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Ethical Leadership

**Educational guide for the students of all specialties
for full-time
and distance training**

MINISTRY OF EDUCATION AND SCIENCE OF
UKRAINE
NATIONAL TECHNICAL UNIVERSITY
«KHARKIV POLYTECHNICAL INSTITUTE»

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Розглянуто теоретичні, методичні та практичні питання етики лідерства сучасного фахівця, її природа, сутність та основні принципи. Надано теоретичні та практичні рекомендації, які допоможуть успішно діяти в умовах ринкової економіки.

Посібник призначений для студентів всіх спеціальностей, які вивчають курс лідерства, а також може бути корисним викладачам психолого-педагогічних та управлінських дисциплін, фахівцям в інших галузях науки і виробництва.

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The theoretical, methodical and practical issues of leadership ethics of a modern specialist, its nature, essence and basic principles are considered. Theoretical and practical recommendations are provided that will help to operate successfully in the conditions of the market economy.

The manual is intended for students of all majors who are studying the leadership course, and can also be useful for teachers of psychological and pedagogical and managerial disciplines, specialists in other fields of science and production.

Tables 17. Fig. 9. Bibl. Titles 7

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“Ethics and competitiveness are inseparable. Our system of competition presupposes honesty in business, otherwise society itself will not be able to successfully exist for a long time”.
IBM, John Akers

PREFACE

Today, the activities of each specialist in any country should be carried out taking into account the interests of both specific consumers of products or services, and the interests and needs of society as a whole. It is on the basis of satisfying these interests that the possibility of a stable and long-term profit appears. Compliance with ethical standards is also proving to be a powerful competitive advantage. The high economic performance of many firms that adhere to standards of Ethical leadership confirms the importance of Ethical leadership in today's environment. The concept of Ethical leadership extends to the sphere of interpersonal relations in all spheres of human activity. Ethical leadership contains a set of moral norms and rules for conducting business negotiations, concluding contracts and agreements and honestly observing their terms in the implementation of the agreements reached. Compliance with these

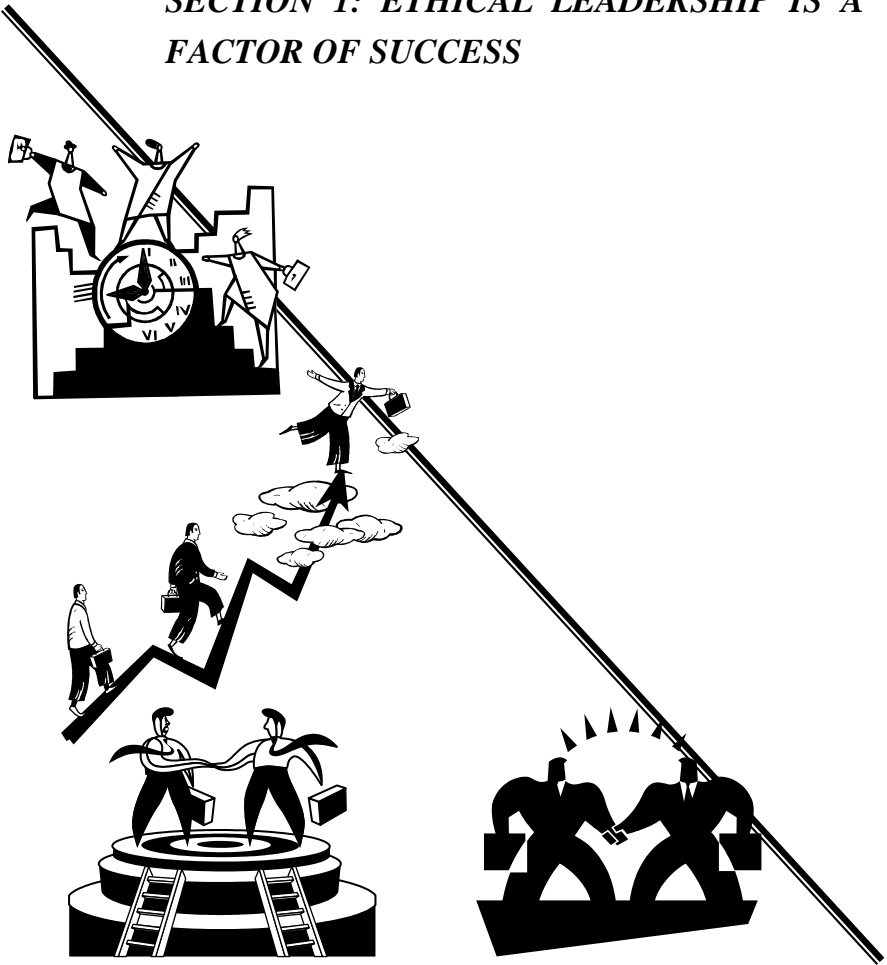
norms and rules ensures the formation and maintenance of a favorable psychological climate for the company, contributes to the rational organization of joint production activities and the successful achievement of the set goals. This manual is devoted to the consideration of the ethical aspects of business communication and moral and ethical problems associated with the activities of a modern specialist. The materials in this guide should help you address key ethical issues in ethical leadership communication. The manual has the following sections:

1. Ethical Leadership as a Factor of Success
2. National Peculiarities of Ethical Leadership
3. Ethics of Achieving Success in Professional Activities
4. Business Negotiations
5. Ethics Of Communication in Conflict Situations
6. Corporate Ethics
7. Ethics of Communication Technologies
8. Ethics of Presentations
9. Technoethics
10. Ecological Ethics

Along with this guide presented in a concise form, this manual offers such types of tasks as the analysis of problem situations from leadership practice, business games, etc., which is a kind of control of the studied material. The choice of the content and structure of the manual is based on the achievements of world experience in business and the results of theoretical research.

We wish you good luck and profitable leadership!

**SECTION 1: ETHICAL LEADERSHIP IS A
FACTOR OF SUCCESS**



1.1. The meaning of Ethical leadership

Ethical leadership is a set of rules and principles of moral regulation of the specialist's activities.

Ethical leadership examines the psychological and ethical problems of business relations, the specific features of management, relationships between people and business colleagues.

Ethical leadership means that individuals behave according to a set of principles and values that are recognized by the majority as a sound basis for the common good. These include integrity, respect, trust, fairness, transparency, and honesty.

Economic performance primarily depends on the human factor. Only a person who constantly adheres to ethical leadership, is able to reverse the negative consequences in economics.

The main subject of Ethical leadership is moral people behavior. Without morality, the society is not stable. Human activities can take place in peace and security only in a moral society.

In the long-term, ethical leadership can prevent company scandals, ethical dilemmas, and ethical issues. It can also help organizations gain more partnerships and customers, which can lead to more money at the end of the day. Loyal employees are also a crucial element of long-term success in any kind of human activities.

There are seven primary ethical principles of nursing: accountability, justice, nonmaleficence, autonomy, beneficence,

fidelity, and veracity.

Ethical leadership considers the following points:

1. **The values** of the modern economic world such as freedom, justice, honesty, loyalty, neutrality, responsibility, and tolerance.
2. **Standards and norms** that determine behavior and people's actions.
3. **External environment** of human activities (political, social, economic, environmental, cultural and other).
4. **The leader's behavior** in accordance with the ethical leadership norms.

There are some national peculiarities of ethical leadership in different countries (Fig. 1.1).

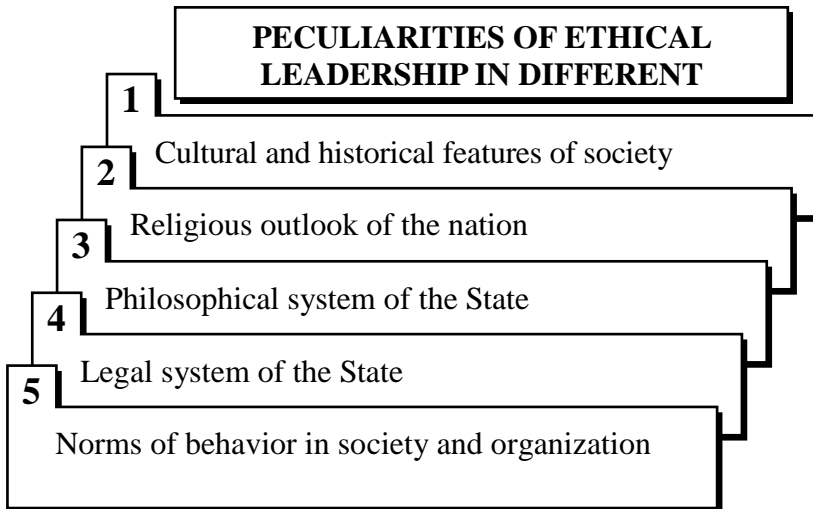


Figure 1 – Features of Ethical leadership in different countries

Ethical leadership considers the *practical side* of ethics, develops the ability to assess and solve the moral problems of leadership.

Modern ethical leadership is based on the following assumptions.

1. Creation of material and spiritual values is an important process that aims to meet human needs in society and life support.
2. Making profit and other income should be focused on achieving the welfare of society as a whole.

Currently, the problems of ethical leadership are studied in all countries. Hundreds of books and articles, and specialized journals on ethical leadership are published, scientific conferences, lectures and seminars are provided.

On the basis of ethical leadership standards and guidelines there are real possibilities in:

- operating of market economy successfully; and
- solving many business and educational problems.

The economic life of society is under conditions of constant change and increasing competition. Standards of ethical leadership help to provide a competitive advantage for companies, universities, and other organizations that comply with generally accepted standards.

Ethical leadership is a tool of systematic analysis and finding rational solutions for the complex problems based on certain norms and moral standards.

Today, the content of professional activity has become increasingly complex. This is due to many factors, including the dynamism of modern life; the spread of information technology; intensification of global environmental problems; globalization of the world economy; and increased competition. Economic performance depends primarily on the human factor, so ethical leadership has particular importance in the modern world.

Modern specialists should know and comply with generally accepted standards of ethical leadership (Fig. 2).

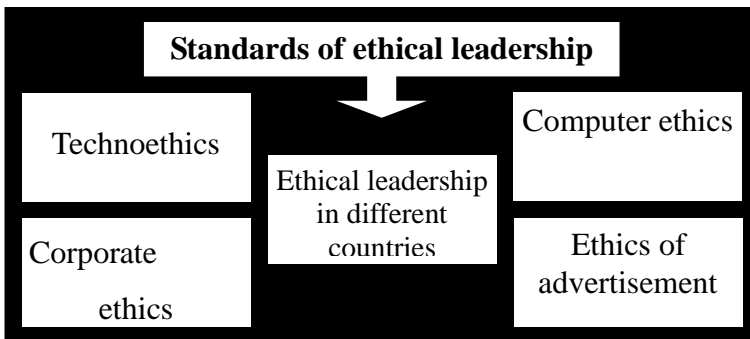


Figure 2 – Standards of Ethical Leadership



ANALYZE PROBLEMS

1. Many researchers argue that ethical leadership is an incompatible concept. Do you agree with this statement? If "yes" or "no", give your reasons.
2. Must a modern specialist know the rules of ethical leadership?

Argue your opinion.

3. Define the following concepts: Ethical leadership, morality and decency.
4. What does "ethical leadership" mean?
5. Do employers follow the norms of ethical leadership in your country? Give examples.
6. Give the national peculiarities of ethical leadership in your country.

1.2 A Brief History of ethical leadership

Ethical leadership began in the United States at the end of the XX century. Numerous cases of corruption, unfair competition, sale of substandard products and even accidents that occurred due to defects in technical devices and human factors became the basis for the Ethical leadership development.

The same phenomenon occurred in many other countries around the world. Fewer citizens of the US and Western Europe trusted the companies, and government agencies. In such circumstances, it was necessary to develop standards and rules of ethical leadership and corporate social responsibility.

Dr. Bill Grace founded the Center for Ethical Leadership in 1990 to be a “catalyst for creating a just society.” Feeling the call at age eight, Bill's first social justice action was to pass out fliers for a mayoral candidate who wanted to be of service to the poor.

Today, many companies are actively using the main provisions of ethical leadership in their practice.

At the beginning of the XX century, social responsibility in business began to develop in the form of charity. For example, John D. Rockefeller created the Rockefeller Foundation and donated 50 million dollars for various charities.

Some entrepreneurs believe that wealth should be shared and they spent a lot of money on charity, including its employees. For example, John Cadbury, the founder of "Cadbury", a food production company, paid benefits to his employees (for instance, for disability). William Lever, the founder of the world famous company Unilever, also did the same things.

Today, many businesspersons are convinced that "ethics pays", i.e. "ethics makes money." This is true because it contributes to the reputation of the company, reduces the risks, and meets the requirements of society. Half of today's consumers are willing to pay an additional 5% to the price of "ethical products". By "ethical products" is meant products which are produced at plants where there is compliance with standards of ethical leadership and the workers of the company have satisfaction and pride in their company.

Just such a situation is typical for many Japanese companies, where there is a clear and well-developed culture of corporate ethics. There is slogan: "Let us give the country the goods that are available for each fellow, as tap water."

No specialist, regardless of the field of his activity, can operate effectively in a modern society without basic knowledge of

ethical leadership.



THE TASK

Do you agree with the statement: "Ethical leadership is a necessary condition for achieving success in business?" Give reasons for your answer.

1.3. Basic principles of ethical leadership

The principles of modern ethical leadership are generalized moral requirements for participants in relations and doing business or any kind of any communications in different countries. These principles are based on the "golden rule of ethics", which expresses the universal human content of morality. This rule is found already in the early written records of many cultures (in the teachings of Confucius, the ancient Indian Mahabharata, in the Bible, in Homer's Odyssey, etc.). The principles of modern ethical leadership contain the following provisions. Never do what:

- does not correspond to your long-term interests or the interests of your company;
- is not good and does not help the formation of a sense of community, because we all work for a common goal;
- is contrary to the law;
- can cause more harm to society than good;
- may infringe on the rights of other people;

- could harm the weakest members of our society.

In 1994, in the Swiss city of Caux, the leaders of the largest national and transnational corporations in the United States, Eastern and Western business cultures. They are intended for all participants in international economic relations. The purpose of the document is to develop a global standard according to which behavior in the field of business and leadership could be assessed.

These principles are based on two basic ethical ideals: "kyosei" and human dignity. The Japanese Western Europe and Japan adopted the Co Declaration – "Business Ethics and Ethical leadership". The provisions of this document serve to unite concept of "kyosei" means living and working together for mutually beneficial cooperation and prosperity in a healthy and fair competition.

Ethical leadership can have a large impact on relationships between countries, as well as on the well-being and standard of living of the population.

The first contact between countries often occurs through leaders and significantly affects the degree of trust between people around the world.

THE MAIN PRINCIPLES OF ETHICAL LEADERSHIP

Preamble

The dynamics of employment, capital, goods and technologies lead to the fact that the consequences of leadership activities are

becoming more global and significant.

Laws and market forces are necessary but not sufficient guidelines for action.

Main principles

Principle 1. *Responsibility.* Promote the improvement of the standard of living of all its customers, employees and shareholders, and show respect for suppliers and competitors.

Principle 2. *Economic and social impact of ethical leadership.* Strive for progress, justice in the world community.

Companies must contribute to the economic and social progress not only of the countries in which they operate, but of the entire world community as a whole. This can be done through the efficient and careful use of natural resources, free and fair competition, modernization of technologies, production methods, marketing and communications.

Principle 3. *Ethical leadership: from the letter of the law to the spirit of trust.* Companies and institutions need to recognize that sincerity, truthfulness, keeping promises, and openness contribute to self-confidence and stability.

Principle 4. *Respect for the rule of law.* Leaders must respect the international and domestic legal norms of states.

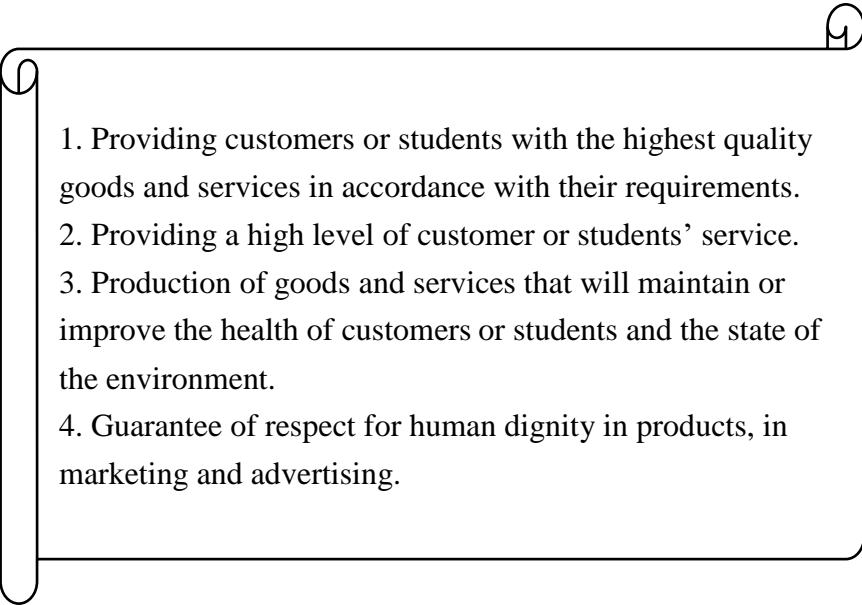
Principle 5. *Respect for the environment.* Leaders must protect, improve the environment, contribute to its safety and development.

Principle 6. *Avoid illegal activities.* Business should not tolerate bribery, money laundering, or other dishonest practices. It

should not be involved in the sale of weapons or other materials that are used in terrorist activities, the distribution of drugs or other types of organized crime.

The Co Declaration also discusses the principles of the company's relationship with buyers, investors, staff, suppliers, competitors.

So, the basis of the relationship between the company and its **customers** is based on the following principles.

- 
1. Providing customers or students with the highest quality goods and services in accordance with their requirements.
 2. Providing a high level of customer or students' service.
 3. Production of goods and services that will maintain or improve the health of customers or students and the state of the environment.
 4. Guarantee of respect for human dignity in products, in marketing and advertising.

It is recommended to build the relationship of the company with **investors** on the following principles: making a profit on the invested capital of investors;

- ensuring open access to information;

- careful attention to requirements, suggestions and resolutions of owners and investors.

1. Providing employees with jobs that would bring them satisfaction and wages that would improve their standard of living.
2. Creation of working conditions that would not harm the health of employees and their human dignity.
3. Honesty in dealing with employees.
4. Considering the opinions and suggestions of employees.
5. Increasing the activity and initiative of the personnel.
6. Participation of the labor collective in the resolution of conflict situations; exclusion of discriminatory policies.
7. Guaranteeing the staff equal rights and opportunities regardless of gender, age, race, religious and political beliefs.
8. Guaranteeing labor protection and safety.
9. Encouraging employees and helping them develop the skills they need.

It is recommended to adhere to the following principles of Ethical leadership for relations with personnel.


Following these principles helps to build trust between partners. The generated trust will prove the practicality, benefit and

appropriateness of these principles, and strengthen trust based on the feedback principle.

Confidence is strengthened when the parties understand the problems that arise, discuss and solve them together, do not put pressure on each other, and give in on some issues.

Confidence falls when claims to each other grow, obligations are not fulfilled. At the same time, the national-political factor is of particular importance.

Establishing trust and understanding between entrepreneurs from states with different political and ideological systems is a difficult and lengthy process. Partners from one country find a common language faster than partners from different countries. This is due to the commonality of historical roots, psychology, culture, etc.

 Entrepreneurs of one country can understand each other faster, and define the moral and ethical qualities of each other. In order to create a partnership interaction between partners from different countries, it is necessary to know the national characteristics of Ethical leadership. To do this, each person needs to take them into account and negotiate with partners.

QUESTIONS

1. What are the principles of ethical leadership? Analyze the relationship with each other and the "golden rule" of ethics. Show that violating any of these principles can seriously impair business prospects.
2. Are there any national characteristics of ethical leadership in your country? Tell us about them.

1.4. Basic concepts of Ethical leadership

In modern society, there are various directions in which a moral and ethical analysis of the activities of companies and individual employees is carried out. However, most of them can be grouped in three directions.

1. ***Integral theory of social contracts*** – a theory that takes into account both the characteristics of different cultures and universal norms.
2. ***Utilitarianism*** – a theory that asserts that when making decisions, you need to take into account the consequences of your actions.
3. ***Deontological ethics*** – a doctrine that asserts that in one's activity one should be guided only by the concept of "duty", regardless of the consequences of one's actions.

The art of using moral argument is an important part of ethical leadership. To make ethical business decisions, it is important for professionals to know the standard techniques for logical analysis of business situations. Let's consider in more detail modern approaches in the field of Ethical leadership.

Integral theory of social contracts. This theory is based on the conclusion of social contracts.

A social contract is an informal agreement that describes the norms of behavior of a company, an enterprise in society.

Thus, companies, enterprises, organizations make a social contract

with society. If they do not comply with the terms of the contract, then the society has the right to morally condemn these organizations.

The following main elements of the theory of social contracts can be distinguished, which are called hypernorms or universal norms (Table 1).

Table 1

SOCIAL CONTRACTS	
Macrosocial	Microsocial
RULES AND STANDARDS	
at the interstate level (hypernorms)	in specific conditions
1. Equal dignity of every person	1. Implementation of agreements
2. Physical safety and well-being	2. Payment of compensation
3. Participation in politics	3. Gratitude for charity
4. Consent based on awareness	4. Self-improvement

If you have microsocial contracts, the following rules must be followed.

1. Decisions that are made must not contradict hypernorms. If a company operates in several countries of the world, then its actions in these countries must comply with the norms that are adopted there.

For example, the president of a French company travels to

Beijing to form a joint venture with a Chinese company. During the negotiations, he will have to abide by the norms and protocols adopted in China, not in France.

2. It is imperative that strict adherence to the norms that are of paramount importance for the economic environment where the company will operate. Thus, wages at a Chinese factory should correspond to the level of wages in China, and not be compared with wages in France. French wage levels could disrupt the economic relations that exist in the Chinese community. This can have unpredictable consequences.
3. It is required to follow the logical compatibility of different norms.

For example, a French company should not use child labor in China, despite the fact that it helps to increase profits and is generally accepted in this country. All developed countries prohibit child labor, which ensures a logical consistency and compatibility of norms.

4. It is necessary to be guided by generally accepted norms in matters of ecology, safety, etc. So, when building a plant in China, you need to follow those standards for emissions from factory pipes into the atmosphere, which are adopted at French industrial enterprises. Similar standards in China are much "softer" than the French ones.

Utilitarianism. The founder of the theory of traditional utilitarianism is Jeremiah Bentham (1748-1832). Utilitarians believe that an action is judged by its consequences. If the good outweighs the bad,

the action can be considered “positive”; and if the bad outweighs the good can be considered "negative." ***Utilitarianism*** is a theory of ethics that states that an action is correct if it brings the maximum benefit to the greatest number of people. Otherwise, the specified action is incorrect. The principle of utilitarianism takes into account not only the direct results of actions, but also any possible indirect results.

The principle of utilitarianism can also be used in business. Business methods are assessed by the nature of the consequences they produce. If they can do more evil than good, they are immoral. If some action of a business causes society more harm than good, then society can impose moral sanctions on such a business.

For example, to force a firm to stop some unethical practice, consumers can:

- declare a boycott of this company, do not buy its products;
- advise other consumers to do the same;
- publicly morally condemn this firm, etc.

Those who commit immoral acts should be aware that such sanctions may follow. The rationale behind applying such sanctions is to prevent people from committing unethical business practices.

Deontological approach. Deontologists disagree with Utilitarians that an action can be measured in terms of its consequences. Deontologists believe that the morality of actions does not depend on their consequences. It is a person's duty to always act morally right and not act immorally, regardless of the consequences of their actions.

The deontological position is based on the concept of justice and human rights in accordance with the theory of the German philosopher Immanuel Kant.

Here is a modern interpretation of the deontological approach:

The action of the individual, the company is morally justified only if the individual, the company would like others to act in the same situation in this situation.

