

## A Brief Bibliography on Ethics

### General Works on Ethics

Bazerman, M. H., & Tenbrunsel, A. E. (2011). *Blind spots: Why we fail to do what's right and what to do about it*. Princeton, NJ: Princeton University Press.

This book is a readable introduction to behavioral ethics, which is based on empirical studies that demonstrate that gap between intended and actual ethics.

Bazerman, M. H., & Tenbrunsel, A. E. (2011). *Harvard Business Review*. Retrieved from <https://hbr.org/2011/04/ethical-breakdowns>

This article would be a good discussion piece for what happens when there is a basic ethical breakdown in a company, often because of the unintended consequences of misguided direction from above. This is relevant for project managers who might focus on fulfilling, rather than questioning goals that have been established. Unrealistic expectations, company rules, the fear of being reprimanded, and corporate politics can cause individuals considered ethical to otherwise have an ethical lapse.

Dörner, D. (1997). *The logic of failure: Recognizing and avoiding error in complex situations*. New York, NY: Basic Books.

This book discusses at length the thought patterns and decision making that can address failure in complex situations. Dörner identifies the “logic of failure”—tendencies in patterns of thought that have disastrous consequences.

Garcia, H. F., Huntsman, J., Blanchard, K., & Barrett, C. (2012). *Building success with business ethics: Advice from business leaders (collection)*. New York, NY: Prentice Hall.

This collection covers individual case studies in ethics both in management and specific to project management.

Gellerman, S. W. (1986). Why "good" managers make bad ethical choices. *Harvard Business Review*. Retrieved from <https://hbr.org/1986/07/why-good-managers-make-bad-ethical-choices>

This classic article explores situations from a manager's perspective as to why otherwise good business managers make bad or unethical business choices. The article explores the rationalizations that can lead to misconduct through three separate business cases: Manville Corporation and asbestos' Continental Illinois Bank and their unethical lending schemes, and the brokerage firm E. F. Hutton with mail and wire fraud, which can easily be applied to more contemporary scandals.

Gino, F. (March 2, 2011). The best ways to discuss ethics. *Harvard Business Review*. Retrieved from <https://hbr.org/2011/03/talking-about-ethics-how-we>

The purpose of this article is to have people to talk openly about ethics and guide employees to making the best choices before being caught in an ethical dilemma. The article focuses on setting the right example, framing ethics to highlight prevention, distinguishing between positive economic outcomes for a company and positive ethical outcomes and the considerations behind each, and utilizing performance reviews to impact employee ethical behavior

Jennings, M. M. (2006). *The ethical signs of ethical collapse*. New York, NY: St. Martin's Press. Though her focus is more on financial scandals, Jennings provides a clear checklist of signs that point to a self-destructive path. This is potentially relevant to danger signs that program and project managers might uncover as they set out to develop and implement a project.

Kidder, R. M. (1995). *How good people make tough choices*. New York, NY: William Morrow. An exceptionally well-written and well-presented book that presents a clear set of “right-versus-right” dilemmas that otherwise good people face and find challenging. He outlines this model along with vignettes that illustrate and illuminate these dilemmas.

Malloch, T. R., & Mamorsky, J. D. (2013). *The end of ethics and a way back: How to fix a fundamentally broken global financial system*. Solaris South Tower, Singapore: John Wiley & Sons.

This book is more geared toward the collapse of the financial industry and what led to these problems, and the types of cultures that prevailed in these companies.

Sandler, R. (2013). *Ethics and emerging technologies*. London, England: Palgrave Macmillan. With artificial intelligence, information technology and bionic or "trans-humans" on the horizon, this is a timely book.

Pfieffer, R. S., & Forsberg, R. P. (2013). *Ethics on the job: Cases and strategies* (4th ed.). Boston, MA: Cengage Learning.

This book focuses on realistic case studies and not just ethical principles, so students get a good feel of applying ethics to a real situation.

Sandel, M. (2009). *Justice: What is the right thing to do?* New York, NY: Farrar, Strauss, and Giroux.

A very readable, contemporary classic in philosophical ethics (Utilitarianism, Kant, etc.), which can serve as an introduction to ethics theories and real world dilemmas—especially the famous “Trolley Case.”

Scholtens, B., & Dam, L. (2007). Cultural values and international differences in business ethics. *Journal of Business Ethics*, 75, 273–284.

