumer products firm in the United States. At first, Christine thought that she'd been invited to discuss their plans to extend Quinn & Indur's reach into the Hispanic youth market. But when she asked Bart how she might best prepare for the meeting, he smiled and said, "Just wear that little black dress you wore at the firm's holiday party and leave the talking to Allen and me. Andrew asked for California, so we're giving him California."

What should Christine do? What would you do if you were head of human resources for Scott Wayne More and overheard the conversation between Bart and Christine while waiting in Allen's office to go over an offer letter for a new hire? [Inspired in part by Joseph L. Badaracco, Jr., *DEFINING MOMENTS: WHEN MANAGERS MUST CHOOSE BETWEEN RIGHT AND RIGHT* (1997)].

2.3 Zandra Quartney is a manager/buyer in charge of purchasing children's shoes for a large retail store chain.

2.1 Victims of natural disasters, such as hurricanes, tornadoes, and wildfires, are often financially and emotionally ill equipped to deal with the aftermath of these events. Companies that focus on rebuilding homes and cleaning storm debris receive an economic boon in these situations, but unscrupulous businesses may take the opportunity to exploit individuals when they are at their most vulnerable. Assume that a hurricane causes widespread disaster and that some local companies engage in the practices listed below. Which of the practices would you consider unscrupulous if you were a victim of the disaster? If you were a shareholder of one of the companies? Are there any reasons a business can marshal to justify such practices?

1. Solicit door-to-door.
2. Offer discounts for recommending other customers.
3. Arrange for workers to arrive at a victim's door explaining they "just happen to have" materials left over from another job that they can conveniently use for the victim's repairs.
4. Accept jobs on a cash-only basis.
5. Pressure victims for on-the-spot decisions regarding hiring.
6. Ask for the entire payment prior to the start of the job.
7. Charge twice the normal rate for the same work.

[See Richard Mize, *Natural Disasters Attract Scammers*, DAILY OKLAHOMAN, May 25, 2013, at 5E; see also Chris MacDonald, *Post-Hurricane-Trene Business Ethics Roundup*, Aug. 29, 2011, <http://www.businessethicsblog.com/2011/08/29/post-hurricane-trene-business-ethics-roundup/>]

2.2 Christine Bancroft is a twenty-five-year-old blonde with a face and a figure that some of her male colleagues thought