Deontologists and Utilitarians have different approaches to the analysis of the ethics of actions. However, each of these methods, if applied correctly, will lead to the same conclusions regarding the morality of practical activity. Therefore, we must know and use all methods of moral analysis and moral arguments.

The process of moral justification of actions and deeds is a continuous mental work of individuals and society, which finds application in business as well as in all other areas of life.

It is advisable to conduct a general moral and ethical analysis in stages as follows.

1. Define an ethical issue.
2. Gather all the facts that are relevant to the issue.
3. Identify those who will be influenced by the action.
4. Apply moral principles such as “don't kill”, “don't steal”, “don't lie” and others to the analysis.
5. Choose a method of analysis (utilitarian or deontological)

approach, integral theory of social contracts). Use the approach that best suits your case.

6. Analyze another solution, the opposite of yours, which your opponent suggested.

7. Figure out the differences between you and your opponent.

8. Correct your decision if you find an error in the previous analysis. If there is no error, prove that the other solution is erroneous and incorrect.

9. Compare your decision with generally accepted moral standards. If you find inconsistencies, correct your analysis again.

10. Find out whether you would feel calm and confident if many people knew about your decision. If you were uncomfortable at the same time, establish the reason. When you feel comfortable, make a decision.

Many business ethical issues are complex, require deep analysis, and they are not easy to solve. In different situations and in relation to different subjects, a business person can use different ethical principles and values. This is due, according to scientists, with the peculiarities of modern culture. Previously, a single ethical system dominated in society (for example, the ethics of virtue in antiquity or the ethics of utilitarianism in modern times). In modern society, different ethical systems equally coexist, which explains the different ethical assessment of the same phenomena in the economic sphere.



QUESTIONS

1. What are the main provisions of the integral theory of social contracts?
2. How does a macrosocial contract differ from a microsocial contract?
3. Explain the definition of utilitarianism. Do you consider utilitarianism an acceptable approach when deciding the question of the morality of an act?
4. What is the deontological approach to solving ethical problems? Do you think the deontological approach is acceptable when deciding the question of the morality of an act?
5. What are the stages of the general moral analysis of any action?



TASKS

Make an ethical review of the following situations.

Situation 1. Mary Thompson is the vice president and chief of strategic planning in American multinational company. She always followed the rule "they don't go to someone else's monastery with their own charter." However, in recent years, Thompson has been forced to reconsider her attitude to this rule.

In 2020, the company had the opportunity to open a branch in South African Republic. But, the company abandoned this project because of the racial discrimination laws in this country.

In 2022, the American company wanted to buy an inexpensive

fabric made in China. However, Thompson found out that this fabric was made in factories that used child labor. The purchase price of the fabric was much lower than in other countries. But what should Thompson do from an ethical standpoint?

The company had the opportunity to purchase fabric from Pakistan. But even there, child labor was used (usually the labor of girls under the age of 14). A low-cost fabric factory could be built in Saudi Arabia. But Mary Thompson was told that if she was to lead the construction and operation of a factory in this country, then success should not be expected. This is due to the fact that women are not welcome in the management of companies in Saudi Arabia.

Issues for discussion

- Should Mary Thompson follow American values?
- Should she buy a cheaper fabric without thinking about how and by whom, these products are made?

Situation 2. Aircraft Company X has developed a new model of airliner. It spent huge sums of money on this project. As a result, the financial position of company X became critical.

If company X does not receive big orders in the near future, then it should suspend some of the production. Several thousand workers will be out of work.

The president of Company X decided to interest the management of the foreign Company Y in purchasing new models of airliners. He knew that the Director of the Company Y had

financial difficulties. The President of Company X offers the Director of Company Y \$1 million in cash as a bribe. As a result, he wants to get a contract with his company. After negotiations the Director of the Company Y agreed, took the money, and the contract was signed. The President of Company X thinks he did the right thing because the result of his actions was the following:

- his company, employees and the city, where they are located, are saved;
- Director of a foreign Company Y was able to solve his financial problems;
- the foreign country received the needed aircraft.

Consequently, the benefits of the transaction are greater than the harm of bribing the director of a foreign firm.

Issues for discussion

- Is the president of Company X right?
- What are your actions as President of company X?

Situation 3. Immigrant workers receive very low wages for doing the hard work of picking vegetables in the fields. These wages hardly provide the workers with a beggarly existence in a foreign country.

The job that immigrants do is no one else who wants to do it. However, the results of the work of immigrants bring satisfaction to a huge number of members of society, since as a result of this, the citizens of the country:

- get cheap fresh vegetables;

- save money by using cheap labor power. These funds can be used to solve other important problems.

Issues for discussion

- Is this situation morally fair?
- Analyze the actions of the government and immigrants.

Situation 4. Suppose that in a slave society you are harboring a runaway slave. A slave-owner comes to you and asks: "Where are you hiding the slave?"

Issues for discussion

- What to do – to lie or to tell the truth?
- Give reasons for your decision.

1.5. Codes of Ethics and Business Practices

Many companies spend significant sums on socially oriented programs, create slogans, company codes of ethics, employee training programs. Motto is a short statement that expresses the meaning of the company's activities, its moral values. For example, the credo of the Dutch company Philips: "Let's change life for the better"; American chemical company DuPont: "Better Products for a Better Life"; Swiss Nestlé: "Good food, good life. IBM's credo: "As a company, we produce technologies and resources that make the world a better place. As individuals, we are accountable to the communities where we and our families live and work". The famous Japanese entrepreneur, founder of a large Japanese firm

Omron Electronics Kazuma Tateishi, named eight conditions for the success of any company (Fig. 3).

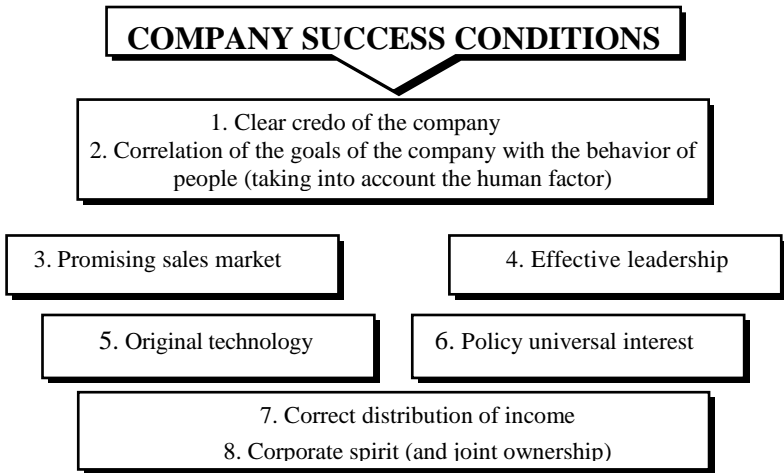


Figure 3 – *Conditions for the company's success*

In his book “The Eternal Venture Spirit: An Executive's Practical Philosophy” Tateishi writes the following: “The most important for the business activity of a company is the precise definition of the ideals of the company. The whole business is based on this. Why do we go to work every day and do our own thing? It is very important that all employees of the company have the same answer to this question”.

Tateishi recalls a Japanese parable about three builders who built a castle. A passer-by asked: “What are you working for?” One builder replied, “To eat.” The second passer-by answered: “To make stones for this castle.” The third answered: “In order to build this

beautiful castle!"

If you ask modern businessmen about this, then, most likely, we will hear the same answers. The first will be like this: "I work in order to support my family, buy a house, a car, etc." The second answer would be, "I work to produce a product or service," and the third answer would be, "I work to create a better world." The difference in responses demonstrates a difference in attitudes towards life. Omron Electronics has formulated its own business concept: "The company is the servant of society." Ethical credo of the company: "To work for a better life, a better world for all." All activities of the company are based on interaction with society and at work for it. This means that the company correlates the growth of its profits with the interests of society, which speaks of its social responsibility. In addition to the credo, about 90% of big companies develop their own codes of ethics, which are called codes of behavior (Code of Conduct). Codes of ethics are rules of conduct with the main groups of stakeholders (consumers, business partners, competitors, own employees etc.), norms of behavior in various business situations. The structure and form of ethical codes are composed in any form. The Unilever (UK / Netherlands / Ukraine) Code of Ethics contains the following sections.

- Behavior of company employees. Conflict of interests.
- Product quality assurance. Environmental aspects.
- Competition. The reliability of financial information.
- Bribery.

The Organization for Economic Co-operation and Development (OECD) analyzed 246 codes of ethics for companies from OECD countries. About one third of the codes belong to companies from North America (USA, Canada and Mexico), about 40% belong to European companies, about 16% belong to companies from Australia, New Zealand, Japan and South Korea.

In the modern business world, many well-known and reputable companies are successfully operating, which are characterized not only by high quality products or services, but also by high social responsibility. That is why they develop special codes of ethics, introduce them to staff and require each employee to comply with them. In addition, companies create "ethics cards" – a set of ethical rules and recommendations for each employee. Companies have ethics committees that conduct social audits, i.e. assessment of employee behavior.

The main types of codes of ethics include a compliance-based code of ethics, a value-based code of ethics, and a code of ethics among professionals. A focus on climate change has become an integral part of companies' codes of ethics, detailing their commitment to sustainability.

A code of ethics is broad, giving employees or members a general idea of what types of behavior and decisions are acceptable and encouraged at a business or organization. A code of conduct is more focused. It defines how employees or members should act in specific situations.

Professional codes of conduct draw on these professional ethical principles as the basis for prescribing required standards of behavior for members of a profession. The intention of these codes is to provide guidelines for the minimum standard of appropriate behavior in a professional context. Codes of conduct sit alongside the general law of the land and the personal values of members of the profession.

Procter & Gamble (P&G). To produce the highest quality products and to maximize customer satisfaction around the world, the company is taking the following steps.

- Creates working conditions that attract the worthiest people.
- Ensures the maximum development of their talents for the success of the business.
- Maintains and develops the principles of honest and creative attitude to work.

The Company Declaration states: "Adherence to these principles will lead to the prosperity of workers, employees and the community where we live and work."

P&G requires its people around the world to abide by the laws and principles of the company. Each employee is obliged to:

- know and understand the organizational and legal requirements for his position;
- inform management if there is a violation of the law or the

basic principles of P&G.

The company's conflict of interest policy is based on the following principles.

- When making decisions, the employee must be guided exclusively by the interests of P&G.

- An employee should not think about personal gain if it could influence his business decision.

- The employee and his relatives should not have any interest in the activities of a competing company.

- P&G employees must work with full dedication for the good of the company.

- Employees are not allowed to accept gifts, tickets, paid vacations, personal gifts in cash, etc. from others that are related to work.

- An employee must not discuss P&G's confidential activities with other people or acquaint them with P&G confidential documents or materials

Upon joining P&G, a new employee undertakes a commitment not to disclose confidential or commercial information, even if he later leaves the company. If the employee has previously worked in another organization, he must understand that he has no right to disclose the confidential information of the previous employer.

The company strives to create safe, healthy working conditions at work that promote high labor productivity. All candidates for employment at P&G have an equal opportunity.

P&G creates a moral climate in its businesses that is free of any racial or religious persecution.

Each employee must know and follow the rules of labor safety and environmental protection in their work. In turn, P&G provides *safe working conditions and an environmentally friendly working environment at all of its factories around the world.*

In relations with suppliers in any country of the world, the company is guided by the principles of honesty, fairness, mutual respect and non-discrimination.

Since the early years of P&G, its founders have laid the foundation for a tradition of honesty and integrity in relationships. This principle – "strive to do the best" – is the main feature of all company activities. Each employee is personally responsible for ensuring that the company "does the best" in its relationships with customers and suppliers, colleagues, shareholders and the public.

Hewlett-Packard Company (HP). The Hewlett-Packard Company (HP) was founded by William Hewlett and David Packard in 1939. In 1957, Hewlett-Packard developed the Corporate Goals document, which is structured as follows: Profit, Customers, Areas of Interest, Development, Employees, Governance, and Citizenship. The document speaks of the company's trust and respect for its employees. Employees enjoy considerable freedom. They choose the time of work themselves. Open communication is very important for the company. All employees in the company are called by their first names. The partitions between the workplaces are low so that

workers can easily talk to each other. HP has an "open door" policy: "All employees have the right to discuss their concerns with managers at any time." The company develops and maintains a sense of teamwork and partnership in its employees. Decisions are usually made in small working groups based on consensus and conviction.

Honesty and Integrity of personality are HP's core values. The company does not tolerate dishonesty among its employees. In this regard, four areas of obligations of the company's employees in relation to the company itself, customers, competitors, suppliers have been developed.

Obligations to HP: avoidance of conflicts of interest; confidentiality of company information.

Obligations towards clients: fair trading methods; optimal pricing policy; fair competition.

Obligations towards competitors: honest methods of obtaining and using information about competitors; exclusion of negative reviews about them.

Obligations towards suppliers: working with suppliers only on the basis of objective business criteria.

Hewlett-Packard Company takes special care of its employees.

During times of financial difficulties, the company even slowed down the increase in production volumes so as not to lay off employees. If someone's workplace becomes unnecessary, then HP offers this employee a professional retraining program. This

program allows a person who has lost their job to get another job at the same company.

Apple's Code of Conduct or Ethics (USA). The main slogan is: "How we make is as important as what we make. Putting people first. Opening doors through education. And protecting the planet". The company claim the following.

- *In unprecedented times, health and safety remain the priority.*

From the moment the threat of COVID-19 emerged, Apple took action. Working closely with medical experts and our suppliers, we put the health and safety of the people in our supply chain first. We implemented standard measures like personal protective equipment, deep-cleaning protocols, health screenings, and proper social distancing. We continue to support our suppliers around the world and have shared our best practices and lessons learned with partners across the industry.

- *21.5 million people trained on their rights.*

Everyone deserves to be treated with dignity and to have their rights respected. As part of our Supplier Code of Conduct, Apple requires the suppliers to provide their employees with training on their rights. Apple also directly engages with thousands of supplier employees on their workplace experiences.

- *Learning opportunities that lead to new possibilities.*

From technical certifications and leadership training to robotics and coding, people have access to learning programs focused on in-demand skills where they are — whether it's for today's job or tomorrow's.

- *Global conservation. Local stewardship.*

Apple is carbon neutral. And by 2030, every Apple product will be too. We partner closely with suppliers to conserve resources

and eliminate waste. And our initiatives go beyond conservation to support businesses and community partners in their environmental efforts.

Many companies run regular Ethical leadership training programs for their employees. At such sessions, video materials on Ethical leadership is discussed, business games are held. Based on the results of the training, ethical certification is carried out. If, as a result, unethical actions of the employee are discovered, then he may be deprived of bonuses, demoted, etc. In addition, some companies have ethics departments that deal with issues of Ethical leadership and social responsibility. A striking example of ethical intra-company relations is the activities of **Procter & Gamble (USA)**.

Here's an example of the ethical behavior of Procter & Gamble.

After inspections, it was found that one of the company's products is toxic and led to the death of several consumers. The company has spent many years and tens of millions of dollars developing, marketing, advertising, promoting this product to the market. However, the company's management decided to withdraw this product from the market, as well as to compensate for the damage caused to consumers. Procter & Gamble used 203 TV channels, 350 radio stations and 1,200 newspapers to announce the toxicity of the product. The company has made maximum efforts to tell everyone about this problem as soon as possible. The company did not hide its problems. Procter & Gamble decided that "name and trust are more important than brand".

The company suffered serious financial losses, but it managed to preserve the main thing – its business reputation and the trust of customers, who highly appreciated the social responsibility of Procter & Gamble. The company was guided by the rule: "It is better to lose a little than to lose everything." Finally, the company not only retained its old customers, but also attracted new ones.

Many companies adhere to strict ethical codes of conduct, but unfortunately, unethical practices by companies in different countries are also common. Let's give an example of unethical behavior of the **Firestone company (USA)**.

Firestone made car tires. The company received 14 thousand complaints about the quality of its tires. Due to defective tires, 34 people died, 50 people were injured. The US National Highway Traffic Safety Administration launched an investigation after receiving 500 applications. However, representatives of the company did not agree with the findings of the Office. They insisted that the causes of the incidents were the careless behavior of the drivers, and not the quality of the tires. As a result, at the request of state bodies, the company was forced to return 13 million of its products from the distribution network, and its actions received a negative public assessment.



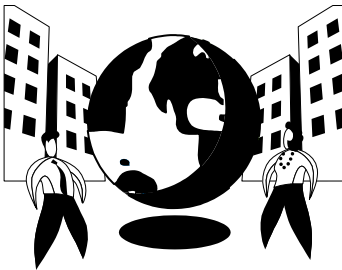
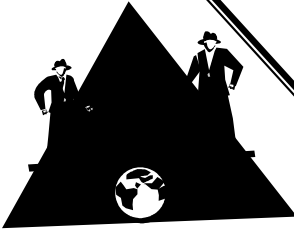
QUESTIONS

1. What are the hallmarks of an ethical company?
2. Give examples from companies that adhere to the principles of ethical leadership.
3. Give examples of the negative consequences of Ethical

leadership violations.

4. Write a code of ethics for the company you would like to work for.
5. Are there codes of ethics for companies and enterprises in your country? Give examples.

*SECTION 2: NATIONAL
PECULIARITIES OF ETHICAL
LEADERSHIP*



National peculiarities of Ethical leadership

The methods of management of different countries of the world differ significantly among themselves. The law of conformity of mentality, socio-economic experience and methods of management means that each specific trait of national character corresponds to adequate ethical forms, types, and management systems. Let's consider some of the features of ethical leadership around the world.

2.1. *Ukraine*

A sense of proportion, practical calculation, self-control, willpower, the desire to preserve a good name determined the success and prosperity of Slavic nations for over a thousand years. Such negative qualities as deception, desire for profit, and violation of obligations were condemned in society. Compliance with the Code of Business Integrity was mandatory for entrepreneurs. Temples and theaters, orphanages and hospitals were built by Slavic entrepreneurs and patrons of the arts.

Historically, among Slavic entrepreneurs, there were two groups: "respectful" and "disrespectful". The first group included those who did business "with honor and without deception" – did not engage in speculation, deceive customers, etc. The second group included stock players, speculators-resellers – all those who made a fortune by means of swinging nations, and deception. The entrepreneurial elite tried not to admit the "disrespectful" into their affairs, and, if possible,

National peculiarities of Ethical leadership

"punished" them economically.

Slavic entrepreneurs tried to strictly observe the concept of duty and honor (Table 2).

Table 2

Moral precepts of Slavic entrepreneurs	
Respect Power	Power is a prerequisite for effective business management. There must be order in everything
Be honest and truthful	Honesty and truthfulness are the basis of entrepreneurship, a prerequisite for healthy profits and harmonious business relationships
Work hard for the good of his fatherland	Love and respect a person. Love and respect for a person on the part of the entrepreneur generates reciprocal love and respect
Appreciate business man's word	Success in business largely depends on how much others trust you. The word of a business person is valued much more than stamped paper
Live Affordable	Act according to your means
Be Purposeful	Always have a clear goal. No goal can be higher than moral values

2.2. USA

The United States of America was formed as a state at the end of the 17th century. Many immigrants from Europe followed the norms of Puritan morality and were Protestants. According to

National peculiarities of Ethical leadership

researchers, the main norms of Protestant morality are utility, rationalism, and individualism. These values formed the basis of the ethnic mentality of Americans.

They respect their anthem, flag, and coat of arms.

Every self-respecting American firm has its own motto, for example: "America's cause is business", "Time is money." Business orientation dominates in relationships; all the seconds of life are scheduled.

In American business, management based on the individual goals is widely used. Employees, together with their manager, outline specific goals for themselves that they plan to achieve in a specific period of time. These goals must be consistent with the strategic goals of the company. If the goals are not achieved, then the reasons for the failure are analyzed and the goals and methods of achieving them are corrected.

To be successful in America requires more than just doing something good – you need to do your job better than everyone else. An employee in the United States is evaluated primarily by the result of his/her work. He/she must prove that he/she is better than anyone else.

Americans put competition "at the forefront" and organize it even when there is no particular need for it. For example, instead of hiring one person permanently, large companies employ two or more workers temporarily. Then each of them is told that only one will remain in a permanent job. Thus, workers must compete with each other. Employees are in a constant competition.

National peculiarities of Ethical leadership

Psychologists say, "Raise someone's salary by \$100, and you will see that others will feel \$100 poorer, even though none of them have been reduced in salary." Money becomes a symbol of how an employee is valued. Salary is the main reward that Americans expect for their work.

Americans require professionalism in everything. They especially value professionalism in the field of business communication; for this, American managers have developed business communication technologies. The art of convincing others is appreciated in business, industry, trade. Americans believe that professional competence and talent alone are not enough. You need to be able to listen to yourself and believe in yourself. Already in elementary grades, schoolchildren are taught the art of public speaking. Everyone should be able to express their ideas in such a way that they believe him/her and follow him/her. He/she must be able to speak skillfully at meetings, conferences, etc.

2.3. *Germany*

Germans are very serious in their business and respect the law. The German environment is an environment where the rules are adhered to. There are many laws and guidelines that give rules of action for every aspect of doing economics.

If the slightest inaccuracy is discovered, then, as a rule, the Germans will turn to the appropriate authorities for instructions.

For the Germans, it is very important to follow established rules,

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procedures and their execution. However, when something unexpected happens, even the most successful organizations are not ready to deal with it. They are looking for mechanisms that already exist. If there are none, then they are confused. This means that German organizations are more adapted to the established, unchanging economic conditions.

The Germans are very careful about concepts such as volatility, ambiguity, and risk. If it is a choice, they prefer to make a conservative decision.

The Germans' demand is a strong and decisive leadership. They have developed a general respect for people who are endowed with power, so subordinates do not contradict the boss, do not criticize him/her. Leaders are confident in the complete obedience of their subordinates and try to provide them with appropriate management. The nature of the relationship between the leader and subordinates presupposes maintaining a distance and prevents rapprochement.

A successful German company is a group of professionals with sufficient experience and a strong leader. Everything here is a strictly systematized model.

The main characteristic of German public and business contacts is rigidity and restraint.

German colleagues are characterized by an excessive reverence for ethics and a strong rejection of behavioral disturbances, which are prescribed by certain standards. Moreover, indications of inappropriate behavior are perceived as a social duty.

National peculiarities of Ethical leadership

2.4. France

France is one of the largest European countries in terms of territory. Over the past centuries, France has accumulated enormous material, cultural and intellectual wealth, and a national elite has been formed. France receives significant income from engineering services and from assistance to developing countries in the construction of large industrial facilities. It was the French people who turned such services into a significant source of their income.

High economic literacy of the entire population is the basis of the political and economic flexibility of France. Only economic literacy allows the French people to be confident in their actions and know for sure that they will have positive results. Most French people believe that positive results can only be obtained through ethical action. Belief in successful achievement of results consolidates French society.

2.5. China

China occupies a special place in the history of human civilization. To understand the psychology of modern Chinese society, it is necessary to take into account its persistent desire for unification, for centralization, for a strong united power.

The main features of the Chinese worldview are the desire to be the first in everything, pride in their ancestors, who invented paper, gunpowder, seismograph, typography, compass and much

National peculiarities of Ethical leadership

more. Innovation and entrepreneurship are characteristic features of Chinese ideology.

China's climate is not very favorable for growing crops. The social discipline and hard work of the Chinese population alone allows China to have a human capital of more than 1.2 billion people.

Today China is becoming an ever larger trading state, as in antiquity, but on a fundamentally new basis. The Chinese experience has proven the effectiveness of persistent, consistent and balanced evolution of the socio-economic system. This evolution takes into account national traditions and norms, and leads to fairly rapid and radical results.

The great past is stored today in the memory of every Chinese representative and has a significant impact on his worldview, psychology, behavior. Psychology, worldview, and mentality of the nation significantly affect the course of economic processes.

2.6. *Japan*

The general principle that the Japanese are guided by can be formulated as follows: "Your shortcomings are your advantages." This formula reflects the secret of the Japanese worldview, thinking and economic practice. The Japanese live in conditions of limited natural resources, but they can get the most out of "nothing".