This article covers how ethics can differ internationally from country to country and also from company to company in each country. The perspective that this article covers is research pulled from 2,700 companies, 24 countries, and 35 industries. The different areas of ethics covered include the handling of bribery and corruption, codes of ethics and their implementation, and human rights policy. This article is relevant for cross-cultural communications and projects.

Trevino, L. K., & Nelson, K. A. (2013). *Managing business ethics: Straight talk about how to do it right* (6th ed.). Hoboken, NJ: Wiley.

This book starts with managing ethics and the individual, then managing ethics in the organization, and then ultimately the organization and social responsibility.



## Works on Ethics Especially Relevant for Project Management

Pennisi, E. (January 20, 1990). Challenger's whistle-blower: Hero and outcast. *The Scientist*. Retrieved from <http://www.the-scientist.com/?articles.view/articleNo/10849/title/Challenger-s-Whistle-Blower--Hero-And-Outcast/>

At what cost to one's career should one consider blowing the whistle? The article talks about the personal impacts the whistleblower suffered from being an outcast in a town in which he was once even mayor.

Moriarty, G. (2008). *The engineering project: Its nature, ethics and promise*. University Park, PA: The Pennsylvania State University Press.

This book addresses the specific ethical issues that could be faced on engineering projects: Process ethics, virtue ethics, and material ethics are several of the ethical areas covered in this book.

Reynolds, G. (2015). *Ethics and information technology*. Boston, MA: Cengage Learning.

This book is a resource specifically for an IT project management class, with topics such as social networking, ethics in IT organizations, software development, and so on.

Kleim, R. L. (2012). *Ethics and project management*. Boca Raton, FL: Taylor & Francis Group LLC.

This is a strong resource for why ethics is important to project management. Written by a Project Management Professional (PMP)<sup>®</sup>, this book specifically applies ethics to project managers and addresses ethical issues that may come up that are particular to project management. The book focuses on topics such as management tone from the top, pressure to adjust results to meet expectations, pressure to report positive data, protecting one's status and position, and how ethics permeates the project life cycle. This book is a potential reference resource for a project or program management course, particularly in project governance.

Kranz, G. (2009). *Failure is not an option: Mission control from Mercury to Apollo 13 and beyond*. New York, NY: Simon & Schuster.

This book is a memoir of Gene Kranz's career at NASA and also a very detailed look at how he got his teams to work together in the mission control room in a very high pressure situation.

Geier, B. (December 28, 2014). GM's Mary Barra: Crisis manager of the year. *Fortune Magazine*. Retrieved from <http://fortune.com/2014/12/28/gms-barra-crisis-manager/>

This article goes into detail on the CEO of Mary Barra and how she handled the GM ignition switch scandal from a crisis management perspective. The article points out how Mary Barra, a lifer at GM, was able to come out at the end of the scandal with her reputation intact, as a leader handling a crisis effectively while still keeping a solid reputation.

Smith, G., & Parloff, R. (March 7, 2016). Hoaxwagen: How the massive diesel fraud incinerated VW's reputation—and will hobble the company for years to come. *Fortune Magazine*. Retrieved from <http://fortune.com/inside-volkswagen-emissions-scandal/>

This article goes into lengthy detail on the Volkswagen emissions scandal. There is a YouTube video within the article that explains a study that connects 60 deaths to the emissions scandal. The article also points out that this is not the first time that Volkswagen has skirted the law in the production of their vehicles.

Colvin, G. (September 18, 2015). How CEO Mary Barra is using the ignition-switch scandal to change GM's culture. *Fortune Magazine*. Retrieved from <http://fortune.com/2015/09/18/mary-barra-gm-culture/>

This covers the GM ignition-switch scandal and how GM's dysfunctional culture of hiding problems—a culture that the CEO Mary Barra is pushing to change in light of the ignition-switch scandal.

Gates, G., Ewing, J., Russell, K., & Watkins, D. (November 18, 2016). How Volkswagen is grappling with its diesel scandal. *The New York Times*. Retrieved from [https://www.nytimes.com/interactive/2015/business/international/vw-diesel-emissions-scandal-explained.html?\\_r=0](https://www.nytimes.com/interactive/2015/business/international/vw-diesel-emissions-scandal-explained.html?_r=0)

The article first talks about the software installed in the cars that could track when the car was tested for emissions testing and adjusted accordingly. The exhaust system is described in detail.