In Japan, it is precisely those sectors of the economy that are developing where there are competitive advantages. This approach

National peculiarities of Ethical leadership

presupposes the highest degree of pragmatism. Within Japan, every industry is fiercely and uncompromisingly competitive.

Japanese managers have created their own model of production and social management. They took all the most valuable from the world theory and practice. The Japanese farming system is human-oriented. Today, Japanese managers are the best human relations specialists in the world. They rely on the mentality of the Japanese people, such national features as exceptional diligence, the highest discipline, practicality, and mutual assistance.

In the Japanese national character, neatness, thriftiness, politeness, adherence to tradition, self-control, striving for teamwork, curiosity, and aesthetic sense are manifested.

The interests of the collective in Japanese culture are primary, the interests of the individual are secondary. The Japanese believe that people should act together, cooperate with each other for the benefit of the whole society. The Japanese limit their personal needs for the sake of agreement and harmony in relationships with colleagues at work.

2.7. South Korea

South Korean Ethical leadership norms have much in common with Japanese ones. This also applies to the peculiarities of the psychological makeup of the country's population: high diligence, and responsible attitude to their duties. The national characteristics of Koreans are based on the moral standards of Confucianism. The philosopher Confucius argued that a person is always in debt to his

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elders and should be grateful to them; he will never be able to repay his debt. No one should be selfish and think only of themselves.

In economic practice, this principle is implemented as follows. If at the expense of the company a person learned a valuable specialty, he was given a job, respected, provided with means of subsistence, then the transfer of an employee to another company with a higher salary is a sign of ingratitude.

Koreans are very disciplined and hardworking. They love to study a lot, which today can be attributed to the traditional values of South Korean society. As a result, a composition of highly professional and educated workers has been formed in South Korea. Hard work and passion for education are what South Korea has built its future on. Education spending in South Korea accounts for more than 25% of the total government budget. Such a high level of capital investment in intellectual potential is a priority in the policy of the South Korean government. The distinctive features of Korean managers are professionalism and constant improvement of knowledge in the field of:

- studying various aspects of human relations;
- development of ethical standards for doing business;
- collective decision making; and
- group consistency.

In South Korea, as in Japan, there is a rule of seniority, where the methods and techniques of leadership are passed from the elders to the younger. Ethical business relationships are common among workers.



THE TASK

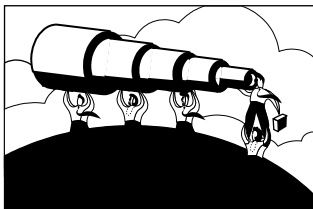
Three variants of answers to the questions are given. Choose the correct option.

1. Knowledge of the national characteristics of economic methods:
 - 1.1 contribute to overcoming crisis situations in business relations;
 - 1.2 do not matter for business;
 - 1.3 are purely theoretical.
2. What values were basic for Slavic entrepreneurs:
 - 2.1 honesty, decency, loyalty to the word;
 - 2.2 efficiency, desire to get maximum profit;
 - 2.3 prudence, desire for profit.
3. Why Americans encourage competition:
 - 3.1 competition promotes caution and pragmatism;
 - 3.2 competition is the best way to motivate workers to be highly productive;
 - 3.3 competitive conditions are conducive to effective teamwork.
4. The distinctive features of the American nation are:
 - 4.1 measured lifestyle;
 - 4.2 a sense of mutual assistance and mutual assistance;
 - 4.3 individualism, business orientation.
5. One of the important factors for the success of the economic life of France is:

National peculiarities of Ethical leadership

- 5.1 economic literacy of the population;
 - 5.2 hard work and efficiency;
 - 5.3 compliance with environmental standards in the management of the farm.
6. The main features of the Chinese mentality are:
- 6.1 striving to receive maximum reward for their work;
 - 6.2 desire to excel in everything;
 - 6.3 a sense of collectivism.
7. Japanese culture is based on:
- 7.1 the primary interests of the group and the secondary interests of the individual;
 - 7.2 openness in business communication;
 - 7.3 striving to maximize profits.
8. The characteristic features of South Korean corporations are:
- 8.1 conservatism in making responsible decisions;
 - 8.2 willingness to take risks;
 - 8.3 economic flexibility of thinking and quick adaptability to changes.
9. The characteristic features of business relations in Germany are:
- 9.1 compliance with rules, regulations, laws;
 - 9.2 willingness to take risks;
 - 9.3 openness and a sense of trust in a partner.

*SECTION 3: ETHICS OF
ACHIEVING SUCCESS IN
PROFESSIONAL ACTIVITIES*



Ethics of achieving success in professional activity

Your personal success ultimately depends on what you do. To be successful, always set clear goals and prioritize them.

The goal should be clear, positive, unambiguous, short and expressive. The goal after the decision becomes the law.

Requirements for goals are reduced to the following fundamental positions. Your goals should:

- be achievable, realistic and at the same time flexible;
- take into account your personal potential and environmental conditions;
- be corrected in connection with changes in life;
- be specific so that you can determine in which direction you need to move.

Start by writing down on a piece of paper everything you want to get, do, learn, or become. At the initial stage, include in the list all your goals and desires. Arrange your goals in a hierarchical order. At the top of the hierarchical structure, there may be an intention "to achieve a state of self-satisfaction", downward – "to send a fax to Kiev no later than five hours." And somewhere in the middle – "extend your contract for the next six months."

The goals of the lower level should contribute to the implementation of the goals of the middle level, which, in turn, should work to achieve the goals of the upper level.

The structure built in this way clearly shows how the life orientation of an individual person is formed (Fig. 4).

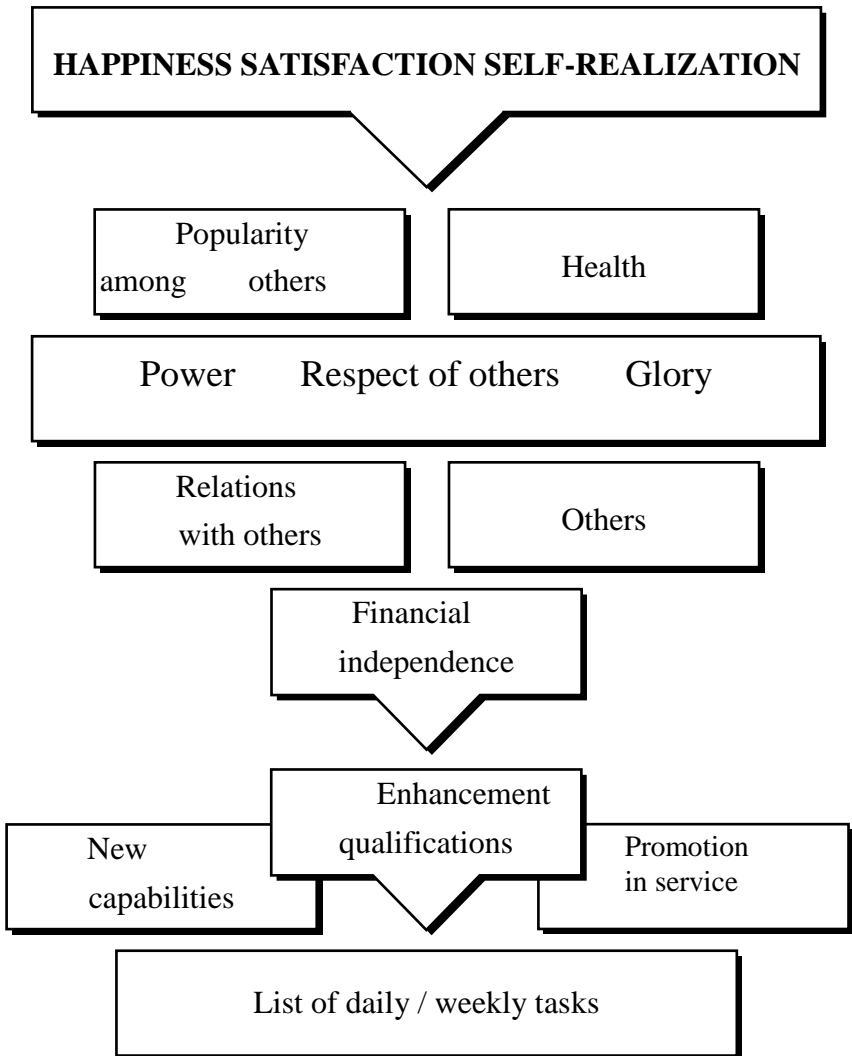


Figure 4 – Hierarchy of personal goals

The personal goal of being happy must be supported by the

Ethics of achieving success in professional activity

entire set of goals. At the lower level, the desire "to be financially independent" works for it.

At an even lower level – the intention to "get a promotion", even lower – the desire to "get a certain qualification" and so on, down to a list of daily tasks, which are also aimed at ensuring higher-order goals.

Immediate goals should be formulated with sufficient specificity, while higher-level goals may be less clear.

Having thought over your own hierarchy of goals, you will be able to:

- 1) determine how your daily activities correspond to the goals of the intermediate and higher level;
- 2) correctly allocate time to achieve the set goal;
- 3) adjust your goals and objectives.

It is important to remember that there are obstacles that can hinder the achievement of the goal:

- fear of expanding the boundaries of your dreams;
- fear of failure;
- someone else's negative experience in such an event;
- work according to a template using stereotypes;
- dissatisfaction with intermediate results; and
- unwillingness to ask for help in time.

After you have built a hierarchy of goals, it is advisable to apply visualization techniques.

To do this, take the following steps (Fig. 5).

1. Select one or two goals from your goal hierarchy.
2. Try to imagine them as an accomplished result.
3. Imagine what you want to get as a result of achieving the goal.
4. Do it in detail using every details.
5. Fix in your mind what you feel at the moment, whether you are satisfied with the result.
6. Remove all intermediate stages of achieving the goal and answer yourself to the question: "Was it necessary to strive to achieve this goal? What have I achieved? What have I lost? "
7. If you are happy with the result, go to action.
8. Assess your potential.
9. Collect the necessary information, process it.

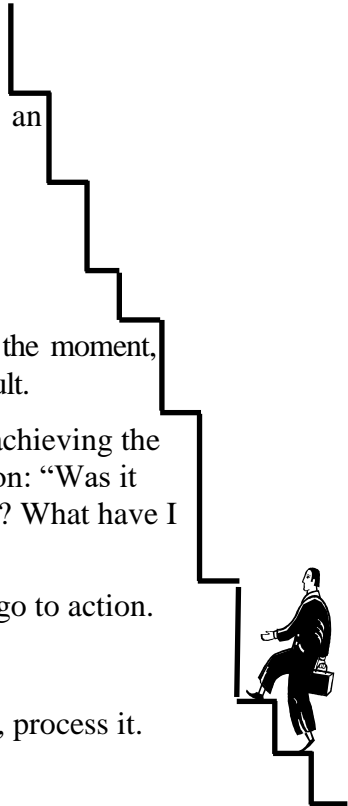


Figure 5 – Visualization technique

Ask yourself every day:

- *What in my life makes me feel dissatisfied?*
 - *What success have I achieved during the day?*
 - *How close am I to my goal?*
-

It is very helpful to write down your thoughts and the results of your actions daily in a concise manner. Such records allow you to clearly track your successes and failures, correct them, and identify

Ethics of achieving success in professional activity

steps to improve your actions.

Here are some recommendations that will help you achieve your goals (Table 3).

Table 3

Actions	Realization of actions
1	2
<p>Outline goals: personal and professional</p>	<p>Each of them should be:</p> <ul style="list-style-type: none"> - certain; - measurable; - achievable; - realistic; - true (to express what you really want)
<p>Draw ladder of success</p>	<p>Structure to create:</p> <ul style="list-style-type: none"> - target; - your actions; - stages of achievement; - collection of information; - "I" - the potential that you have to achieve the goal
<p>Please select Method of achievement its purpose</p>	<p>Your approaches to achieving the goal may be:</p> <ul style="list-style-type: none"> - conservative; - "realistic" or progressive; - innovative; - unconventional; - or other options

Ethics of achieving success in professional activity

Define promotion options	Be sure to reward yourself for achieving your goals.
Answer your questions	<ol style="list-style-type: none">1. What can you expect if everything happens as usual, without changes?2. What would I like most of all for this to happen?3. What can happen if things get worse or something really bad happens?4. What is the degree of justifiable risk?
Analyze last day	<ol style="list-style-type: none">1. How close am I to my goal?2. Was I confident today?3. Have I got some fresh ideas today?4. In what situations have I taken on a leadership role? Why?5. In what situations have I refused to take on a leadership role? Why?6. Have I done something that I've never done before?7. Did I act under the influence of a minute mood? What did this lead to? What are the consequences?8. Did I get annoyed with or without reason?9. Have you found ways to relax, relieve stress during the working day? What kind?10. What is really important to me?

Ethics of achieving success in professional activity

At all times, special attention was paid to the key element of economic activity – a business person, a specialist and the ethical

1. Competence - each specialist must perform his work at a high professional level

2. A high level of responsibility in all matters and keeping one's own dignity.

3. A sense of "new" and the ability to take reasonable risks.

4. Flexibility, keen perception of emerging problems, a sense of time, events.

5. High working capacity, constant striving to be the best and to do everything in the most efficient way.

6. Respectful attitude to all employees.

7. Keeping promises on time.

8. Ability to listen to employees, speak briefly and to the point.

9. Politeness, tact, delicacy, culture of communication, sense of proportion, benevolence.

standards on which he builds his business.



THE TASKS

1. Make a list of the qualities and values that a modern specialist should have, from your point of view. Arrange them in order of importance.
2. Set a specific goal for yourself and make a clear plan for its implementation. This can be: “successful completion of an examination in mathematics, computer science or other subjects” or “writing a new computer program”, etc.
3. Set a long-term goal and plan for achieving it. It can be “organizing your own company” or “manufacturing new products”, etc.
4. Write your own hierarchy of goals.
5. Think of someone you know who has achieved a meaningful goal for him. Find out what actions this person took to achieve this goal.
6. Read information. Analyze them. Express your opinion. “Today the professional reputation of a specialist, manager, businessman is of great importance. Such a reputation is difficult to acquire and very easy to lose. The culture of speech, manners, clothing, business etiquette and much more are important for a good reputation”.
7. Read the mottos for every day. Analyze them. Express your opinion.

Monday. Take on everything that you know well, can or dream to know or be able to. Courage is the essence of genius, power

Ethics of achieving success in professional activity

and magical power.

Tuesday. Fate is not a matter of chance, but a result of choice; fate is not expected, it is created.

Wednesday. You can get whatever you want out of life. To do this, you need to help other people to realize their desires.

Thursday. If you give up everything but the best, you will very soon get the best.

Friday. Success is not the end; failure is not the end. The most important thing is courage and decency.

Saturday. You should think over your plans so that even failure will bring you benefits.

Sunday. There is nothing stronger than faith in victory.

7. Take the "Your Work Style" test.

Test 1.

Check with the test self-organization and the ability to use your time in rational way (Table 4).

Table 4

Questions	Answers	Points
1	2	3
Do you allocate time for preparatory work and planning your activities at the beginning of the working day?	almost never	0
	sometimes	1
	Often	2
	almost always	3
Do you perform tasks on your own or do you involve your colleagues in the	almost never	0
	sometimes	1

Ethics of achieving success in professional activity

performance of tasks?	Often	2
	almost always	3
Do you record the tasks and goals, the timing of their implementation in writing form?	almost never	0
	sometimes	1
	Often	2
	almost always	3
Do you strive to process each official document by yourself or involve your colleagues?	almost never	0
	sometimes	1
	Often	2
	almost always	3
If you catch a cold, you prefer to treat by yourself.	almost never	0
	sometimes	1
	Often	2
	almost always	3
Do you make a list of things to do every day, ordered according to the priorities of those things? Do you do the most important things first?	almost never	0
	sometimes	1
	Often	2
	almost always	3
Do you strive to free your working day from extraneous phone calls, unscheduled visitors and meetings?	almost never	0
	sometimes	1
	Often	2
	almost always	3
Do you strive to distribute your daily workload in accordance with your work schedule?	almost never	0
	sometimes	1
	Often	2

Ethics of achieving success in professional activity

	almost always	3
Do you plan free time in your working plan for solving unforeseen tasks?	almost never	0
	sometimes	1
	Often	2
	almost always	3
Are you focusing on a small number of really “vital” issues?	almost never	0
	sometimes	1
	Often	2
	almost always	3
Do you know how to say “no” when other people distract your time with empty talk?	almost never	0
	sometimes	1
	Often	2
	almost always	3
You usually put up with a situation that you cannot influence.	almost never	0
	sometimes	1
	Often	2
	almost always	3

Processing of results

From 0 to 15 points. You do not plan your time well enough and you are completely under the control of external circumstances.

From 16 to 20 points. You strive to plan your time, but you are not always consistent enough to quickly achieve success.

From 21 to 25 points. You have highly developed self-management skills that ensure the effectiveness of your activities.

From 26 to 30 points. You can serve as a model of organization for everyone and you can teach other people how to use their time efficiently.

Test 2.

Complete the test and determine what type of person you belong to (Table 5).

Table 5

Questions	Answers	Points
1	2	3
I always feel responsible for everything that happens in my life.	Yes	10
	Don't know	5
	No	0
I have a lot of problems because people treat me badly.	Yes	0
	Don't know	5
	No	10
I prefer to act rather than reflect on the causes of failure.	Yes	10
	Don't know	5
	No	0
Sometimes I feel like I was born under an unlucky star.	Yes	0
	Don't know	5
	No	10
I believe that losers are to blame for their failures.	Yes	10
	Don't know	5
	No	0
Sometimes I think that I became who I am	Yes	0

Ethics of achieving success in professional activity

because of the strong influence of other people.	Don't know	5
	No	10
If I have a cold, I prefer to treat myself.	Yes	10
	Don't know	5
	No	0
I believe that if a person is aggressive, then he is to blame, not me.	Yes	0
	Don't know	5
	No	10
I believe that any problem can be solved.	Yes	10
	Don't know	5
	No	0
I love helping people because I am grateful to those people who have done a lot for me.	Yes	0
	Don't know	5
	No	10
I begin my analysis of the conflict, first of all, with myself.	Yes	10
	Don't know	5
	No	0
I believe in signs.	Yes	0
	Don't know	5
	No	10
I believe that everyone should be strong, independent.	Yes	10
	Don't know	5
	No	0
I know my flaws, but I want others to treat them with condescension.	Yes	0
	Don't know	5
	No	10

Ethics of achieving success in professional activity

I usually put up with a situation that I cannot influence.	Yes	0
	Don't know	5
	No	10

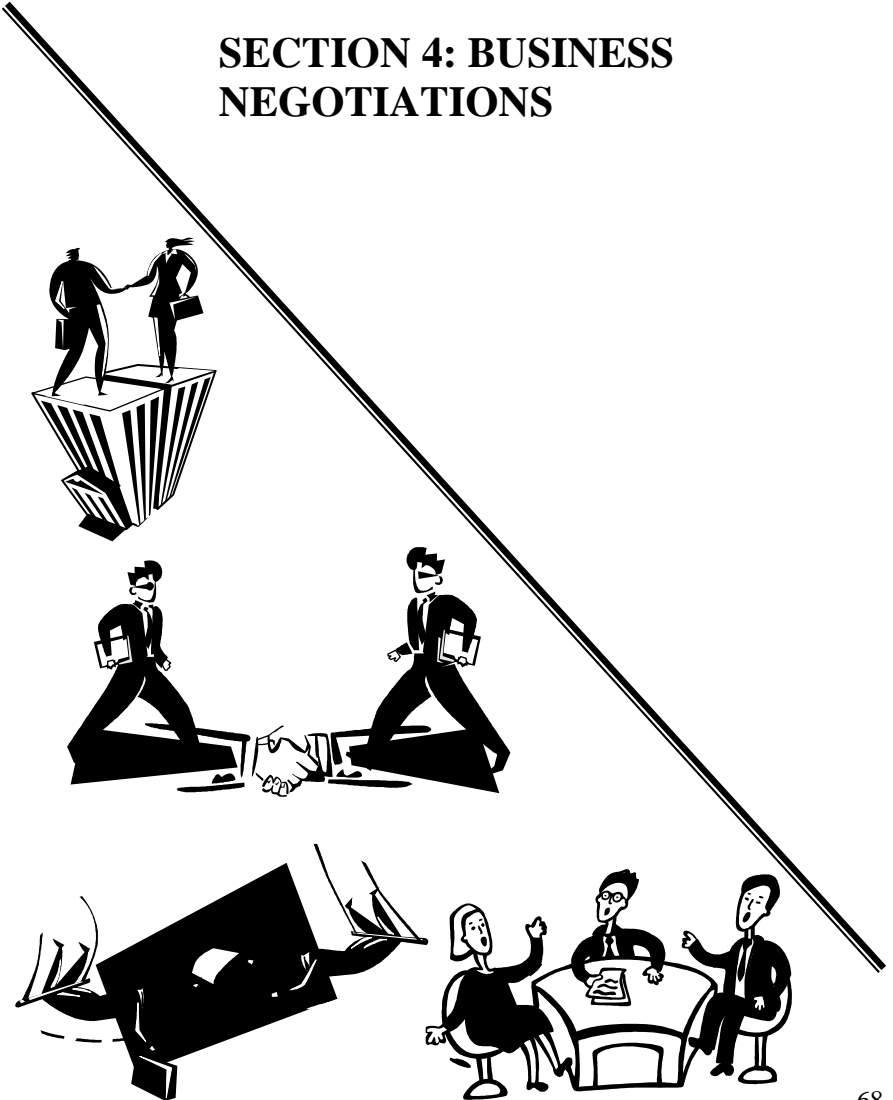
Processing of results

From 100 to 150 points. You are the leader, the captain of your own life. You feel responsible for everything that happens to you. You take on a lot, overcome difficulties without exaggerating them. You always see a goal in front of you and think about how to achieve it. You know how to connect other people to the solution of vital tasks for you.

From 50 to 99 points. You willingly become a leader, but you can be a good performer if necessary. You are realistic about the reasons for your own difficulties. Flexibility, discretion and sensitivity are your characteristics. In difficult situations, you are able to take responsibility for yourself and you always know when it needs to be done. You know how to live in harmony with other people, while not breaking your inner harmony with yourself.

49 points or less. You are a passenger on the ship of life, you easily obey external forces, saying that this is how circumstances and fate have developed. You blame anyone for your difficulties, but not yourself, because you do not want to bear any responsibility. True independence seems unattainable to you. Nevertheless, you know how to peacefully coexist with other people.

SECTION 4: BUSINESS NEGOTIATIONS



Modern economic relations are based on cooperation and personal significance of each person. Ethical methods of conducting business conversations, negotiations are becoming the main way to resolve problems and contradictions. Researchers believe that 15% of success in business contacts depends on the professional knowledge of the business person and 85% on the art of communication. In a business conversation, during negotiations, it is important to take into account the psychological makeup, national characteristics, inner world, temperament, mood of the interlocutor. The art of business contacts is being trained all over the world.

The process of business conversations and negotiations can be conditionally divided into three parts. Each of them contains meaningful, organizational and tactical stages. (Fig. 6).

BUSINESS CONVERSATION

1. PREPARATION TO BUSINESS COMMUNICATION

1. Determine the main goal of the negotiations.
2. Create a trusting atmosphere in negotiations.
3. The first question should be short, interesting, but not controversial.
4. Express your thoughts as briefly as possible, focus on important words.
5. Base your judgments.

**2. IMMEDIATE
NEGOTIATION**

6. Pause "before" and "after" expressing especially important thoughts.
7. Change the tempo of speech, speak expressively.
8. Make in the course of the conversation short generalizations-conclusions.
9. Ask questions that contain the words "why", "when", "how", for more detailed information.
10. If your partner raises objections, do not rush to answer until you understand their essence.
11. Do not respond categorically to objections.
12. Offer several solutions to the problem. Emphasize your decision as a win-win.

**3. ANALYSIS (DISCUSSION)
RESULTS OF NEGOTIATIONS**

13. Encourage your partner not to delay making a decision. Put the questions so that the interlocutor chooses between the two answer options that you offer.
14. Analyze your behavior and the behavior of your partner at the end of the negotiations

Figure 6 – The process of business conversations, negotiations

The result of business communication depends on how well the business person is prepared for this. It has been proven that if you start looking for a solution in the negotiation process, improvise, it means sharply reducing your chances of success. At the stage of preparation for business communication, it is necessary to carefully consider the construction of phrases; define a hierarchy of goals; analyze possible solutions to problems. The choice of place, time, premises, materials for discussion is very important; determination of the number and functions of participants; writing a list of interests in three areas: personal, group, interests of the partner company; preparation of your own negotiation project. Before starting negotiations, it is advisable to prepare your own negotiation project, in which to describe and clarify the following points for yourself.

1. The main purpose of the negotiations.
2. Additional objectives of the negotiations.
3. Topic of conversation.
4. Start a conversation.
5. The duration of the conversation.
6. All required documents.
7. "Weaknesses" of the partner.
8. Benefits of your offer.
9. Your suggestions for solving the problem.
10. Alleged objections of the partner.
11. Expected responses to your objections.
12. Estimated results of the meeting.
13. Potential consequences in case of non-agreement.

14. Prospects for the development of relations

Having defined the general approach, i.e. strategy of negotiations, it is necessary to outline the tactics of their conduct.

Business meetings can be conditionally subdivided into negotiations and conversations. Very often, a business conversation is preceded by a meeting at the negotiating table. The main purpose of a business conversation is to exchange opinions, information, search for solutions to any problem. The final decision is usually reached at the negotiating table.

Thus, the recommendations for planning negotiations can be used to prepare for a business meeting. When planning business negotiations, you first need to conduct a meaningful analysis of the problem:

- determine the interests of both parties - yours and your partner;
- consider which of your interests are especially important, and what hinders their realization;
- to find out in which issues the interests of both parties coincide, in which they diverge, but do not intersect, and in which they exclude each other;
- formulate your position;
- to determine the general approach to the upcoming negotiations.

4.1. Preparation for negotiations

One of the most important stages is preparation for negotiations. Not only the result, but also the process itself depends on how carefully the negotiations are prepared: will the negotiations

be lengthy, conflicting, or will they proceed quickly, without disruptions.

Preparation for negotiations includes two main stages.

1. Solving organizational issues.
2. Elaboration of the main content of the negotiations.

Organizational issues of preparation of negotiations include two stages.

1. Determining the time and place of the meeting.
2. Formation of the quantitative and qualitative composition of the parties.

Here are some recommendations that should be followed when determining the time and place of the meeting.

- Remember that the most productive phase in the negotiation process is 30-40 minutes after the start of negotiations.
- For the success of a business meeting, it is important to choose the right time and day of the week. It is necessary to take into account the circumstances of the business life of partners, business habits of partners, their biorhythms.
- If you are the initiator of negotiations, then do not accept to dictate your terms. You should offer the partners in the correct form: "Any time convenient for you. For our part, we offer 10 hours."

If you plan to hold negotiations for 1.5–2 hours, then, as a rule, they are appointed at 9.30 or 10.00 in the morning or at 15.00–15.30 in the afternoon.

- Before the meeting, it is necessary to prepare the room. The meeting room should be clean, not stuffy or noisy. Chairs or armchairs should be comfortable and not located in front of windows: sunlight can interfere. There should be no unnecessary documents on the tables – only notepads, water, wine glasses. If negotiations are not planned to be held for a long time, then sandwiches, fruits, sweets should not be put on the table. If the conversation will last for many hours, then this is allowed.

If you put an ashtray on the table, this is a signal that you can smoke. However, first you need to ask the permission of the women present. If there is no ashtray, you cannot smoke. In this case, a smoking room must be prepared.

For the meeting to be successful, consider the following recommendations (Table 6).

Table 6

Recommendations	Explanations
1	2
Don't schedule a meeting just before lunch.	Thinking about food will get in the way.
Do not plan to meet and immediately after lunch.	It is advisable to hold a meeting an hour after lunch so that partners can review the information received.
Monday is a hard day	It takes time for people on Monday to tune in to a work rhythm after the weekend.

	Although, on the other hand, Monday has the advantage of a "fresh head", and on this day you can meet to discuss important issues that must be completed before the end of the week
Friday is the day before the weekend	This is not the time to start anything, and of course, this day is not the best for additional stress of thoughts.
Discuss the duration of the meeting in advance	If this is not done, then the partner can, half an hour after the start of the meeting, apologize and interrupt the negotiations. Be sure to adhere to the meeting time that you have previously discussed with your partner.
Be precise	Being late is seen as disrespect and can affect the negotiation process. If you are late for valid reasons, try to warn your partner and apologize.



THE TASK

Model unethical methods for setting time boundaries when organizing negotiations.

4.2. Negotiation technique

There are several basic approaches or methods in the negotiation technique.

The classic packaging technique:

- various issues are combined into a complex or package and discussed in full;
- the package includes lucrative and not so lucrative offers for the partner;
- if the partners are interested in solving the main issue, then all other proposals will be accepted.

Block tactics:

- participation of a large number of parties;
- some of the parties create a single block;
- this unit can implement its own solutions.

Positional bargaining techniques (Table 7).

Table 7

Receptions	Characteristics of techniques
positional bargaining	
1	2
Maximum overstatement of requirements	1. The tough position of each participant. 2. Minimal compromises to each other. This technique often leads to negative consequences, and this tactic causes distrust.
Placing false accents in your own position	Focusing on secondary issues, giving them primary importance. Sometimes this is done in order to obtain the necessary decisions on a more important issue.
Providing information	This is done in order not to fully disclose

Business Negotiations

about your interests, assessments, intentions in very small portions	their position, to learn from the partner as much information as possible. The negative result is the delay in negotiations.
Raising more and more new requirements	As one of the parties agrees, the other puts forward more and more new requirements.
Ultimate requirements	One of the parties declares: "Either you accept our offer, or we leave the negotiations"
Making demands at the last minute	At the end of the negotiations, when an agreement has been reached, one of the parties puts forward a new demand. The calculation is as follows: the party, which is interested in the agreement, can make a concession. Often times, this trick will do the trick. But what are the consequences? The reputation of a "winner" in the business world can suffer greatly
Double interpretation	One of the parties lays a double meaning in the final formulation of the agreement. Thus, in the future, you can interpret the contract in their interests and not formally violate it.
Providing false information (bluffing)	Respectable entrepreneurs regard this as tactlessness and blackmail.

In developed countries, the positional bargaining method is considered ineffective. Its participants spend a lot of time bargaining and risk worsening the relationship.

Example. The Prime Minister of Malta was in talks with the UK on the placement of a joint venture in the Maltese territory. When the British representatives believed that an agreement had already been reached, the Maltians said: "Yes, of course, we agree, but there is still a small problem." These "minor problems" forced the UK to pay £ 10 million to the Maltese side; guarantee the work of all workers of the joint venture during the term of the contract.

Method of joint problem analysis or partnership

This method is called the method of principled negotiations, and it is considered the most effective. At its core, the affiliate method is the opposite of positional trading. Fundamental negotiations are based on partnership relations of equal subjects.

This method implies a high degree of openness and excludes the initial overestimation of requirements. Partners do not bargain over mutual requirements, but look for common ground. In those issues where interests do not coincide, decisions are made in accordance with objective, fair norms. For example, customs rules, market prices, estimates of independent experts, etc., can act as objective norms.

4.3. Direct negotiation

The commercial negotiation process consists of three stages: mutual clarification of interests, points of view, concepts and positions of the participants, discussion (justification of their proposals), coordination of positions and development of agreements.

Let's consider each of the stages of the negotiation process separately.

Mutual clarification of interests, points of view, concepts and positions of the participants (Table 8).

Table 8

Presentation their point of view	Perception of the point partner's view
It's better to say a little than a lot.	Listen carefully to your interlocutor (confirm this with clarifying questions, active emotions)
Articulate your most important thoughts	Observe the posture, gestures and facial expressions of the interlocutor
Use short sentences	Do not get distracted by particulars, follow the main idea
Include active verbs in your speech	Don't interrupt your partner or talk to your coworkers while your partner is speaking
Avoid using the words parasite	Express an approving attitude towards your partner
Don't speak too fast	Don't jump to conclusions
Remember that perception depends on the tempo, volume, tone and modulation of your speech.	

Discussion (justification of their proposals).

At the second stage of negotiations, it is very important what arguments you will use to substantiate your own position. Each professional group has its own specific language of communication and ways of thinking. This is why arguments that are effective for economists may be incomprehensible to engineers or workers. It is necessary to carefully consider your arguments and remember the following recommendations:

- do not make promises that you cannot fulfill;
- Observe courtesy and tact in relation to your partners;
- use phrases that contribute to the emergence of sympathy;
- be patient;
- use persistence within reasonable limits;
- do not necessarily agree with the opposite point of view, but do not deny it either - just admit that there may be another point of view;
- develop ideas where you see mutual understanding;
- try to be "flexible" without deviating from the goal;
- avoid criticism and rudeness;
- write down thoughts and suggestions;
- do not respond to hostile or critical comments;
- speak calmly, confidently, use humor;
- ask to prove that the partner's decision is fair;
- explain your position as accurately and specifically as possible.

Consider the typical mistakes and miscalculations that business people usually make (Table 9).

Table 9

Errors in conducting	Recommendations for
-----------------------------	----------------------------

Negotiations	unnecessary actions
1	2
Critical attitude to partner suggestions	Avoid premature criticism (or even praise). It slows down the emergence of new ideas
Waiting for only one answer. It is expedient to find as many answers as possible, and then choose the best one	Do not stop at a single solution, analyze different options
Putting forward a solution that only satisfies you and does not take into account the interests of your partners	Look for mutual benefits. Offer options that will interest the other party. Don't emphasize differences of interest
Beginning of negotiations with discussion of the most difficult issue	First, discuss the easiest questions that will not cause objection from your partner, then move on to more difficult ones. Divide problems into separate components (divide the problem into several elements, rather than solve it entirely). If there is no agreement on some of these elements, then it is better not to consider them in these negotiations.

Coordination of positions and development of agreements.

In order to effectively coordinate positions and work out agreements, it is advisable to conduct a mutually beneficial constructive dialogue with a partner. American psychologists R. Fisher and W. Yuri recommend several simple rules.

If your partner is aggressive, then:

- let him speak. Listen carefully to all of his arguments. Demonstrate that you understand what is being said. Analyze the reasons why he behaves incorrectly;
- find several solutions to the problem and offer them to your partner. Ask him to suggest other options, and along with him, correct them. Try with your partner to analyze what will happen if this or that option is accepted;
- encourage criticism. Ask what the partner feels is unacceptable and why. For example: “What circumstances prevent you from taking into account my proposal?”;
- ask your partner what he would do in your place;
- do not respond harshly to a thoughtless, unacceptable proposal. It's best to take a long pause.

If you think that your partner deliberately chose an inconvenient place for negotiating, then openly tell him about it. Calmly and politely offer to move to a more convenient room or postpone negotiations to another time.

If you think that your partner has more opportunities and influence compared to you, then in this case:

- remember that partners at the negotiating table are, in principle, equal;
- think in advance about the worst option you can agree to. (This

can be the maximum price you can pay, or the lowest price you can sell the product for, etc.);

- consider your actions if negotiations are disrupted.

If your partner constantly interrupts you, then pause before contradicting him. Speak quieter and slower than your partner.

4.4. Negotiations with foreign companies

In recent years, there has been a tendency towards the internationalization and globalization of business. Knowing some of the national and psychological characteristics of different countries will help business people to behave in each country in accordance with its rules. As a result, it becomes easier to succeed.

For the negotiations to be successful, before the first meeting, you need to collect all the necessary information about the company with which you plan to cooperate (when and by whom it was founded; in which countries it does business; in which transactions it was especially successful; data on the financial situation and etc.).

Personal moments play a very important role in achieving mutual trust. In this regard, it is useful to learn about the leadership of the partner company and about those persons with whom you will negotiate (where you were born, what kind of education they have, main career stages, family composition, hobbies, etc.). This is especially important when dealing with Japanese, South Korean, Taiwanese and Singaporean businessmen who value solidity and striving for closer, trusting relationships. In the process of preparing

for negotiations, it is necessary to think over and study all the details.

Negotiations often fail when foreign partners ask questions about the specific details of the proposal and do not receive specific answers.

The negotiation styles in different countries

The negotiation process, business conversations in different countries have their own characteristics and national styles of negotiation.

The American negotiation style is quite professional. For representatives of the American business world, the following is typical.

High competence. Independence in decision making.

Striving to discuss not only general approaches, but details of the implementation of agreements. Openness, energy, friendliness.

Egocentrism, i.e. the confidence that their partner must follow the same rules that they themselves adhere to.

Demonstration of assertiveness in decision making.

The main features of the **German negotiating style**.

Pedantry, prudence. Accuracy, punctuality. Concreteness and brevity. Careful study of your position before negotiations.

Consistency in the discussion of issues.

Careful consideration of all details. Respect for titles and positions.

with partners.

The English negotiating style is characterized by the following factors.

Features of **the French style** of negotiation is characterized

The presence of a large number of negotiators

Maintaining its independence.

Emphasis on preliminary agreements.

Preliminary discussion of certain issues.

Preference for logical evidence.

Tough negotiation, while maintaining courtesy, politeness, courtesy, ease of communication.

by the following provisions.

The following provisions are characteristic of **the South Korean negotiating style**.

Avoiding general reasoning. Striving for logical consistency and clear relationships. A clear statement of their proposals and ways of their concrete implementation. They do not openly speak about their disagreement with a partner and do not prove him wrong (if a South Korean business man nods his head, this does not mean consent at all).

Proactively act if a decision is made. Do not understand the answers: "We need to think, etc."

The main features of the Chinese negotiating style.

A clear delineation of individual stages (initial clarification of positions, their discussion and the final stage).

Targeting people with a higher status.

Great importance of a "spirit of friendship" towards a high-ranking partner.

Attentive attitude to the technical aspects of the offer.

Involvement of experienced Chinese specialists in negotiations.

Making a decision not at the negotiating table, but in an informal setting.

Availability of mandatory approval of the agreements

The Arabian style of negotiation presupposes the establishment of trust between partners. Businessmen from Arab countries are characterized by the following features.

Self-esteem and national pride. Reliance on the historical traditions of your country in decision-making.

Commitment to making a collective decision.

Administrative Code of Conduct.

Bargaining position in business interaction.

The following factors are characteristic of **the Slavic style** of negotiation.

Focusing on general goals, rather than on specific means of achieving them.

Lack of initiative when making decisions.

Requirements at the very beginning of negotiations.

No compromise.

Using techniques that are aimed at gaining advantages in the course of negotiations.

Here are some recommendations that are advisable to follow when negotiating with foreign partners (Table 10).

Table 10

Country	Recommendations
1	2
USA	<ol style="list-style-type: none">1. Underline the original features of your proposal that distinguish it from others.2. Always use the names of the people or organizations that introduced you to the partner.3. Highlight your benefits
Germany	<ol style="list-style-type: none">1. Germans are punctual. All business procedures are strictly regulated. Humor is also highly regulated. At the official event, humor is not allowed.
Germany	<ol style="list-style-type: none">2. In Germany, in most German offices, workers are in jackets that are buttoned up. The absence of a jacket is a sign of a break in work. The exception is made by specialists in the field of computer technology, where some informality is felt.
Great Britain	<ol style="list-style-type: none">1. Start negotiations not with the subject of discussion, but with human problems – weather, sports, children.2. Emphasize your goodwill for the British people and for the ideas they share.3. If your English partner has invited you to lunch, do not refuse, but remember that you must also organize a similar event.4. Emphasize that an English businessman is an erudite professional and you ask him for practical help.

	<ol style="list-style-type: none">5. Some gifts should not be given. They can be seen as a bribe and your credibility can be undermined.6. Remember that British firms do not make decisions so quickly, but the degree of risk in the decision is minimal.
France	<ol style="list-style-type: none">1. Information about your proposals must be presented in French, because the French are sensitive to the use of other languages in business communication.2. Focus on the technical characteristics and durability of the products offered.3. Establish contacts through intermediaries who are friendly with the company you need. They try not to deal with new people whom no one knows.

France	<ol style="list-style-type: none">4. Establish contacts through intermediaries who are friendly with the company you need. They try not to deal with new people whom no one knows.5. Many important decisions are made at business receptions in the form of a cocktail, breakfast, lunch or dinner. It is customary to talk about business only after coffee has been served. At the same time, do not touch on the following issues: religion, personal problems, income, expenses, illness, marital status, political predilections.6. If you are invited to dinner, it is an exceptional honor.7. In France, it is not customary to address interlocutors by their first name, unless they themselves have asked. Usually they use "monsieur" – for men and "madam" – for women.
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	8. Requirement for appearance: clothes must be of high quality from natural materials.
Japan	<ol style="list-style-type: none">1. When meeting with the management of the company and negotiating, it is necessary to be punctual – the Japanese are sensitive to being late.2. Avoid shaking hands when meeting Japanese people, they prefer bowing.3. Be as polite as possible. Most Japanese people are very polite and appreciate the same attitude towards them.
China	<ol style="list-style-type: none">1. When making a business acquaintance, present your visit card with details in Chinese.
China	<ol style="list-style-type: none">2. Dressing in China is very simple, a suit with a tie is required only at official receptions and during visits to senior statesmen. During the greeting, it is customary to shake hands3. Submit a detailed and specific description of your proposal 3-4 weeks before the visit. This will shorten the time frame for its elaboration, since the style of negotiating with Chinese partners differs in duration – from a few days to several months.4. China attaches great importance to friendly, informal relations with foreign partners. You may be asked about your age, marital status, children do not be offended, this is a sincere interest in you. You will be warmly invited to visit or a restaurant for lunch, where at least 20 dishes will be served. Do not refuse demonstratively, try to eat at least a small piece. Serving soup to the table is a signal that

dinner is nearing completion. The guest gets up from the table first.



THE TASK

Read the text carefully. Point the mistakes that an American businessman made.

The American company sent its vice president, John Richardson, to Europe to study the European market.

In Paris, John Richardson booked a table at a restaurant and invited the director of a large French company there for a business talk. Richardson greeted his guest with a friendly smile and said, "Just call me Johnny. Check out the proposals of our company, and read the documentation. Probably, your company has a competent translator. Or maybe you won't need it? All over the world, technical information is available in English, since it is international."

In London, Mr. Richardson telephoned representatives of several banks and spoke briefly to them. Richardson said that his time is very limited and he is not able to speak personally with bank representatives. In Germany, John Richardson made a presentation using video and audio equipment, diagrams, tables, etc. In order to win over the audience, Richardson used all his eloquence: humor, colorful comparisons, figurative expressions. Unfortunately, the presentation started half an hour later than the appointed time due to problems with the equipment.

Already on the plane, on the way home, John met a Japanese

entrepreneur. He threw his card onto his table and at parting warmly shook his hand and squeezed his right hand.

4.5. *Courtesy visit*

If you arrived in another city or another country for negotiations, then according to the rules of the protocol, you need to pay a courtesy visit to the receiving party. A courtesy visit (protocol visit) is not only an expression of courtesy, but also a means of clarifying the program of the stay.

The place for a courtesy visit is, as a rule, the premises of the receiving party (firm, company, organization).

At the appointed time, at the entrance or in the lobby, an employee of the company (responsible for protocol work, secretary or assistant) must meet the guest and take him to the management. The head of the host organization can personally meet guests in the lobby only in exceptional cases.

It is advisable to receive the guest in a specially designated place. The ideal option is the manager's office. The guest is invited to take a seat on the sofa. The head of the receiving party sits down in a chair on the left side of the sofa. Thus, the guest should sit to the right of the host. If both sit on the sofa, then the guest should be to the right of the host.

If a guest arrives with a lady, then on the right hand of the host, in the most honorable place, a lady should sit. In this case, the guest will sit on the left, that is, in the second place of honor. The translator chooses his place himself.

It is not recommended to seat guests in front of windows,

from which bright sunlight beats – this can be regarded as disrespect. The head of the receiving party sits down first. During a courtesy visit, as in all other cases, the host initiates the conversation. The initiative of leaving belongs to the guest. A long pause in the conversation can also be a sign of the end of the visit.

A courtesy visit lasts 20-30 minutes. After 5-7 minutes after its start, treats can be served: tea, coffee, fruits, sweets, etc. Alcoholic drinks are not accepted.

At the end of the visit, guests should be escorted to the corridor, elevator or staircase.



THE TASK

Find the right answers and get a short guide to conducting a business meeting (Table 11).

Table 11

Questions	Your Answer
1	2
Who determines the place and time of a business meeting?	the guest
	Master
Who greets guests in the lobby or in the car?	director of the firm
	employee
Who greets the guests in the room where the business meeting will take place?	director of the firm
	secretary
	full staff of the company

Who sits down first?	the guest
	Master
Who initiated the conversation?	the guest
	Master
	secretary
Who initiated the withdrawal?	the Guest
	Master
How long is the conversation?	up to 30 minutes
	more than 30 minutes
What kind of treat is offered?	Coffee, tea, candy, fruit
	a glass of wine, a glass of cognac or liqueur
Where are the guests escorted?	to the corridor, stairs, elevators
	to the car,
	to the lobby

4.6. Non-verbal communication

Intonation, facial expressions, gestures, postures, etc. (non-verbal means of communication), often have more meaning in business conversation than words. If verbal information does not correspond to what gestures, facial expressions (non-verbal information) say, then non-verbal information deserves more confidence. This is because gestures and postures are subordinate to the subconscious.

Therefore, for a business person it is extremely important, on the one hand, to be able to control their movements and facial expressions, and on the other hand, to understand the language of gestures and facial expressions of the interlocutor, to interpret them correctly. Knowing the language of gestures and facial expressions, you can easily recognize whether the interlocutor approves of your words or ignores, he is carried away by the conversation or is bored, sincere in his words or is trying to deceive you.

Distance

One of the important components of non-verbal communication is the distance, that is, the distance between the interlocutors. In practice, there are close ("intimate" and personal) and distant (social and official) distances. The distance may depend on the relationship and status of the interlocutors, their gender, place of residence, as well as national characteristics of communication.

Handshake

A *handshake* is the most common form of greeting. The handshake is used at the beginning and end of a business conversation; as a sign of an agreement, an expression of mutual respect and trust (Table 12).

Table 12

Handshake	Interpretation
Short and sluggish handshake	The partner is indifferent
Long handshake	The partner is worried
A protracted handshake combined with a smile, a welcoming look	The partner is friendly

Hand turned palm up	The partner gives you initiative, is ready to obey
The palm is turned down	Partner wants to be the first
When shaking hands, the palms are in an equal (vertical) position	Partners respect each other equally
"Glove" handshake (with the right hand shake the interlocutor's hand, and put the left hand on the right on the other side)	Your partner sincerely respects you. Such a handshake can only be used when communicating with well-known people.
The hand is straight or the handshake occurs only with the fingers	Disrespectful attitude of a partner

The outcome of a business meeting largely depends on the type of handshake. Those whose hand was on top at the first handshake, as a rule, prevail as a result of negotiations.

Gestures and postures

Gestures, posture of the interlocutor reflect the inner state of a person. They, like other components of non-verbal communication, cannot always be interpreted unambiguously.

Much depends on the general atmosphere and content of the conversation, as well as on the individual characteristics of the interlocutor, on his self-control.

Lawyers, actors, politicians, public figures specially practice facial expressions, gestures and postures that make you believe what they say.

You can learn to recognize the inner state of the co-conversationalist. Psychologists believe that when a person says

something, he automatically makes certain body movements.

In the practice of business interaction, three groups of expression of non-verbal communication are usually distinguished.

Signs of approval for partner actions:

- an interested look;
- a thoughtful facial expression (while the palm may be on the cheek) – the partner is interested;
- palms of the hands, turned towards the interlocutor;
- involuntary head nods; approving remarks;
- a respectful tone of conversation.

Smoking gestures:

- exhaling smoke upwards – confidence, positive attitude towards you;
- exhaling smoke downwards – negative attitude;
- exhaling smoke through the nose – arrogance, complacency;
- exhaling smoke through the nostrils, tilting the head down – the highest degree of discontent.