Stech, K. (May 19, 2016). Port Authority to pay \$12.3 million to bankrupt World Trade Center contractor. *The Wall Street Journal*. Retrieved from <https://www.wsj.com/articles/port-authority-to-pay-12-3-million-to-bankrupt-world-trade-center-contractor-1463698747>

This covers vendors and subcontractor relations on a major emotional project, such as the World Trade Center Museum. The Port Authority of New York City owns the World Trade Center museum project and hired Collavino Construction, a major contracting firm out of Canada to complete the project. However, Collavino faced problems and delays when they hired subcontractors for the project.

Shimura, T., Yamaguchi, I., Terada, H., Svendsen, E. R., & Kunugita, N. (2015). Public health activities for mitigation of radiation exposures and risk communication challenges after Fukushima nuclear accident. *Journal of Radiation Research*, 56(3), 422–429.

This article is appropriate for a project communication class (the best ways to handle communications in a crisis) as well as a project risk class. This article describes the nuclear accident itself and how the radiation was addressed—evacuations, morgue management, food and drinking water supply protection and iodine prophylaxis. This article is suitable for risk communication and public health preparedness for future nuclear disasters.

Berkes, H. (February 6, 2012). Remembering Roger Boisjoly: He tried to stop shuttle Challenger launch. *National Public Radio*. Retrieved from <http://www.npr.org/sections/thetwo-way/2012/02/06/146490064/remembering-roger-boisjoly-he-tried-to-stop-shuttle-challenger-launch>

Roger Boisjoly worked for the subcontractor of NASA, Morton Thiokol. He had data on the o-rings and the potential dangers of launching the space shuttle in subzero temperatures. However, NASA overrode him and launched anyway and the subsequent explosion occurred, killing all seven astronauts on board.

McKinzie, G. A. (1996). Supplier-customer partnerships: How United and Boeing worked together to design and build the 777 airplane. *National Productivity Review*, 7–14.

This article first covers the lessons that Boeing learned from its manufacture and production of the 737 airplanes in which they produced a very expensive airplane without much customer input—but at the end, very few airlines wanted to purchase. What was unique in the production of the Boeing 777 is that United Airlines was involved as a customer in the design sessions.

Hodge, N. (April 24, 2016). 30 years after Chernobyl disaster, an arch rises to seal melted reactor. *The Wall Street Journal*. Retrieved from [https://www.wsj.com/articles/30-years-after-\*\*chernobyl-disaster-an-arch-rises-to-seal-melted-reactor-1461526871\*\*](https://www.wsj.com/articles/30-years-after-chernobyl-disaster-an-arch-rises-to-seal-melted-reactor-1461526871)

Chernobyl was ranked as a major accident (the highest rating) on the International Nuclear Event scale, which rendered the town of Pripyat radioactive and uninhabitable for hundreds of years. Students could consider the ethical implications of building a shelter to cover the destroyed reactor to prevent even further damage versus endangering a project team.

McDonald, A. J (2012). *Truth, lies, and o-rings: Inside the space shuttle Challenger disaster*. Gainesville, FL: University Press of Florida.

This book was written by an engineer who worked for the subcontractor of NASA, Morton Thiokol. This book not only describes the technical issues, but also the ethical issues involved in "blowing the whistle." The engineer who wrote this book was targeted for retribution by both NASA and Morton Thiokol.

Egan, M. (November 25, 2016). Wells Fargo tries to kill fake account lawsuit. *Money Magazine*. Retrieved from <http://money.cnn.com/2016/11/25/investing/wells-fargo-lawsuit-forced-arbitration/>

Wells Fargo is trying to use tactics such as closed-door arbitration to settle suits versus going to court, which, as the article explains, is a tactic many large companies use to try to kill class-action lawsuits.

Vandivier, K. (1972). Why should my conscience bother me? In R. Heilbroner (Ed.), *In the Name of Profit* (pp. 3–31). Garden City, NY: Doubleday & Company, Inc

This is a well-written, first-person account of a major government contract project (B.F. Goodrich manufacturing a brake for the U.S. Air Force), which resulted in a near fatal outcome. It is a fascinating close-up, inside account of a group project effort that became dysfunctional. This is a classic case of ethical denial. Other still relevant cases from this era would include the Union Carbide chemical disaster in Bhopal, India, and the Ford Pinto combustible engine. Though these are not recent, they continue to illustrate the challenge of taking individual and collective responsibility. More recently, the Volkswagen emissions deception is an unfolding case of "groupthink," where

participants fail to disrupt a project with their ethical concerns. These examples are easily retrievable online as cases, articles, and videos.