Gestures and postures that express dissatisfaction (Table 13).

Table 13

Gestures and postures	Interpretation
1	2
Cold, slightly narrowed eyes, artificial smile	your interlocutor is very unhappy
Arms crossed on the chest	The partner does not accept your position and with difficulty restrains himself
Raised shoulders and lowered head,	Your interlocutor is offended

Business Negotiations

drawing on a sheet of paper	by your words. You need to try to switch the conversation to another topic. When the interlocutor calms down, find out the reason for his claims to you
The interlocutor walks around the room	Thinks over a difficult problem carefully, makes a difficult decision
The interlocutor sits on a chair and constantly makes nervous movements	The desire to interrupt the conversation and leave faster
The partner deliberately averts his eyes from the interlocutor	Discontent gesture
The interlocutor rests with one hand on the wall, and holds the other on the hip or both hands on the hips, legs slightly apart	Wants to be the first
The interlocutor sits on a chair, casually crossing his legs	Considers him/herself master of the situation
The interlocutor sits on the edge of a chair with his hands folded in his lap	Considers him/herself in a subordinate position
The interlocutor raises his shoulders and lowers his head or draws something on a piece of paper	He/she is unhappy
Hands behind the back cover the wrists	Own superiority

Business Negotiations

Hands behind the back are woven into a castle	Intense excitement
Hands behind the head	Superiority
"Open arms"	The frankness of the interlocutor
Unbuttoning your jacket	Establishing a relationship of trust
Whole body bending forward, hands on knees or at the edges of the seat	Desire to end the meeting immediately
"Spire-like gesture"	Self confidence
"Pinching the bridge of the nose"	A sign of deep concentration and intense reflection
Chin scratching	Decision making process
Palm with extended index finger under the chin	Critical attitude to your suggestions
Light quick touches to the nose or dimple under the nose	Untruthfulness
Pulling back the collar of a shirt, rubbing the forehead, temples, chin	False
Ear scratching	Reluctance to listen
A slightly raised index finger	The desire to interrupt the interlocutor
Raised shoulders and lowered head	Interest, disposition to a partner, calmness
Lowered shoulders and raised head	Insecurity, dissatisfaction, fear, feelings of contempt for

	a partner
Head tilted to one side	Expression of interest in your words or in you personally

Look

As a rule, when they meet, people first look into each other's eyes for a few seconds, and then look away. The delay in gaze in front of the interlocutor's eyes speaks of the desire to be the first. Therefore, it is not recommended to look into the eyes of the interlocutor for a long time. However, a short delay in sight during acute moments of a conversation or at the end of a meeting is quite acceptable, it expresses trust in a partner.

In general, during the conversation, it is recommended that you meet your interlocutor's sight for about 2/3 of the entire communication time (if less than 1/3, he is unlikely to trust you). If you notice that the interlocutor very often looks away during the conversation, you can assume that the partner is either nervous or bored and wants to end the conversation as soon as possible.

During a business conversation, it is recommended to look at an imaginary triangle on your interlocutor's forehead and not lower your sight under his/her eyes. This direction of sight will give your partner the impression that you are in a business-like mood and will help you control the course of the conversation. In a state of joyful excitement, the pupils dilate. And, on the contrary, when discontent arises, they narrow down noticeably. Traders from Turkey and China, for example, have known this pattern for a long time. In the process of trading, they look at the pupils of the buyer. They name

the price depending on the state of his/her pupils: when the buyer is satisfied with the price, his/her pupils dilate. Business people need to consider the tips in Table 14.

Table 14

Sight	Value	Recommendation
The interlocutor furrowed his eyebrows and made a movement with his head	The interlocutor did not fully understand you and would like to clarify something	Activate the conversation
The interlocutor raised his head and looks up	The interlocutor pondered	Do not interfere with the interlocutor to reflect, wait until he decides to continue the conversation
The interlocutor looks away	The interlocutor treats you without respect, he neglects your suggestions	Recommendation: end the conversation
The interlocutor's gaze is directed to the floor	The interlocutor is afraid and wants to leave	Recommendation: end the conversation

Smile and other lip positions

Americans repeat: "Smile!" The attitude of Western businessmen to a smile is expressed in the phrases: "Time is money"; "Smile is money". Smiling when you meet provides a confident and relaxed conversation. A smile is a sign of friendly feelings of disposition towards a partner.

However, a smile can be not only friendly, but also ironic, mocking, contemptuous, ingratiating, etc.

The more teeth are visible when smiling, the stronger the friendly feelings. Such a smile is typical for informal communication between friends.

The smile on the face of the interlocutor, who attacks or fiercely defends himself, suggests that this person is insincere.

A smile usually reflects the psychological and physical state of a person. If he feels good, he smiles happily. If he is not feeling well, then the smile on his face looks unnatural.

Tightly compressed lips indicate withdrawal. The drooping corners of the mouth are a sign of a bad mood; such a person is greatly saddened. Curved lips characterize their wearer as a skeptic.



THE TASKS

Test M. Snyder: "Do you know how to listen. Listening skills are highly valued in business communication. In order to determine whether you have such a quality, answer the test questions. If you are dissatisfied with the situation, answer "no". If you agree with the situation, answer "yes". Count the number of negative responses.

Table 15

Question	Your reply
1	2
The interlocutor does not allow me to speak, I do not	Yes

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even have the opportunity to insert a word	No
The interlocutor constantly interrupts me during the conversation	Yes
	No
The interlocutor never looks in the face during a conversation, and I'm not sure if he is listening to me	Yes
	No
Talking to your partner often makes you feel like a waste of time	Yes
	No
The interlocutor is constantly fussing, pencil and paper-mage occupy him more than my words	Yes
	No
The interlocutor never smiles. I get a feeling of anxiety	Yes
	No
The interlocutor constantly distracts me with questions and comments	Yes
	No
No matter what I say, the interlocutor always contradicts me	Yes
	No
The interlocutor always tries to refute me	Yes
	No
The interlocutor distorts the meaning of my words	Yes
	No
When I ask a question, the interlocutor forces me to defend myself	Yes
	No
Sometimes the interlocutor asks me, and pretends not to hear	Yes
	No
The interlocutor, does not listen to the end, interrupts me in order to disagree	Yes
	No
During a conversation, the interlocutor deals with	Yes

strangers: plays with a cigarette, wipes glasses, etc. I am firmly sure that he is inattentive at the same time	No
The interlocutor draws conclusions for me	Yes
	No
The interlocutor is always trying to insert a word into my story.	Yes
	No
The interlocutor looks at me very carefully, without blinking	Yes
	No
The interlocutor looks at me, as if assessing. That worries me	Yes
	No
When I suggest something new, the other person says that he thinks the same.	Yes
	No
The interlocutor too often nods his head, gasps and Assents	Yes
	No
When I talk about serious things, the interlocutor inserts funny stories, jokes, anecdotes	Yes
	No
The interlocutor often looks at the clock during a conversation	Yes
	No
When I enter the office, he drops everything and pays all attention to me	Yes
	No
The interlocutor acts as if I prevent him from doing something important	Yes
	No
The interlocutor demands that everyone agrees with him. He asks all the time: "Do you think so too?" or "Do you disagree?"	Yes
	No

Processing of results

18 or more negative answers. You are a bad negotiator and

must work on yourself, learn to listen.

10 to 18 negative answers. You know how to listen sometimes, but there are also some disadvantages. In order to become a good negotiator, you need to avoid jumping to conclusions. Do not think about your ability to speak better than anyone else, do not force others to listen only to you.

3 to 10 negative answers. You are a good negotiator but sometimes you don't listen to your partner very carefully. In order to communicate with you even more pleasant, give the interlocutor time to reveal its meaning completely, adjust your pace of thinking to his speech.

Less than 3 negative answers. You are an excellent companion. You know how to listen, and your communication style can serve as an example for others.

To learn how to listen, follow these tips.

1. Listen silently, let your partner speak.
2. Support the speaker.
3. Show the interlocutor that you want to listen to him.
4. Eliminate distractions.
5. Do not answer harshly if you disagree with the interviewee. Keep your composure.
6. Be careful in arguments and criticism.
7. Ask questions that are relevant.

Analyze the situations.

Situation 1. You are the deputy head of a company department. The head of the department gives an urgent task to your direct subordinate. You don't know anything about it. At this time, your subordinate is already busy performing another task that you have entrusted to him. The importance of both tasks is clear to you. This is not the first time the head of the department has given orders to your subordinates, without saying anything to you. You know that the director of the company and the head of your department have a bad relationship.

Issues for discussion

- Will you force your subordinate to complete the task you gave?
- Will you release your subordinate from your assignment?
- Will you involve your other employee in the performance of your assignment?
- Will you write a memo addressed to the director?

Situation 2. You work as a shop manager. One of the workers, Peter, in a state of alcoholic intoxication, ruined expensive equipment while working on the second shift. Another worker, Alex, tried to repair damaged equipment and was injured at work.

In the morning, the young master Nick, watching as Peter and Alex drank alcoholic beverages, pointed out to them the wrong behavior. However, they did not listen to Nick's remark, referring to the fact that it was Peter's birthday.

Loss of the site from equipment downtime and repair costs amounted around 8,000 dollars per shift. This was Peter's third case of discipline in a year. Alex had no violations and was considered a good worker.

Issues for discussion

- Will you write a memo to the director of the company with a request to fire Peter and impose a fine on Nick?
- Will you think to punish Nick, as he is responsible for discipline and safety in the shop?
- Will you conduct a preventive conversation with Alex, Peter and Nick?

Situation 3. Your subordinate Angela often does not fulfill orders, works below her capabilities. In addition, Angela is a very conflicted person. She values work in the organization, since salary is the only source of her income, and she is raising a daughter without a husband. It is impossible to transfer Angela to other departments in her specialty.

Issues for discussion

- Will you apply disciplinary action?
- Will you try to fire Svetlana?
- Will you write a memo about the reduction of Angela's official salary?
- Will you ask the team to morally influence Svetlana?

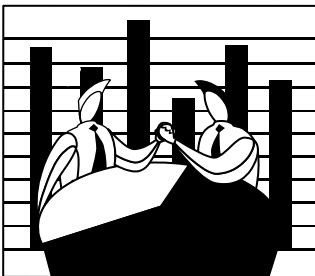
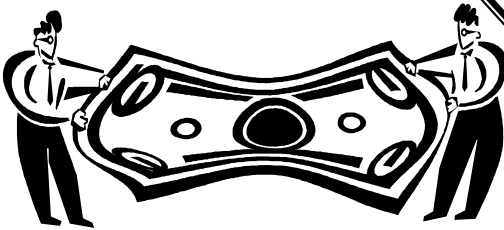
Situation 4. You are the director of an enterprise. Elena is the

only marketing specialist at the company. She is a diligent and conscientious worker, although lately she began to make mistakes, explaining this by the illness of her little daughter. Once again, when Elena had a meeting with a very important client, she asks you to let her go from work.

Issues for discussion

- Will you give Elena a choice: work or dismissal?
- Will you send another employee to the meeting?
- Will you apologize to the client for canceling the appointment?
- Will you gather your subordinates and offer to find a way out so that the case does not suffer?

SECTION 5: ETHICS OF COMMUNICATION IN CONFLICT SITUATIONS



Conflicts of different interests in business relationships are inevitable, but in some organizations they grow to enormous proportions. One side tries to impose its views on the other side. Each side does everything to ensure that its point of view is accepted, which differs from the point of view and goals of the other side.

A conflict is a lack of agreement between two or more parties in a business relationship.

To successfully overcome the negative consequences of conflicts, you need to learn how to bypass them or get out of acute situations. First of all, it is necessary to clearly know what actions lead to conflicts.

The following behavior is prone to conflicts:

- distrust of a partner;
- interrupting the interlocutor, incontinence;
- open manifestation of personal antipathy towards a person;
- emphasizing the difference between oneself and the interlocutor is not in his favor;
- underestimation of the partner's contribution to the common cause;
- exaggeration of their own importance, their role;
- unwillingness to admit their mistakes;
- constant imposition of your point of view;
- insincerity;
- discussion of personal problems of the interlocutor.

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Each conflict has its own characteristics, however, the recommendations of psychologists on how to get out of the conflict will facilitate this task.

The following elements play an important role in conflict resolution:

- open communication between the conflicting parties;
- creating a climate of trust;
- determination of the essence of the conflict;
- focus on ethical conflict resolution.

When you are in a conflict situation, for an effective solution to the problem, you must choose a certain style of behavior. It is important to consider your own style, the style of other people who are involved in the conflict, as well as the nature of the conflict itself.

There are five typical strategies (styles) of behavior in conflict situations (Table 16).

Table 16

Strategy	Interpretation
1	2
Adaptation	Changing your position, restructuring your behavior, smoothing out contradictions
Compromise	Mutual concessions
Cooperation	Joint development of a solution that meets the interests of all parties
Ignoring	Avoiding conflict – the desire to get out of a

Ethics of business conversation

	conflict situation without eliminating its causes
Rivalry	Competition, open struggle for your interests, stubborn defense of your position

To assess your own behavior and the behavior of your opponent correctly, you need to answer the following questions (Fig. 7).

1. Is my behavior and the behavior of my partner correct in this situation?

2. With what issues do we disagree, and with which ones we are in solidarity?

3. What actions of your partner seem unacceptable to me?

4. What would I do to resolve the conflict?

5. What could the partner do to resolve the conflict?

6. What are the common goals for which it is necessary to find a way out of the conflict?

Figure 7 – Assessing your own behavior and the behavior of your opponent

In order to improve the quality of your relationship, follow the

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advice of psychologists.

Firstly, to understand is to take a step towards self-improvement. You will now know which traits of your character should be monitored especially carefully. Of course, it is difficult to overcome yourself on your own. A person whom you fully trust can provide you with tremendous help.

Secondly, determine what internal reasons make you behave in this way. They can be:

- inner shyness that you are trying to hide;
- uncertainty, which you consider to be a big disadvantage, and you always struggle with it;
- the desire to prove to yourself that you are "worth something";
- you are just a harsh person in your temperament;
- your confidence that such an authoritarian style is most effective in business communication;
- your respect for the solution of problems by force.

Thirdly, it is useful for you to analyze the positive and negative consequences of the authoritarian communication style that you use.

For example, if you plan to be a leader, then, of course, this style will provide good discipline in the team. However, you must remember that your subordinates will stop working creatively, knowing that you will still make your own decision. You can destroy their initiative, people's ability to develop, move forward, and thus, you will not have a competitive advantage in a market economy.

5.1. Recommendations for overcoming conflicts

1. Admit there is a conflict.
2. Take time to talk. Directly ask your opponent for a meeting: "I would like to meet with you and discuss this issue in detail at any time convenient for you and wherever you want. Do you agree?".
3. Reassure your partner that you are not demanding any commitment from him, other than to:
 - do not use power techniques to suppress each other;
 - talk about how he sees the situation.
4. Prepare the necessary information for the negotiations and think over the conditions (convenient time and place where the dialogue will take place).
5. Discuss the problem. The meeting should have four parts: an introduction, an invitation to talk, a dialogue, and a breakthrough.

Introduction

At the beginning of the meeting, you should devote a few minutes to informal communication. Express your gratitude: "I appreciate your willingness to meet with me and discuss this issue in detail."

Create an atmosphere of cooperation and optimism: "I hope we find a solution that will benefit both of us."

Formulate the question: "As far as I understand, the problem arose due to the fact that we have different points of view on the subject ...".

Invitation to talk

Invite your opponent to the conversation: "Please tell me how

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you see the situation."

You can ask the following questions: "Are your interests hurt in any way because of the conflict?", "If our differences are settled, how will you react to this?", "Will anything change for you if we solve the problem?".

Dialogue

Have an active conversation with each other. Listen to your partner patiently and with interest. Don't stray from the topic.

Breakthrough

A breakthrough occurs when both you and your partner have changed their positions from confrontation ("I am against you") to the search for a solution ("We are against the problem"). In order to achieve this, it is advisable:

- to maintain constant eye contact;
- to demonstrate openness and sensitivity;
- not to interrupt the partner;
- not to give advice to your partner;
- to summarize what you have heard;
- to make comments that show that you understand your partner;
- to establish objective criteria for solving the problem.

At the stage of the final agreement, agree on where, when and how you will start working together to overcome the conflict. For this:

- ✓ State the cause of the conflict. Both sides should speak out

about the situation – what they see as the conflict, what feelings it arouses in them, how each side assesses its contribution to the conflict situation;

✓ find out what each of the parties does not recognize. Focus on specific actions. At the same time, it is important to emphasize: “Let's come to an agreement and look for mutually acceptable solutions”;

✓ explore options for solutions;

✓ agree on the deadline for the decision.



TASKS

5.2. Test 1. Do the test to determine your emotional state.

Please mark the statements with which you agree with "+". Count the number of pluses that you have pointed. Each plus is equal to one point.

1. Usually I keep calm; it is not easy to piss me off.
2. My nerves are no more upset than other people.
3. I rarely get tired.
4. I rarely have headaches. I almost always feel quite happy.
5. I am confident in myself.
6. I almost never blush.
7. I consider myself a rather brave person compared to my friends.
8. I blush no more often than others.
9. I rarely have palpitations and shortness of breath.
10. Usually my hands and feet are warm enough.
11. I am shy no more often than others.

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12. I have a lack of confidence in myself.
13. Sometimes it seems to me that I am not capable of anything.
14. I have periods of such anxiety that I cannot sit still.
15. My stomach bothers me a lot.
16. I don't have the courage to endure all the difficulties.
17. I would like to be as happy as others.
18. Sometimes it seems to me that I have such difficulties that I cannot overcome.
19. I often have nightmares.
20. Often my hands start to shake when I try to do something.
21. I have very restless and intermittent sleep.
22. I am worried about possible failures.
23. I am scared even when nothing threatens me.
24. I find it difficult to concentrate on work.
25. I usually work with a lot of stress.
26. I am easily confused.
27. I am anxious almost all the time.
28. I usually take things too seriously.
29. I often cry, my eyes are in a "wet place".
30. I am often tormented by bouts of vomiting and nausea.
31. I am often afraid, so I blush.
32. It is very difficult for me to concentrate on anything.
33. My financial situation worries me very much.
34. I often think about issues that I would not like to talk about with anyone.
35. Often, due to anxiety, I cannot sleep.

36. Sometimes, when I'm worried, I feel hot and cold.
37. I often become so agitated that it is difficult for me to fall asleep.
38. I am an easily excitable person.
39. Sometimes I feel completely useless.
40. Sometimes it seems to me that my nervous system is out of order, and I am about to lose my temper.
41. I often realize that I am very worried about something.
42. I feel hungry almost all the time.
43. Sometimes I get upset about trifles.
44. Life for me is always connected with great stress.
45. I am much more sensitive than most people.
46. Waiting always makes me nervous.

Processing of results

From 0 to 5 points. You are a completely calm and balanced person. Perhaps they even call you "thick-skinned" behind your back. You always keep your composure and understand reality correctly. Colleagues feel safe, confident and stable with you.

7 to 20 points. You are a dynamic, mobile, emotional, sensitive person. In a calm atmosphere, you work effectively, but in a conflict situation, the results of your work may decrease. In a tense atmosphere, it is not easy for you to maintain your composure.

21 points and above. You are definitely a nervous, unstable, unbalanced person. You show incontinence not only in stressful situations, but often in everyday life or work situations. Chances are, you should not be in a leadership position. You will easily

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destroy your nervous system, and it will not be easy for subordinates with you. Try to work where frequent contact with people is not required, and where you can work without being disturbed.

5.3. Test 2. Do the test: "Difficulty in business communication."

Check how easily and effective you communicate with people. The test will also allow you to determine the causes of the difficulties in interactions that you may sometimes experience. Answer "yes" or "no" to the following questions (Table 17).

Table 17

Question	Answer
1	2
Do you consider yourself more competent than your colleagues? Do you talk about it?	Yes
	No
Do you often criticize your colleagues?	Yes
	No
Do you consider it is necessary to control everything that happens in your team?	Yes
	No
Do you consider that first of all your colleagues should always consult with you?	Yes
	No
Do you enjoy giving long speeches in meetings?	Yes
	No
Do you consider it is necessary to attack your opponent in order to challenge his/her arguments?	Yes
	No
Do you like to argue about anything?	Yes

	No
Do people around you often discuss their plans with you?	Yes
	No
Are you happy when you are recognized as a leader?	Yes
	No
1	2
In case of failure, do you take responsibility for yourself?	Yes
	No
Do you share your privileges with your colleagues?	Yes
	No
Do you use the place-having "I" too often when talking about your activities?	Yes
	No
Do your colleagues admire your determination and qualifications?	Yes
	No
Do you feel uncomfortable when people talk about you with restraint and coldness?	Yes
	No
Do you want to be spoken of with sympathy?	Yes
	No

Processing of results

Less than three positive answers. Basically, your colleagues and loved ones perceive you positively.

Three to six positive answers. Your relationships with colleagues and loved ones are a little tense.

More than six positive answers. You are perceived as a quarrelsome "tough" person.

Analyze the situation "Smith and Grey".

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Smith and Grey discuss some points in their company. However, their discussion becomes close to conflict. Smith argues that the immediate goal of the organization should be the absorption of the main competitors. Grey believes that such actions may lead to the bankruptcy of the company. Grey argues that it is necessary to strengthen the company's market position and increase investments in the development of a new product, as well as reduce the number of personnel.

Issues for discussion

How would you resolve the conflict? Offer ethical options for resolving the conflict.

5.4. Ethics of business conversation

The ability to conduct a business conversation competently is very important for a specialist of any profile. Business conversation is, first of all, oral business speech, which has significant differences from its written form. Having an interlocutor allows you to use facial expressions, gestures, intonation and other communication techniques. Knowledge of various techniques of business communication facilitates the negotiation process, and also provides significant advantages for achieving the set goals.

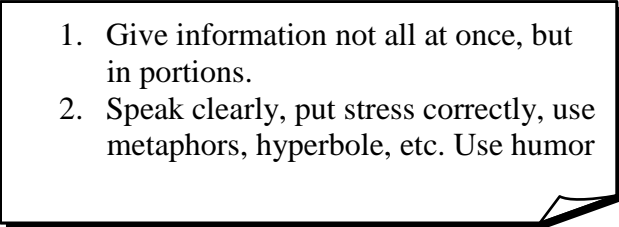
The ethics of business conversation *is the ability to convince, clearly substantiate your proposals, to prove the significance of the project, which is crucial in business communication.*

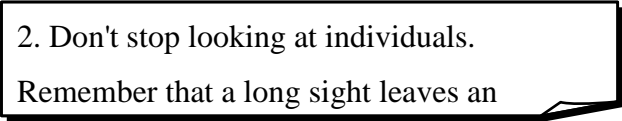
In order to learn how to speak correctly and persuasively, you

should follow certain rules and recommendations.

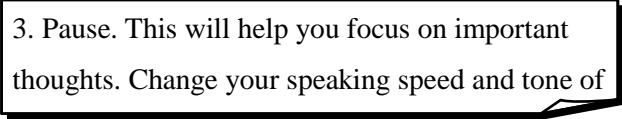
As a rule, at first a person is perceived by his appearance. Therefore, a business person should have neat clothes, a sense of tact, charm – all this is necessary to win over the interlocutor. Gestures should be natural. You need to control your gestures.

Correct, convincing speech is no less important. The first phrases should contain interesting information with elements of originality that attracts attention. The speech should be grounded, convincing, logical. At the beginning of the conversation, it is advisable to focus on the features, novelty, and prospects of your information. Here are some recommendations that will help improve our business speech (Fig. 8).

- 
1. Give information not all at once, but in portions.
 2. Speak clearly, put stress correctly, use metaphors, hyperbole, etc. Use humor



2. Don't stop looking at individuals.
Remember that a long sight leaves an



3. Pause. This will help you focus on important thoughts. Change your speaking speed and tone of

Figure 8 – Recommendations for a business conversation

Business Conversational Ethics

Conversational business speech is somewhat simplified. The main requirements for a business conversation are correctness, accuracy, brevity and accessibility of speech.

Correctness of speech is the first and obligatory requirement for a business conversation. To make speech more intelligible, words should be used in strict accordance with their meaning. Incorrect use of words often changes the meaning of the statement. Business speech should be accurate, i.e. correspondence of statements to thoughts. Accuracy of presentation gives clarity to statements.

Brevity is the most important requirement for business speech. This means that the speaker does not abuse the time and patience of the listener, avoids unnecessary repetitions. Each word and expression should serve a purpose: to convey the essence of the matter to the audience as accurately and as briefly as possible.

In order to learn how to express your thoughts in a concise and accessible way, it is recommended to use the following recommendations.

1. Do not repeat the same word with other words (tautology). For example: "in the month of August", "schematic plan", "five people miners", "seven pieces of transformers", etc.

2. Do not use in parallel foreign language vocabulary. For example:

– "industrial industry" (the word "industry" already contains the concept "industrial");

– "to speed up construction at an accelerated pace" ("to speed up" means "to conduct at an accelerated pace");

– "to suffer a complete fiasco" ("fiasco" is a complete defeat).

3. Use specific examples, cases that are typical for this

situation.

4. Use comparisons, analogies. Show how your proposal, idea, product, etc. differ from other similar ones, and how they are similar.

To speak correctly, it is not enough to know what to say. It is very important to ask yourself the following questions: "How to say it correctly? How do you say it is clear? How to say it properly? How to say it convincingly?"



TASKS

1. Prepare a presentation on the topic: "Ethical leadership of a specialist is a factor of success." Prove to the audience that a modern specialist without knowledge of ethical leadership will not be competitive.
2. Prepare a presentation on the need to comply with the established rules for negotiating with foreign partners. Use specific negotiation examples.
3. Consider the situation. You are the director of the firm. Your partner is a co-owner of the firm. You have found a company that will supply you with the necessary materials (components). This company was recommended to you by your friend – the director of a company that has already worked with this supplier company.

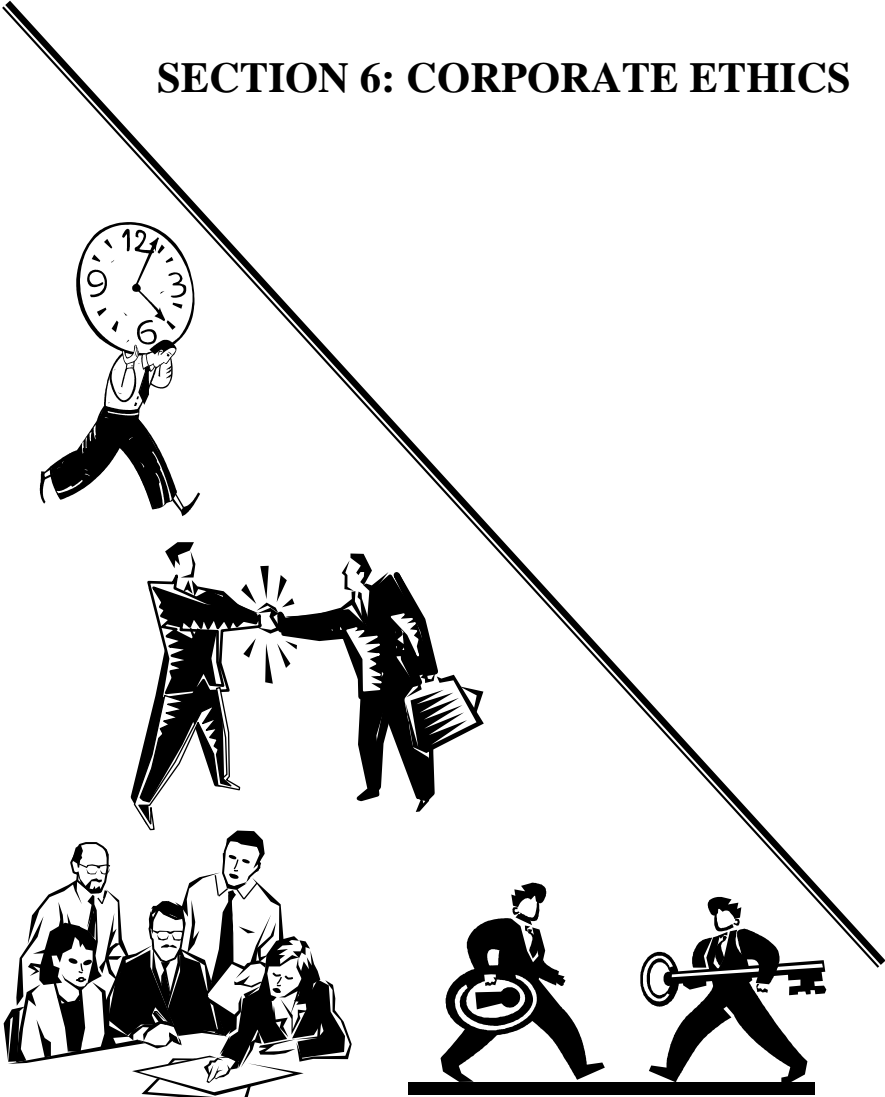
Your partner does not agree with your suggestions for choosing a supplier. He says he has negative reviews for the firm. A relative of your partner, who also works for your firm, suggests another supplier firm where you know his brother works. Convince

Business Conversational Ethics

your partner of the correctness of your choice.

4. Do you think that a modern specialist should be able to speak correctly and convincingly? Justify your answer.

SECTION 6: CORPORATE ETHICS



6.1 Main aspects in the corporate ethics

There are two **main aspects in the corporate ethics**: attitude to work and norms of relationships between participants in joint activities. A person should treat work as a very important and desirable goal in life, strive to get satisfaction from the labor process, and take an active part in achieving the goals of the organization.

Corporate ethics and the practice of compliance with its norms are associated with such factors as: the quality of working life and working conditions, its organization and management, the responsibilities of employees, their loyalty, as well as the observance of civil rights and personal dignity of employees (Fig. 9).

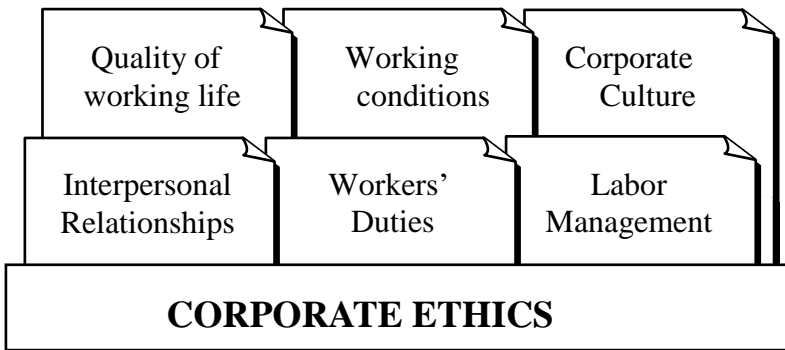


Figure 9 – The main factors that influence corporate ethics’ formation

The employer, in turn, must think not only about his goals and interests, but also about the interests and aspirations of his/her employees. The employer must provide appropriate working

conditions for workers, such as: adequate ventilation and lighting; permissible noise level; protection from radiation and electromagnetic fields; protection from exposure to toxic chemicals and gases; fencing around dangerous machinery, as well as sufficient strength of stairs, decks, floors, etc.

However, all these measures, although necessary for a high quality of work, are still insufficient to ensure it.

The concept of working conditions also includes the **emotional and psychological atmosphere** that exists at the enterprise, in the company. Conditions of activity such as aesthetic, psychological, and personal become more and more importance. The employees of many firms themselves are involved in the creation and improvement of these conditions.

When determining the quality of working life, “social packages” are essential. These are additional services that the company provides to employees at its own expense. These include, in particular:

- provision of transport upon delivery to and from work;
- the ability to use corporate information and telecommunications resources;
- the opportunity to improve professional qualifications; medical care and organization of vacation time, etc.

The responsibilities of specific employees depend on the position, content and nature of the work. However, there are some general duties that apply to all employees, such as compliance with legal and moral and ethical standards of activity.

People must follow the law and moral standards at their work. They are legally obliged to obey civil laws. Therefore, they should not steal the property of their companies, even small ones such as stamps, pencils, paper and other items. Employees must not lie, spread false information, or irritate or offend other employees. They must communicate with colleagues at work with respect – whether they are bosses or subordinates. Business communication should take place in accordance with the general principles of ethical leadership and the norms of business communication that are accepted in this organization.

Employees are required to comply with the terms of the employment contract. If they are hired for an eight-hour day, they must work eight hours (not seven or six) and do their job in good faith.

No one can be obliged to do what is immoral. Each order of the manager to the employee has two sides. One side is that the employee is obliged to obey the order of the manager. The second side lies in the action that the employee is told to perform. The manager has the right to demand the execution of his order if it is part of the employee's responsibilities and is not immoral. For example, if the vice president, who is responsible for finance, tells the secretary to type a letter to the auditors firstly, and to print a letter to the accounting department secondly, then he has the right to expect the secretary should comply with his order. However, if the vice president obliges the secretary to make holiday purchases for the

leader's family on weekends, then the secretary may refuse to fulfill such an order, because this is not part of his immediate responsibilities.

Employees can only be required to obey when the orders are work-related and when they are not illegal or contrary to moral standards.

Loyalty is a quality that many companies rely on and require from their staff. An employee of such a company not only gives it the necessary time and energy. The employee is part of the company, a member of the team. He is expected to display loyalty to the company in a variety of forms. For example, an employee's loyalty to the company lies in his refusal to move to work in another company, even with a slightly higher salary. Or, when companies file a lawsuit and get bad words about it, a loyal employee must defend the company. It is characteristic that the manifestation of such loyalty is morally permissible, but morally it is not necessary.

A company may wish employees to be loyal to it, but loyalty cannot be required. It can be created, encouraged, and ultimately earned.

Companies, organizations, enterprises pay too little attention to the moral interests of workers, as well as to their moral rights. A company that takes moral issues seriously should create a supportive moral atmosphere. It is necessary to provide such an environment in the organization that employees freely express their feelings about their moral and civil rights.

Workers are respectable, free people. Therefore, the right of employees to be treated with respect is their legal and moral right. They should not be treated like slaves. Employees cannot voluntarily agree to such treatment. Their work should not be humiliating; their working conditions should be healthy and safe. Employees have the moral right to privacy. When a person is hired, they do not transfer their privacy rights to the firm or its management. Some aspects of his/her personal life do not affect his/her ability to perform official duties. Consequently, companies do not have the moral right to accumulate relevant information in the files about the private life of their employees.

However, issues that relate to the personal life of employees cause strong debates. These are issues such as: practice of lie detector testing, drug addiction tests, AIDS, and some others. Let us consider briefly the problem of testing workers in the process of hiring them.

A polygraph, or a lie detector, is a special device that simultaneously checks and records a person's physiological reactions to questions (pulse rate, heartbeat, etc.). The reactions are recorded on paper tape and then analyzed. The lie detector is based on the theory, which is as follows. When the subject lies, his physiological response is different from the response when he speaks the truth.

Prior to 1988, such tests were widely used by business and government agencies in the United States to:

- prevent hiring people who can commit theft;
- to identify the perpetrator of theft or other crimes within the

company.

If lie detector testing gave accurate results, then it could not cause moral objections. However, in reality, these tests are unreliable. Since the device controls physiological reactions, you can learn to control them and "trick" the machine. In addition, different specialists interpret the same records in different ways, which are recorded by a lie detector. Lie detector testing may violate the right to personal secrets if:

- questions are asked that the company has no right to ask, namely: about religious beliefs, about political connections, about domestic circumstances, about alcohol addiction, about sexual preferences, etc.;
- there is no guarantee how these results will be used, whether they will not be disclosed.

Since 1988, the United States has had a law that prohibits testing during hiring, as well as selective testing of those already employed. This law does not apply to employees of federal departments, municipal bodies, to employees of firms who carry out secret work on orders from the Ministry of Defense, the FBI and the CIA.

The people who run the company must create an ethical and moral atmosphere in the team, not abuse their authority. If there is no management ethics, then information about the private life of an employee can become a tool for various abuses. Such abuses include the manipulation of workers.

Manipulation is the dissemination of information, which is borne with the help of advertising and rumors. The purpose of manipulation is to create the desired situation in the market, to influence buyers and consumers. Situations with manipulation arise if: there is no freedom of choice in the actions of employees; confidential information about employees is disseminated in order to force them to act in a certain way.

There is a concept of "motivation", which is opposite to manipulation. **Motivation** is an external or internal motivation of an economic entity to take certain actions to achieve any goals.

The difference between motivation and manipulation is as follows. If people understand what is happening and make an informed choice, then there is no manipulation. But when it comes to manipulation, the employee has no choice. Manipulating people is becoming more and more difficult, but such a possibility always exists. Therefore, society needs ethical leaders.



QUESTIONS

1. What requirements of the employer in relation to labor morale do you consider ethical?
2. What are some of the responsibilities of employees to their company?
3. Should employees be loyal to the company? If yes, why? If not, why not?



TASKS

Analyze the following situations.

Situation 1. Mironov works in a construction company. This company has several departments. Mironov works in the design department. The head of the design department made an estimate for the new construction project. As a result of the trades held, the company received a contract for this project.

The head of the construction company instructs Mironov to check the cost estimate. This is the responsibility of Mironov. He finds an error in the calculations. The result of this error may be losses of the company instead of the expected profit. Mironov reports the error to the Head of the design department, who made this estimate. The boss tells Mironov to forget about it and not tell anyone. Otherwise, Mironov will be fired. The head of the design department himself does not report his mistake to the head of the company.

Issues for discussion

- What should Mironov do in such a situation?
- What will be the consequences for all interested parties if Mironov tells about the mistake to the company's management, without telling his immediate boss about it?
- What will be the consequences if he does not notify management?

Situation 2. Mike works at the Printing House. He is responsible

for placing orders for high quality paper for the company. Peter, an employee of the Warsaw paper mill, needs to get a large order from the Printing House. For signing such a contract, Peter offers Mike a new "Ford" as a gift. Mike refuses the car.

Sam also works at the Printing House. He is responsible for placing orders for second-grade paper at the Printing House. Peter negotiates an order with Sam. Mike knows that Sam placed this order for the Warsaw paper mill. Mike also knows that Sam had a new Ford car at the same time.

Issues for discussion

- Is Mike obliged to find out where Sam got a new car from?
- Did Sam receive his new Ford from an employee of the Warsaw paper mill?
- And if this is so, then should Mike inform the management of the Printing House about this?
- Should he himself inform the management of the Warsaw paper mill about this case?

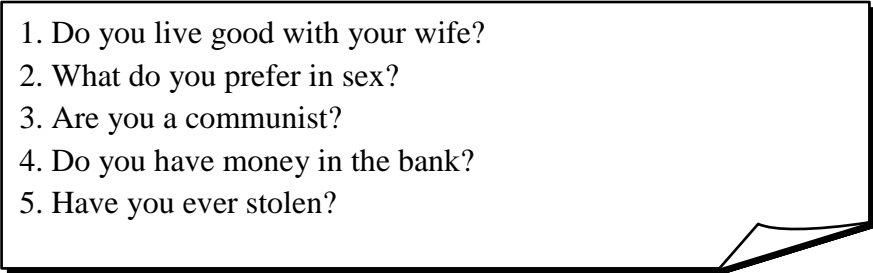
Situation 3. Lukyn works as a manager at a factory that produces computers. He suspects that Vansov is under the influence of drugs or alcohol during working hours and is absent from work more often than usual.

Issues for discussion

- What should Lukyn do?
- Are employees required to report abuses committed by other employees in the company? If yes or no, why?

Situation 4. On April 5, 2019, a spontaneous strike took place at the Adolf Coors brewery in Golden, Colorado, USA. The workers protested against the use of lie detectors. One of the members of the trade union committee said: "After being asked with a lie detector, you feel like a criminal." The workers said that they were asked obscene questions during the polygraph test.

Among these personal questions were the following.

- 
1. Do you live good with your wife?
 2. What do you prefer in sex?
 3. Are you a communist?
 4. Do you have money in the bank?
 5. Have you ever stolen?

The workers considered these questions demeaning, and regarded them as interference with privacy.

Representatives of the Kurz company said they did not know what questions were being asked to workers. They also stated that another company conducted the polygraph interview for the company. An agreement was signed with this company. However, even after numerous strikes, the Kurz company did not stop using the lie detector. The company explained this fact as follows. In 2010, a member of the Kurz family was kidnapped and then killed.

In August 2014, an unknown person planted an explosive device at the Kurz processing plant. In this regard, the management

announced that it does not want to hire such people who can threaten the safety of the company.

Every modern company has a standard questionnaire that must be used when hiring employees. However, the Kurz company has developed its own questions.

The seven standard questions were as follows.

1. Did you answer truthfully when filling out the questionnaire?
2. Have you ever used any illegal drugs while working?
3. Do you work with alcohol?
4. Do you hide any information about revolutionary, anti-social activities?
5. Do you plan to harm the company or any of its employees?
6. Have you been wanted for a criminal offense?
7. Have you ever stolen any goods, material, or money from

Representatives of the Kurz company asserted that the applicants answer only these questions and not any others. The workers' strikes gradually ended. The company announced that it will no longer use lie detectors. Instead, all job applicants need to do the following.

1. Get tested for drug use (at a cost of twenty dollars per test).
2. Provide data on previous activities.
3. Take a special psychological test called the "Stanton survey".

Many believed that such tests had a high level of error. Critics also believed that drug testing was an invasion of privacy. They noted that these tests practically did not determine whether the drugs had any effect on a person's performance.

Employers are not entitled to information about how their employee spends his free time. They have the right to make demands on their employees only during working hours if their demands are directly related to the production process.

Issues for discussion

- Is it possible to morally justify the use of lie detectors as the company "Kurz" did?
- Could the company protect its interests in some other way? How?
- Is drug testing morally worthwhile?

Situation 5. The Ukrainian company announced that it has vacancies. Petrov has been working in this company for a long time. Pricinenko decided to go to work in this company. The head of the company gave the task to Petrov to conduct an interview with Pricinenko.

Petrov began the interview like this: “We want to make sure you have the necessary skills to get the job done. You will find out what your responsibilities in the company will be. To do this, I will conduct an interview with you using a specially designed questionnaire. The conversation will continue for about an hour and a

half. All information that you provide is absolutely confidential. Before we start, you can ask me questions."

When the interview was over, Pricinenko completely lost his desire to work in this company. He said, "I felt like I was not trusted. I had to answer the same question several times. I was asked the same question in different formulations. I had to give answers to questions very quickly, practically without thinking. Within an hour, I answered over 100 questions. If in this company employees are selected, then I can imagine what style of work is adopted in this company. I don't want to work for such a company. I would like to work in a friendly and creative atmosphere."

Issues for discussion

- Do you think this company has a supportive work environment? Argument.
- Is a friendly and creative work environment important to you? If yes, why? If not, why not?
- Create your own job application form.
- Describe the actions of Petrov and Pricinenko.

Situation 6. An American businessman agreed with a representative of a Ukrainian company to purchase a large consignment of goods (clothes, cigarettes) for Ukraine from the United States. The total amount of the contract is about one million dollars. The Ukrainian representatives asked the question: "If, after receiving the goods and paying for it, damaged packages are found

in containers, how should the Ukrainian side proceed? According to the law, in this case, the Ukrainian side cannot raise its claims. "

The surprised American replied that all damaged packages would be replaced at his expense. To confirm the number of defective products, the word of the Ukrainian representative is enough for him.

Issues for discussion

- What contingencies may arise for an American entrepreneur during the implementation of this agreement?
- How long, in your opinion, will an American businessman work on the Ukrainian market?
- What ethical qualities does an American entrepreneur demonstrate? Simulate possible scenarios after signing the contract.

Situation 7. A Ukrainian firm signed an agreement with an Austrian businessman to supply him with a large amount of timber. Before sending the timber, the experts of the Austrian company sent the head of the company photographs of Ukrainian wagons with timber. The Austrian businessman was pleased.

Austrian representatives are used to honest cooperation. After receiving the goods, they paid for the goods without checking the entire lot of timber. However, during unloading, it turned out that instead of a first-class construction timber, the carriages contained low-quality products (low-grade timber, stumps, etc.). There was a

complete discrepancy with the previously presented photographs. The Austrian businessman was forced to send the train with the timber back at his own expense.

Issues for discussion

- What will be the result of such cooperation for a Ukrainian company that behaved unethically with an Austrian partner?
- What are the next steps of an Austrian businessman regarding a company that is dishonest in its business?
- How do you see the possible development of events in the company, which has committed fraudulent actions?

Situation 8. For many years, Menville Corporation has not disclosed data that inhalation of asbestos dust is extremely harmful to the health of the company's employees. Employees of the corporation filed a lawsuit against the actions of the company. The New Jersey state court charged the Menville Corporation with withholding information. The court ordered the company to transfer 80% of its shares to a fund to be paid out to employees.

Issues for discussion

- What do you think, what is the further fate of the "Menville" company?
- Give examples of such unethical, immoral actions of companies in your country.

Situation 9. An entrepreneur is selling large quantities of cigarettes. For a long time, he was not convinced that smoking caused cancer. Not so long ago, he came across a research report showing a link between smoking and cancer. What should this entrepreneur do next?

Situation 10. The company has conducted research and improved its product. However, these improvements were found to be minor. To sell this product profitably, it must be well advertised. The entrepreneur is advised to exaggerate the quality of the improved product in the advertisement. This will help increase its sales. What, in your opinion, should an entrepreneur do?

Situation 11. An entrepreneur wants to hire a woman who has worked for a competing company. She knows the secrets of this company and will gladly tell about the plans of competitors. What are the possible options for the entrepreneur? Explain the ethics or unethical behavior of his behavior.

Situation 12. You are the head of a company. Ecology is one of the company's activities. A representative of a very influential fuel and energy company has contacted you. He asked you to give a positive response in the press about the activities of his company. The fuel and energy company is planning the construction of filling stations in your city. In order to get permission for such a construction, it is necessary to show the public the advantages of this company.

However, this company has not worked in your region before. You know practically nothing about the work of this company.

The representative of the fuel and energy company claims that the filling stations will be European-style stations: environmentally friendly, architecturally complete, greened. They will, moreover, decorate the city. A spokesperson says, "If our company does not receive a cheat order for construction, then no other company can invest that much in this area."

A company representative asks you to give an interview to a prestigious newspaper in the region. This interview is very important for the company. She wants to form her positive image, so it is important that you give a positive feedback about this fuel and energy company.

The representative said that if you agree to such an interview, the company is ready to donate US \$ 10,000 to your organization.

Such financial support is very necessary for your company. Your company conducts environmental expeditions every year. To improve the ecological situation in the region, these expeditions are urgently needed. The new expedition is due to start in a week, but at the moment your company does not have such funds.

You are almost ready to agree to an interview, but by chance you find out that the fuel and energy company uses outdated methods of transporting fuel. Such transportation methods can have negative consequences (fuel leakage during transportation, etc.).

You do not have time to get more detailed information, because the interview is to be printed in tomorrow's newspaper.

You are faced with a dilemma – to support the project of this company and receive funds for an ecological expedition, or to refuse this interview.

Issues for discussion

- Do you think it is ethical to agree to this proposal?
- What information would you send to the newspaper? Write a short interview.
- Simulate the results of each solution.
- What do you think is the most ethical action?

Situation 13. The Trade company owns 16 hardware stores for computers in Minsk and Mariupol.

The company operated successfully until the end of 1997. However, in 2016, the company's sales fell sharply. This situation has developed as a result of high inflation rates and negative changes in trade. But the most important reason for the company's losses was the crisis at the top management level. Over the past two years, Trade company has replaced three sales managers and had a weak marketing department.

Global Hardware Inc. (the main supplier of components for the Trade company) expressed a desire to buy out this company. In November 2018, Global Hardware Inc. bought out this company and called it as the "Trading House".

Global Hardware Inc. decided not to change the staff of the "Trading House" company. There was only one significant change: a new director, Sam Wilson, was appointed. He was a young but

highly skilled American.

Until that time, Sam had never left the United States and did not know the specifics of business development in Belorussia and Ukraine. Initially, Sam's impressions of his subordinates were positive. Sam became friends with Mikhail, the head of the marketing department, who helped Wilson familiarize himself with the peculiarities of the Ukrainian market.

Sergey, General Sales Manager, Olga, Mikhail and Igor were the executive committee of the company. They reported directly to Mr. Wilson. All of them were young, educated, had a wide outlook, and most importantly, had extensive experience working with the local market. Mr. Wilson was pleased with the staff and the results of the work.

But over time, Wilson began to notice something negative, such as: workers were late for work; worker's birthdays were celebrated during the working day. Mikhail explained to Sam that these are Ukrainian traditions. But such traditions were unacceptable to Sam.

Wilson faced a tough choice: stop working or continue to work, adjusting to an unacceptable environment.

Issues for discussion

- How would you behave in Wilson's place?
- Suggest your ways out of this situation.

Situation 14. Sergei Sokolov has been working at the firm in the same position for more than two years. Sergey was striving for a more highly paid and interesting job, so he decided to look for

another job.

The first thing he needed to do was update his resume: add information about his current job, continuing education courses, community service. Sergei turned to his friend Lisa for help. Lisa was a resume writing specialist. She was considered an expert in this field. Many listened to her advice.

After reading Sergey's resume, Lisa made the following recommendations:

- change the style of presentation, make it more dynamic;
- more often use verbs in the perfect form, for example, "made, mastered, developed, etc.";
- paint your work more convincingly, even embellish something.

Lisa said, "Nobody expects you to be absolutely truthful on your resume. Try to impress people. I always think that half of what I've read is an exaggeration. Sergey, you will not achieve anything with modesty. "

Sergey began to think about this and about his future. He was really looking for a better job. Maybe Lisa was right. After all, she was a specialist.

Issues for discussion

- Is it ethical to look for a new job without informing your supervisor?
- When is Sergey obliged to inform the head of the company about his upcoming departure?

- Should Sergey look for a replacement?
- Should you settle for exaggerating your accomplishments on your resume? Explain.

Situation 15. Lida has been working as a programmer at the company for many years. Dima recently started working as a systems analyst at this firm. He was hired on the recommendation of one of the relatives of the head of the company. Previously, Dima worked for a competing company.

Dima received an urgent task from the director of the company. He has to present a new project to advertise a detective novel. Dima got down to business with enthusiasm. He analyzed previous presentations, artwork, found a library of presentations in EPS format on the Internet, which interested him very much. He downloaded her complete reference book, but for some reason his standard GUI didn't work. Therefore, the information was uploaded in a different format.

Dima didn't have time to reformat the information he received. He had an important meeting. Dima had to leave urgently, so he asked Lida to help him.

Lida agreed and started working immediately. She switched the directories to the required format, but typed "EPF" instead of "EPS" by mistake. Another directory has opened. Lida did not understand her mistake at first. She began to work further, she needed to list all the files. Lida was very surprised when she saw the

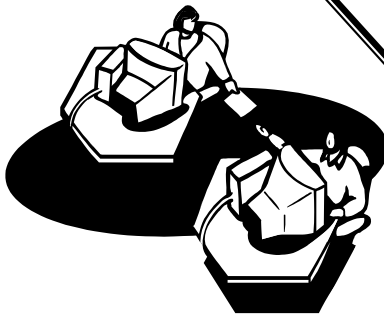
list of filenames. There were names of people from their department. She became very interested and began to look further. Lida was even more surprised when she saw that this was confidential data about the company's personnel of previous years: dates, results of evaluations, employee promotions.

She quickly closed the file, switched to the previous directory and began to think about what to do next.

Issues for discussion

- Do you consider it ethical to collect information about the company's employees?
- Should Lida inform the management about this? Express your opinion. Explain.
- What would you do if you were Lida?
- If you found out that your employee collects information about other employees, what would you do?
- How do you understand the ethics of behavior in a team?
- What ethical standards, in your opinion, should be observed by university students?
- Give an example of workers' ethics in your country.

SECTION 7: ETHICS OF INFORMATION TECHNOLOGIES



7.1 Computer Ethics

It is known that information, technology and knowledge are important elements of the structure of many enterprises. Possession of special information provides an enterprise with serious advantages. Thus, information gains value for the one who owns it.

Computer ethics is a new kind of applied ethics that deals with moral issues in information technologies.

Enterprises make extensive use of computers, which have transformed the way they work, improved internal and external communications in enterprises. It can be argued that information technology has changed the nature of modern business. In this regard, new moral problems arose.

1. Issues related to the replacement of workers with computers.
2. Computer crime.
3. Responsibility for computer errors.
4. Protection of ownership of computers, computer records and software.
5. Providing conditions of secrecy and confidentiality for the company, its employees and clients.

The concept of computer crime is becoming more widespread. The number of crimes related to the use of computer technology is growing.

In the moral aspect, it makes no difference whether we steal money from someone else's desk drawer, or transfer money from

Ethics of Presentation

someone else's account to our own using a computer network. Stealing by computer is immoral in the same way as stealing by any other means is immoral.

Computer theft in companies is divided into three main types:

- 1) physical theft of money or assets;
- 2) theft of information;
- 3) theft of computer time;

In addition, it is unethical to develop and distribute computer viruses.

Stealing money and assets using computers causes business losses, which are estimated more than \$ 3 billion annually. The number of such thefts is increasing. Computer crimes are a kind of intellectual crimes. Their preparation and implementation require labor and imagination of an intellectual nature.

In addition to money, with the help of a computer, a person can also steal company trade secrets, statistical data and other information that constitutes a commercial secret. With the help of a computer, commercial and industrial espionage is much easier than before, before the widespread use of computers. Changes can be made to computer memory in such a way that no trace is left.

General moral standards for the use of computers have not yet been fully developed.

Breaking into someone else's home or office is considered illegal; the immorality of such an action is beyond doubt

But is intrusion into the memory of someone else's computer immoral?

Ethics of Presentations

Currently, the problems associated with the use of computers are being discussed in many companies. Problems such as:

- use of computer time by employees of the company for personal purposes;
- personal use of e-mail and the internet system during working hours;
- responsibility for failures of computer programs and other errors in the operation of the computer.

Computers themselves, regardless of their degree of sophistication and software sophistication, are only machines; they are incapable of being held accountable. Everything they do comes from people who are responsible for them. Computers in the hands of people have become a means of avoiding responsibility. The excuse is usually that the computer has malfunctioned. However, as a result, computer errors are human errors, not computer errors. The responsibility for errors lies with humans, not computers.

Employees are required to comply with the terms of secrecy of computer records; protect the confidentiality of records to which they have official access.

7.2 Ethics of mobile technologies

A mobile phone or a smart device based on it is becoming an elementary personal item. Any person has the right to use his personal mobile phone freely, but he does not have the right to restrict the personal freedoms of other people. This fact dictates the need for the assimilation and observance of moral and ethical principles by each cellular user.

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The problem of mobile etiquette is quite acute not only in Ukraine. The USA, Japan, Australia, South Korea and Ireland are concerned with similar problems. Back in later 2004, the European operator Vodafone for the first time included the communication etiquette section in subscriber directories. Japanese operator NTT DoCoMo founded the world's first institute to study the impact of mobile technology on society. And in 2005, the South Korean Department of Education initiated the introduction of a course on cell phone communication etiquette for schoolchildren into the curriculum.

Cell phones are used excessively at business meetings, meetings, classes, theaters, cinemas, restaurants, and museums. According to American researchers, this annoys most people.

In many civilized countries, talking on a mobile phone while driving is severely punished – up to the arrest. The courts of some countries consider it an aggravating circumstance to speak on a mobile phone at the time of an accident. The number of such violations is growing, every car owner has a mobile phone. Thus, this problem is one of the key ones in terms of mobile etiquette.

To comply with mobile etiquette, it is quite enough to adhere to the following rules, which were developed taking into account the recommendations of experts and public opinion polls.

1. Switch off your mobile phone when the use of radio communications may endanger the lives of other people (airplanes, medical complexes, etc.).
2. Turn off your mobile phone or switch it to silent mode during classes; at performances, film shows, concerts,

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museums and exhibition halls.

3. It is prohibited to use a mobile phone while driving.
4. Turn off or switch the phone to silent mode at business meetings and negotiations, unless otherwise agreed.
5. In public places, the volume of the mobile phone should be reduced.
6. Do not use foul language, harsh expressions and sounds as a sound signal.
7. It is unacceptable to use other people's phones and disclose their numbers to others without the permission of the owners.
8. It is necessary to observe the secrecy of telephone conversations and keep the confidentiality of information about cellular subscribers.

Global mobile operators issue handbooks and guidelines in order to clearly explain to users both the rules of etiquette and the technical features of mobile devices. Most people do not turn off their mobile phones in public places or use them at inopportune hours due to the fact that they do not know all their functions and features accurately.

The culture of using mobile communications does not appear on its own; it must be nurtured today in order for it to become the norm tomorrow. Many companies develop and implement rules for the ethical use of mobile communications, taking into account the interests of others.

Thus, the Kyivstar company recommends adhering to the

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following rules of mobile etiquette.

- 1 Go out when you receive a call on your mobile phone, if you are in a public place. You can interfere with those present with your conversation.
- 2 Turn on the silent mode or use the “Voice mail” service if you are waiting for an important call and therefore cannot turn off the phone.
- 3 There is a certain list of places where you need to limit yourself in the use of mobile communications.
- 4 Remember those around you, because your telephone conversation is a private matter.
- 5 Adjust the volume of the incoming call on your telephone. Loud sound can negatively affect those around you.
- 6 It is impolite to interrupt a face-to-face conversation because of a call.
- 7 Do not send inappropriate messages via SMS.
- 8 When using your mobile camera, ask permission before taking a picture of someone.
- 9 In public places, switch the device to silent mode before entering the premises.



QUESTIONS

1. List the moral problems that come with using computers and mobile phones.
2. Some teachers of information technologies give students tasks to "hack" other people's computer systems and networks; write

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virus programs. The teachers explain that in this way they test the professional skills of the students. Do you consider such methods are ethical? Explain.

3. Is it immoral to secretly connect a computer to the system? If yes, why? If not, why not?
4. Develop guidelines for the use of e-mail and the Internet for company employees. Argument.
5. Develop standards for the use of mobile phones for students at the university.



TASKS

1. Analyze situations 1-5. Answer the question whether Novikov is doing the right thing, express your opinion on this situation.

Situation 1. Novikov works on a computer in a large company, in the marketing department. On weekends, he works from home on his personal computer. At home, he developed a program that makes it easier for him to work in the firm. He installs this program on his office computer and uses it every day.

A few months later, Novikov goes to work in another company. Leaving the company, he takes the program with him, and erases it in the memory of the office computer. Is Novikov doing the right thing?

Situation 2. Novikov works on a computer in a large

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company, in the marketing department. On weekends, he uses the company's computer with the permission of the manager. During this time, he is developing a program that will facilitate his work in the firm. Then he installs this program on his office computer and uses it daily.

A few months later, Novikov goes to work in another company. Leaving the company, he takes the program with him, and erases it in the memory of the office computer. Is Novikov doing the right thing?

Situation 3. Novikov works on a computer in a large company, in the marketing department. On weekends, he works from home on his personal computer. At home, he develops a program that will facilitate his work in the firm. Then he installs this program on his office computer and uses it daily.

A few months later, Novikov goes to work in another company. Leaving the company, he leaves the program in his office computer and takes a copy of this program with him. Is Novikov doing the right thing?

Situation 4. Novikov works on a computer in a large company, in the marketing department. On weekends, he works from home on his personal computer. At home, he developed a program that makes it easier for him to work in the firm. He installs this program on his office computer and uses it every day.

A few months later, Novikov goes to work in another

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company. Leaving the company, he does not take the program with him, but re-develops the program in a new place. Is Novikov doing the right thing?

Situation 5. Novikov works on a computer in a large company, in the marketing department. During his working hours, he developed a program that facilitates his work in the company. He installs this program on his office computer and uses it daily.

A few months later, Novikov goes to work in another company. Leaving the company, he takes the program with him, and erases it in the memory of the office computer. Is Novikov doing the right thing?

2. Analyze situations 6-15.

Situation 6. Marketing firm Alston buys confidential information from other companies and compiles a database of individuals. Then Alston uses this information to compile biographical information about these individuals (information about their expenses, the types of products they buy, etc.). Alston sells these curricula vitae to other organizations.

Issues for discussion

- State whether the practice of such activities of this company is morally justified. If yes or no, why?
- Do other organizations act ethically when they sell such data to Alston?

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Situation 7. Apple created a Macintosh computer and developed a graphical user interface for it; window; icons for various tasks, etc.

Microsoft has made some improvements and incorporated many of Apple's details into their designs.

Apple has sued Microsoft for 189 cases of software copyright infringement. Most important was the accusation of using a look and feel element of her software. However, the court found no copyright infringement on the part of Microsoft.

Issues for discussion

- Do you think the court decision is ethical? Explain.
- Give your opinion on this issue.

Situation 8. Borovoy works as a systems analyst in the Information Department of an investment company. Borovoy is also responsible for helping other employees use computer programs. Employees often turn to Borovoy for help. As a result, Borovoy began to complain about the lack of time.

The head of Borovoy invites him to develop a program for monitoring employees. He says that such a program will save Borovoy time. He will be able to observe employees and give instructions from his computer. Moreover, with the help of such a program it will be possible to control the computer screen of any employee in the company's network. Then in many cases Borovoy will be able to prevent possible problems.

However, when employees of the company learned about the

proposed innovation, many of them began to object. They explained this by the fact that they would feel uncomfortable under constant supervision. What should Borovoy do?

Situation 9. Phil Barrens recently joined Megatronics Corporation. It is an international company engaged in mining, agriculture, petrochemicals, international finance, manufacturing in various countries, and tourism. It wasn't long before Phil began to suspect that the company's actions were illegal and unethical, such as money laundering and tax evasion.

Phil became interested in how Megatronics makes a profit. He learned that the company's production tactics in underdeveloped countries are low wages for employees; very poor working conditions; outdated equipment; non-observance of safety conditions for workers or the environment.

Phil decides to conduct his own investigation. For this purpose, he breaks into confidential data files and obtains classified information.

The next day, he finds an envelope on his desk with several thousand dollars in it. He then discovers that sensitive data has been re-encrypted.

Phil decides to do his own justice. To do this, he withdraws money from the company's accounts. Phil sets up an anonymous account in Switzerland, quits his job and travels to Europe to collect money.

All the money (several million dollars) that he has withdrawn

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from the company's accounts, he donates to the fight against poverty in underdeveloped countries.

Do you approve of Phil's actions? Explain.

Situation 10: A Maryland college student emailed a message. This message was an accusation against a family who lived in this city. The message said that the parents mistreated their daughter: the girl has not been allowed out of the house for many years, she does not go to school and does not work. She is even forbidden to use her phone or have friends. She eats only peanut butter and sandwiches.

The message was disseminated to 11 Internet newsgroups on children's issues. In the student's message there was an appeal to punish the parents. Readers from many countries got acquainted with the message and began to demand punishment.

The family reported that this information prompted many threatening phone calls to the girl's mother. The girl's father said: "We cannot stop what comes over the internet – it's like a virus. It can destroy our family. "

The student made no effort to repent: "Everyone should be able to write whatever they want on the internet – whether it is true or not." The student himself does not know this family and girl. It was his friend who told him that the girl was mistreated in the family. After that, the student decided that it was necessary to stop this behavior of the parents, and

Posting messages on the internet does not require a lot of money, the use of special distribution tools, or approval of the material.

The student said that after the post on the internet, the parents were treating their daughter better. An acquaintance also told the student about this. "My message worked very well and quickly. The only trouble is phone calls to parents. It takes some time and the calls will stop."

Issues for discussion

- Was the student's behavior ethical? Express your opinion. Argument.
- Do you agree with the statement: "The situation demonstrates how the free use of communication technology, in the form of computers and modems, allows users to avoid responsibility? " If yes or no, why?

Situation 11. Roma is the best fourth-year student of the Faculty of Information Technology of the University. After classes, students of the faculty have the opportunity to work independently in information classes. During such work, the presence of a teacher is mandatory, because students may have questions.

The teacher suggested that Roma, together with him, advise students during independent work. Roma agreed, because it's an interesting job and he needs extra money. He loves to share his skills with other students working on the Internet.

Roma is very responsible in his work. But when he is not busy answering questions, he works on his own projects. He created a simple system of internet forums for answering students' questions and archiving those questions. In addition, he also developed

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several other experimental systems. The faculty is aware of his personal projects and encourages them. The faculty management admits that Roma's work in his spare time is beneficial for the faculty.

Roma's personal projects attracted the attention of specialists in other countries as well. His experiments were noticed by many of them. As a result, he began to receive offers from various companies for computer development. Roma thought a lot and decided to accept some of the proposals before they took up a lot of his time. For example, he could complete the proposed project in 4-5 hours. Payment for such work was offered at \$ 50 per hour.

During the month, Roma earned an additional \$ 50-100 per week on small projects. Roma developed these projects while advising students and used university computers.

Faculty teachers knew about this activity of Roma. They were outraged, they said that Roma was clearly violating the faculty's policy regarding the use of equipment, software, etc. for personal gain.

The faculty leadership had to make a decision. What decision do you think was made? Explain.

Situation 12. Karlov is a chief software engineer at a large company. The company is engaged in software development. Karlov recently completed a program for large private hospitals. It is a patient drug prescription monitoring program. Karlov thinks the program is good, easy to use, but some more additional testing needs to be done. There are some defects and it takes a little time to fix them. For example,

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if a doctor makes a request for two patients at the same time (doctor's prescriptions, medications, etc.), then a confusion of appointments may occur.

Therefore, at the moment, when working with this program, it is necessary to request information on each client separately. And only by closing the program for one patient, can you apply for information on the next one.

Karlov informs the company's management. But the customers say that there will be no problems, all doctors will be instructed. And the program is urgently needed by the hospitals. Therefore, the test is carried out in only one medium-sized hospital.

The software is being successfully tested in the hospital. The company sells it to some hospitals. Two months later, a nurse mistakenly gives a large dose of penicillin to a person who is allergic to the drug. The patient has a heart attack and dies.

The error is partly due to incorrect information received from the new computer program. The family of the deceased is suing the hospital. The hospital, in turn, is suing the company where Karlov works.

The case is settled in court, and the company takes the software for further revision. Do you think Karlov did the right thing? Your actions in this case. Explain.

Situation 13. Markov is a young researcher who studies the work of computer viruses. He is working on a theoretical model of this process. To carry out his research, he decides to create and distribute a "soft" computer virus and then to study the impact it

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has.

Markov believes: "If everything goes well, then it will be possible to consider the use of this "soft" virus as a general technology for creating computer viruses." This would greatly help solve the problem of neutralizing many computer viruses.

Markov's idea is as follows: a virus immediately infects a computer, but at the same time does not cause any damage to systems. It will self-destruct or disappear after a week. An emergency message appears on the infected computer, which warns of the presence of a virus in the computer and informs that an experiment is being carried out. This alarm message will also alert users to ignore the virus and continue to operate normally.

The message will include the name of the researcher, address and contact information for any questions. The message will also ask users to send an e-mail with the following content: the location of the infected computer; date and time of infection; probable source of infection; the protective virus software that was on the computer at the time.

Should Markov test this new experimental technology? Explain.

Situation 14. Student A has created a home page with his resume for his job search.

Student B has open access to colleagues' home pages. He read student A's resume and liked it. Student B copied Student A's resume and replaced all of the information with his own.

Student A sent a request to the University of Honor Court to review Student B's misconduct. He indicated that the format and layout of the second resume was equivalent to its original. Even the background color was the same. However, there were no copyright statements on Student A's page.

Issues for discussion

- Is student B really guilty of unethical behavior?
- Is Student B's actions plagiarized?

Situation 15. An independent commercial programmer purchased and studied a popular copyrighted software package. The programmer decided that he could improve this package.

The new software package will have additional capabilities, provide higher performance, the ability to process a larger amount of information.

The programmer began to develop a new product, adding new features to it. The programmer did not change the keyboard codes and screen format for the new product.

However, the new program was significantly different from the previous one. The programmer gave the product a new name and advertised its value.

The new program was a great success. However, the company that released the previous product noted that the programmer acted unethically when creating a new product. The company threatened the programmer with lawsuits, but the court acquitted his actions.

Express your opinion on the actions of the programmer and the court decision.

SECTION 8: ETHICS OF PRESENTATIONS



Ethics of Presentations

Presentation is one of the most common, interesting and effective ways of presenting material about the company's products, about the company itself, etc. Even in high-level negotiations, information is presented in the form of a presentation. Preparing a presentation is an important action. The presentation is associated with problems not only of a technological, but also of a moral and ethical nature, namely:

- choice of target and functional orientation of the presentation;
- determination of the nature of the information;
- choice of ways of presenting information;
- determination of the circle of persons invited to the presentation (target audience); and
- timely distribution of invitations.

The presentation can be a presentation of the company itself, its mission, strategic plans or new products to its partners, customers and the public. We can say that this is a kind of PR campaign (PR, or Public relation, means public relations).

Presentations are events that are aimed at creating and consolidating a positive image of the company.

The presentation takes place not only in the form of reports or oral messages, but also using visual means of presenting information, product samples, working models, etc. The presentation is often accompanied by a buffet table for all those

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present and the distribution of promotional or other presentation materials. The organization of the presentation and all materials for its conduct must comply with the norms and requirements of Ethical leadership, including the rules of fair competition.

8.1. *The main advantages of the presentation* are shown in Figure 10.

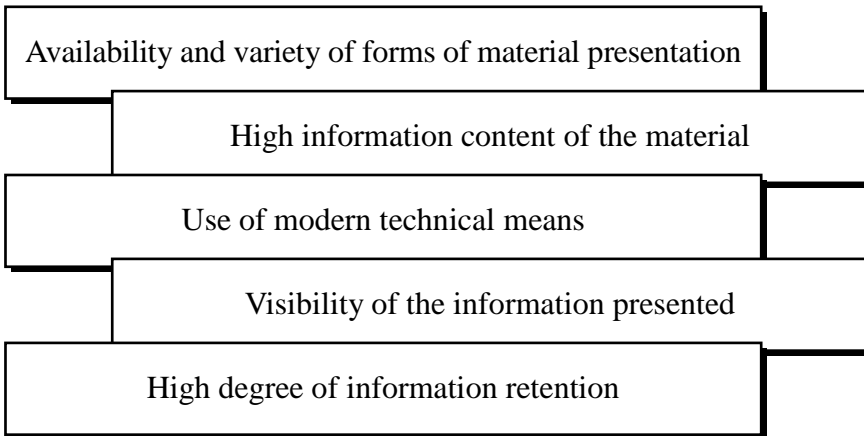


Figure 10 - The main advantages of the presentation

A presentation that is well organized and delivered will generate a lot of interest from the audience. It contributes to the successful achievement of the goals set by the organizers. The presentation can be held both in the office premises of the company and in public places - in exhibition pavilions, at various conferences, seminars or symposia, in restaurants, etc. For a successful presentation, it is advisable to follow the recommendations below (Fig. 11).

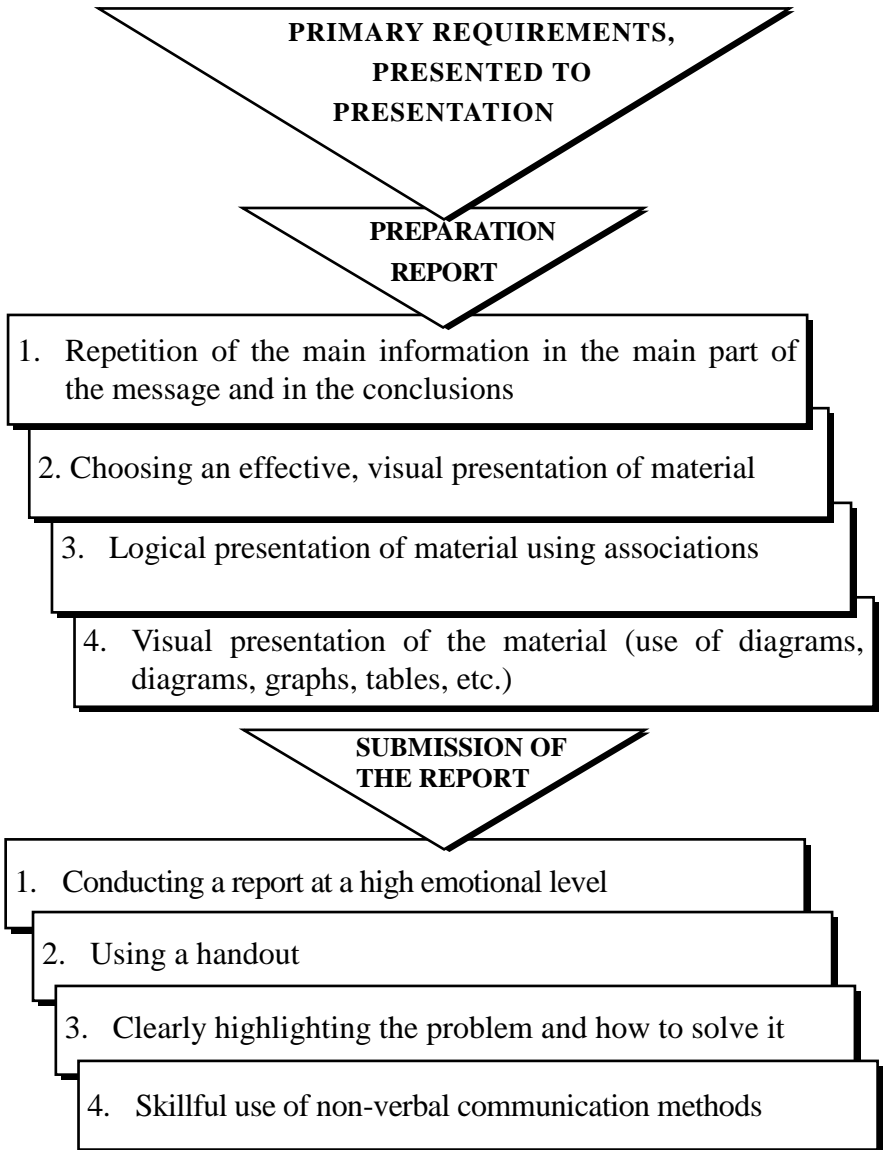


Figure 11 - Basic requirements for presentations

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An important role is also played by the nature of the design of the handouts for the participants in the presentation. Presentation materials should be bright and informative, performed at a high polygraph level. One should strive to provide high visibility, brightness and unusual presentation of information. It is necessary to monitor the amount of material supplied and its dosage. Psychologists have proven that the most a person remembers four points.

Knowledge and correct use of the given recommendations contributes to the successful achievement of the presentation goals, the formation of a positive perception of the presented material, and, consequently, the effective implementation of the development strategy.

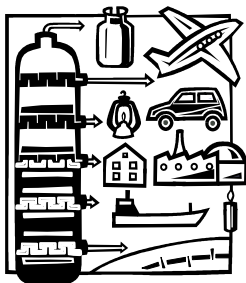
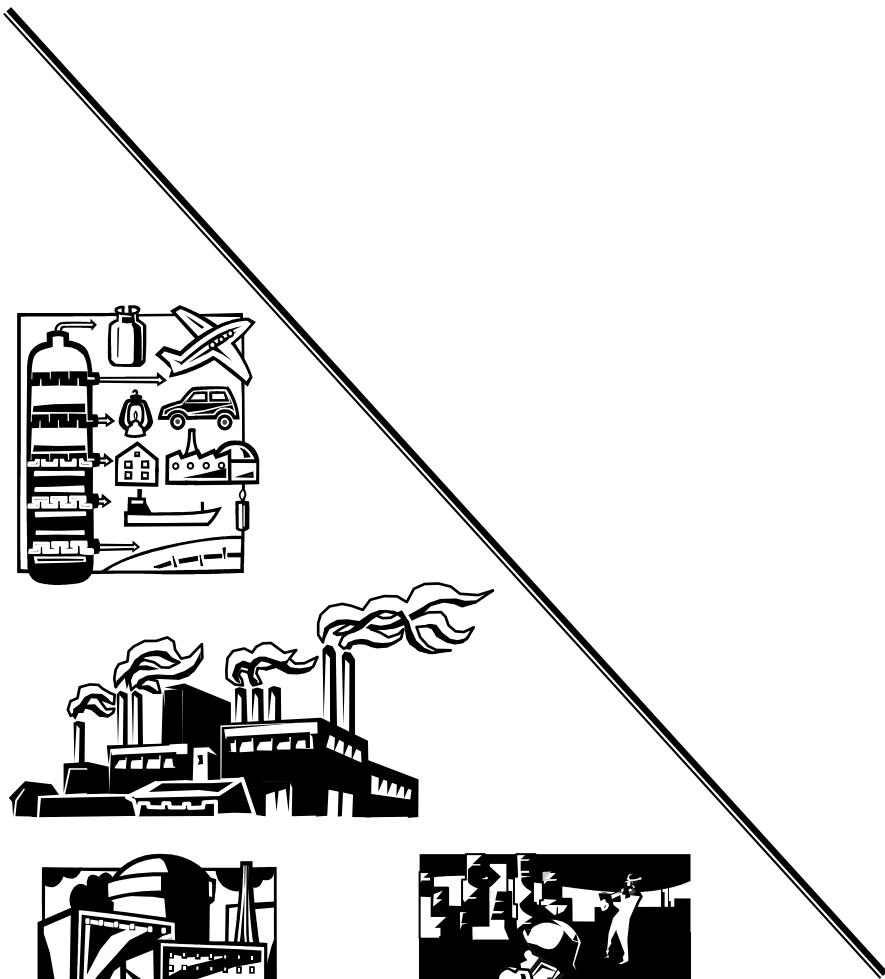


TASK

Prepare presentations on the following topics.

1. A graduate of NTU "KhPI" is a representative of the humanitarian and technical elite.
2. Ethical leadership of a specialist is a factor of success.
3. Ethical code of a foreign student.
4. Code of Ethics of the company in which you plan to work.

SECTION 9: TECHNOETHICS



The training of technical specialists in a relatively narrow sectoral field today no longer meets either the demands of the labor market or the conditions of a market economy.

In the modern world, the goals, nature and structure of social production have changed significantly:

- the volume has increased; the content of the specialist's professional activity has become more complex;
- information technologies are used in all spheres of life and activity;
- environmental problems have become aggravated;
- the processes of globalization of economies have intensified.

The requirements for technicians are changing accordingly. The emphasis is placed both on the availability of professional skills and abilities, and on the personal, moral and ethical qualities of technical specialists.

Today, a qualified technician must be not only a high-level professional, but also a moral, decent, strong-willed and highly cultured person. No less important is a high level of creativity, ability to interest partners, potential consumers and convince them of the competitiveness of their products.

The predominance of the technocratic type of thinking, which is characteristic of most engineers, the fetishization of the technological aspects of activity, have led to serious violations in the system "man - society - nature - technosphere". They caused

irreversible negative changes in the state of the environment and created a real threat to the very existence of man as a biological species.

Today's technical activities must be socially responsible. There should be responsibility for the use of technologies that are associated with their inevitable adverse effects on humans and their environment.

Many technicians today do not usually think about the implications of technology decisions. They do not feel personal responsibility for possible negative impacts on nature, on the living conditions of current and future generations. The effective activity of technical specialists today is impossible without knowledge and adherence to the standards of international ethical leadership.

9.1. *The social meaning, nature and purpose of an engineers' work* is to develop and implement technologies that ensure the maximum possible satisfaction of the needs of humans and society.

The production of goods or services is moral when the norms established by the state or tariff agreements are observed, when there is no harm to human health and the environment. Enterprises, firms, companies are expected not to lower existing standards, bypass or hide facts of violations from the public. In nuclear energy,

weapons production, genetic engineering, and in many other sectors of the economy, moral and ethical problems arise. For example, a weapon manufacturer must prove that its product is of high quality and has an optimal price.

In addition, the manufacturer must convince consumers that the production and sale of weapons is morally legitimate, i.e. serves solely for defense purposes. He must prove that his products make an overall positive contribution to the well-being of society and will not be used to destroy life. If the manufacturer is unable to provide a reasoned justification, then this product should be ousted from the market.

Often the use of production technologies (uranium enrichment, etc.) violates human rights or is carried out with violations of the production cycle (materials of poor quality during manufacture; implementation of an incomplete technology cycle in order to save money, etc.).

Such cases are morally unacceptable and can lead to negative consequences up to disability and death. In this regard, all economic structures need to improve the moral competence of personnel, the morality of the market economy.

The study of man-made disasters of various scales allows us to conclude that the cause of most of them was the human factor. In many cases, this is due to the insufficiently high level of moral and ethical training of technical specialists.

Technical activities should be socially responsible for the

development of technology and the use of technology. A technician is obliged to take care of the convenience, safety, and environmental friendliness of the machines he creates.

The end result of technical activity must be the welfare of society. Each technician must know and follow the moral and ethical principles that govern the attitude of the engineer to new technical devices.

The engineer must humanely implement the technological process on the basis of ethics and law, i.e. take into account the consequences of their actions. Technology should not be seen as an end in itself, but as a means to achieve certain humane goals.

Back in the 20s of the XX century in the United States, the Code of Ethics for the Engineer was adopted, the purpose of which was to direct engineering and technical activities to the general welfare. In 1976, a Science and Policy Committee was formed in the USA at the Academy of Sciences, whose task was a technical assessment, i.e. definition and assessment of technical development with all its consequences.

Many countries around the world have already developed and are actively operating ethical codes of the engineer. Committees and special commissions on Ethical leadership strictly monitor compliance with the rules and regulations laid down in the codes.

Scientists say: "Without technology, there would be no humanity on earth. On the other hand, technology cannot exist without ethics. " Solving business ethical issues today should be at the forefront of

technical issues, or they should be tackled simultaneously and together.



QUESTIONS

1. What technical problems that have (had) a negative impact on society or a specific person, do you know? Give examples that are specific to your country or other countries.
2. What do you think should be done to minimize the negative consequences of technical activities?



TASKS

Analyze the situational tasks. To do this, use several stages of analysis sequentially.

For example, you need to analyze the following situation. An engineer must develop a technical design for the production of an important aircraft part. The guide recommends that the engineer ignore some of the details of the project in order to quickly implement it and make a profit.

How should you analyze such a situation? Here are some recommendations.

1. Read the assignment carefully.
2. Determine the actions of the engineer if he agrees to the proposal of the management.
3. Analyze the consequences of such actions.
4. Determine the actions of the engineer if he does not agree to the proposal of the management.

5. Analyze the consequences of such actions.
6. Choose the best solution.
7. Give reasons for your decision (indicate “for” and “against”).

Situation 1.

You recently graduated from a technical university. At university, you did advanced research with catalysts. The head of the chemical company Larom found out about this and invited you to work to continue the research.

Your direct supervisor Oleg Drach tells you that your work should be completed in two days, since the catalyst is needed to process the main product. Many experienced engineers in your division believe that the catalyst you are researching is the best catalyst for the next job.

But you are sure that if you improve this catalyst, it will be even more reliable, efficient and cheaper. You know how to do it. But you need another month to finish the job. You are asking whether it is possible to increase the time frame for finalizing the new catalyst.

Oleg Drach replies: "We only have two days." He asks you to write a report and not mention the new catalyst. He says: "We now have buyers for the already developed catalyst, and we need to make a profit."

You enjoy working for Larom. You have no desire to conflict with your colleagues. However, you wish you were given more time to work with the new catalyst. You feel inconvenient to hide the

preliminary data in the report. What will you do and why?

Situation 2.

A large shopping mall is being built on a hillside. In case of heavy rains, the structure may be flooded. A group of engineers was invited to build the complex. Engineers are aware of the potential flooding problem, but there have been no heavy rainfalls in the area over the past 10 years. Therefore, the engineers decide to install drainage pipes for the collector system with a small diameter in order to save money and not take into account possible flooding.

The client wants to carry out the project with minimal costs and does not show any concern about possible unforeseen circumstances.

Issues for discussion

- Should engineers recommend pipe sizes that account for such future contingencies?
- Should the engineer think about these questions and make recommendations?
- Should engineers be held liable in case of flooding of the complex?

Situation 3.

On July 17, 2001, a video advertising campaign was held at the Hyatt Hotel in Kansas City, Missouri, USA. Many guests were present. At this time, the beams supporting the ceiling could not stand it. The ceilings of the second and third floors collapsed and fell to the first floor, which was overcrowded with visitors. At the

same time, the ceilings of the fourth floor remained intact. 114 people were killed and more than 200 were injured.

The hotel was built just a year before the tragedy. Subsequent investigation of the accident revealed some disturbing facts. A professional technical firm, international company "G.C.E." developed a project for the manufacture of floors. However, prior to construction, the firm changed some phases of the project and installed second and third floor slabs with one support beam instead of two. As a result, it ended in collapse.

The sworn hotel contracting company claimed to have asked the engineering firm (G.C.E) not to change the design. But G.C.E denied this entirely, claiming that the changes were agreed.

Analyze the situation in terms of the standards of Ethical leadership for the engineer.

Situation 4.

Kharkiv Tractor Plant (KhTZ) supplies tractors to Lviv forestry through the intermediary firm "Kharkivinzhavtoservice". In this case, standard contractual obligations are used, where they stipulate: components, terms of delivery, quality of supplied products, etc. "Kharkivinzhavtoservice" has been cooperating with the Lviv forestry for a long time and is making good profits.

When the next batch of tractors was delivered, the Lviv forestry enterprise asked for some improvements in the design of the supplied tractors. This was due to the fact that the tractors operate in difficult weather conditions. In the autumn-spring period,

when the snow is actively melting, and the roads turn into a mud mess. As a result, tractors move with great difficulty, often skid, they have to be pulled out forcibly.

Customers asked for technical improvements at an inexpensive cost. It would be even better if this did not affect the cost of the tractors at all. Another request was that the improvements be made as soon as possible.

What should the “Kharkivinzhavtoservice” enterprise do?

Situation 5. The Ukrainian automobile plant produces Lanos cars using Korean technology. According to the terms of the contract, brake pads that are installed in cars must only be made in Korea. An agreement has been concluded for the direct supply of these components from Korea. Another part of the components, for example the engine, is manufactured at the Dnepropetrovsk plant. All this is indicated in the specification for the car.

Not so long ago, the financial situation at the plant began to deteriorate sharply. The plant's leading engineer and chief designer, together with the economic department, analyzed this situation and began to look for a solution.

One of the proposals was the following: to install on Lanos cars some technological units, parts of Ukrainian production, despite the fact that this did not correspond to the contract.

In the specification for the car, they decided not to indicate these changes. Ukrainian-made parts were cheaper, and this made it possible to obtain significant cost savings for the plant. The engineers believed

that this would not affect the safety of the car. At the same time, the service life of Ukrainian spare parts was much shorter.

Petrov bought a Lanos Sense car and was pleased with the quality of its workmanship. He drove his car every day for 5 hours (on average). Within six months after the purchase, there was no need for repairs. Seven months passed, and Petrov drew attention to the poor-quality operation of the brakes and turned to a service station (STO). When specialists made a diagnosis and removed the brake pads, it was found that they were completely worn out, although their validity period according to the instructions was 3 years. The reason was that Ukrainian-made pads with a shorter service life were installed on the car, and not Korean.

Describe the actions of engineers, designers, plant management. What should Petrov do? Explain.

Situation 6. An engineer of the Skubreev firm decided to make an agglomerator himself, and then sell it. To do this, he copied the technical documentation for the agglomerator, which worked effectively for the company.

For the manufacture of the agglomerator, Skubreev used the tools and equipment of the firm, some spare parts from the agglomerator, which works for the firm. He was making a new agglomerator secretly outside of office hours. Skubriev slightly changed the design of the agglomerator: he changed the type of metal from which the drum was made to a lower quality one - he used a low grade of steel; made the engine less powerful. All this reduced the

manufacturing time, but reduced the life of the agglomerator. The safety threshold has also dropped. Describe the actions of engineer Skubreev.

Situation 7. Firm "Lyandinvest" (Ukraine) signed a contract with an Estonian firm to purchase a batch of medicinal cosmetics. The composition of this cosmetics includes medicinal clay.

To import medicinal cosmetics, you need to obtain a certificate and write a technical justification for the clay that is part of the product. Firm "Lyandinvest" applied to the chemical laboratory of the research institute to conduct an experimental study. After the research, it turned out that there is practically no medicinal clay in medicinal cosmetics. Consequently, medicinal cosmetics have practically no beneficial properties.

But the deal promises to bring big profits, since an advertising campaign was carried out. As a result, there have been many orders for these medicinal cosmetics. Therefore, the management of the Lyandinvest company decides to ask the engineer who conducted the research to slightly change the results of the examination. It is necessary to obtain a certificate on the possibility of using this product - after all, this will not bring harm to health. Such a favor will be well paid. What should an engineer do? Explain.

Situation 8. A BART company in California was developing an automatic system that controlled rail traffic. Three engineers who participated in this work expressed concerns about the safety of this system. They repeatedly expressed their concerns (both verbally and

in writing) to the company's management, but their arguments were ignored. Then they turned directly to the members of the company, bypassing its management. Their reports were distributed to all members of the company and became known to the press. However, in February 1972 these engineers were fired.

After being fired, they contacted the California Society of Professional Engineers and said they had acted in accordance with the company's code of ethics.

In June 1972, they submitted papers to the California Senate in support. And in October of that year, a train controlled by a system the company had installed failed to stop at the station due to a system error. Several passengers were injured.

In 1978, the Institute of Electrical and Electronics Engineers presented these engineers with the Distinguished Public Interest Award.

Issues for discussion

- Do you consider it necessary to develop and comply with the standards of professional codes of ethics for an engineer in Ukraine?
- Do you know enterprises in Ukraine where professional codes of ethics for an engineer have been developed and followed?
- Do you know enterprises in your country where professional codes of ethics for engineers have been developed and followed?
- Develop your own professional code of ethics for an engineer

SECTION 10: ECOLOGICAL ETHICS



Over the past hundred years, various harmful emissions from enterprises have contributed greatly to environmental pollution. Scientists have calculated that more than a million tons of silicon, arsenic, and cobalt have entered the Earth's atmosphere during this time. More dust, soot, soot, nitrogen oxides, carbon and sulfur were emitted. In the USA alone, more than 200,000,000 tons of various pollutants are emitted into the air every year. Moreover, most of the emitted harmful substances are valuable industrial raw materials. More than half of the sulfuric acid produced today could be obtained only from sulfur (IV) oxide, which is released together with the smoke of thermal power plants.

It is known that the stocks of discarded elements are not infinite. Scattering them over the entire surface of the planet is an economic damage not only for present, but also for future generations; for the scattered elements are forever lost to industry, since they have dropped out of the natural circulation of the elements.

It should be borne in mind that wherever on earth there are emissions of dust, soot, gases, rising into the atmosphere and troposphere, they spread throughout the entire shell of the globe. Their influence has global implications.

First, it is very difficult for sunlight to break through a polluted atmosphere. Consequently, humanity looks at its star - the Sun - as if through a dirty window. In addition, dust in the air and excess gases trap ultraviolet rays.

All this together leads to a decrease in temperature on the side of the planet illuminated by the sun. Ultimately, this affects the thermal

balance of the Earth.

Secondly, if dust in the atmosphere traps ultraviolet rays, then water and especially carbon dioxide prevent thermal radiation from escaping into outer space. It accumulates at the surface of the Earth. As a result, our planet receives less sunlight and cannot get rid of the excess heat. Thus, the natural thermal balance is threatened.

Scientists have calculated that if you remove all carbon dioxide from the atmosphere, then, thanks to the ultraviolet light coming from the sun, the temperature will rise by 21 degrees. If the content of carbon dioxide is doubled, then due to the "greenhouse effect" the temperature will rise by 4 degrees. Both will inevitably lead to disaster. At the current rate of emissions, this could happen by the end of the twenties of the 21st century. Moreover, the temperature rise on the planet will not be uniform. In areas close to the equator, temperatures are likely to even drop. And in the region of the poles, as a result of the "greenhouse effect", the temperature rise will reach 10-15 degrees. As a result, the rapid melting of ice will begin. It is estimated that if all the ice contained in the glaciers is melted, the world ocean level will rise by 64 m, and many land areas will be under water.

Winds play an important role in the concentration and movement of pollutants. Strong winds carry pollutants out of cities and disperse them in large volumes of air. In some cases, the concentration of contamination decreases. In some cases, this leads to an increase in the concentration of dust in the air. For example, this happens when dust storms occur, in which colossal masses of solid soil particles rise into the air. Thus, during strong winds, dust and

gases of industrial origin from the British Isles reach Central Sweden, forming dangerous concentrations of pollution there.

Sulfur dioxide with water from the air forms droplets of sulfuric acid. Sulfuric acid solutions can stay in the air for a long time in the form of floating fog droplets or fall out together with rain on the ground. These solutions corrode metals, paints, synthetic compounds, fabrics, and have a detrimental effect on plants and animals. Sulfuric acid on the ground acidifies the soil. As a result, the soil fauna is reduced, which negatively affects the yield.

Asphalt and concrete of roads, rubber of car tires are sprayed in the air. The chemicalization of agriculture is accompanied by the release of more and more chemicals into the atmosphere.

Currently, the most common way to deal with air pollution is to remove pollutants as far as possible from the emission point. This is done by building tall pipes in factories and heating plants. The pipes throw soot, ash and gases into jet streams of air, which carry the dirt long distances from the emission points and disperse it in large volumes of air. But with the increase in emissions and due to the concentration of industry in relatively small areas, this method of waste disposal has become unacceptable. Therefore, it is necessary to build all sorts of treatment facilities that reduce emissions into the atmosphere. But the most sophisticated treatment plants cannot completely capture the pollutants, and some part of them always goes into the air. Therefore, new factories and thermal power plants should be built on the leeward side of cities and towns.

An active fight against smog is needed. Smog consists of two parts: smoke and dust from factories, as well as from automobile

exhaust gases. Dust collectors can be used to reduce the share of smog that industry creates if enterprises are equipped with them. This is not always possible. The industrialist, first of all, is concerned with the questions: Will it bring profit and how much? Will the profitability of the enterprise increase? How much do you need to pay and how much can you get? With this approach to the problem, it is clear that its solution is not only technical, but also social in nature.

10.1. *The problem of environmental pollution* can only be solved by improving existing technologies, organizing waste-free production. Gradually, an increasing number of factories appear that operate in a closed cycle. This means that a system for cleaning industrial emissions with the simultaneous use of captured gases is working. In this way, emissions into the atmosphere are completely eliminated.

The creation of waste-free production in all industries requires the solution of a number of complex engineering and technological problems, huge investments and compliance with environmental ethical standards. Environmental issues affect the interests of all countries. That is why modern specialists need to know and observe the norms and rules of environmental ethics in their activities.



QUESTIONS

1. Are the norms of environmental ethics observed in your country

and in other countries?

2. Express your suggestions for improving the environmental situation in different countries.



TASKS

Analyze the following situations.

Situation 1. In the 90s of the XIX century. William J. Love decided to build a canal in the Niagara Falls area. This canal could provide energy for the city, which J. Love also wanted to build. However, J. Love did not build either the city or the canal. Only a long ditch remained, which was dug in the clay soil.

In the 40s of the XX century. the Hooker Electrochemical Company (now the Hooker Chemical and Plastics Corporation, which is part of the Occidental Petroleum Company) began to legally use the ditch to dump toxic waste containers into it. About 22 thousand tons of such waste was dumped by 1952. Other industries also dumped chemicals into this canal.

The Niagara Falls Department of Education wanted to buy the land from Hooker. Initially, the company was reluctant to sell the site. However, the Department of Education began threatening the company with legal sanctions, and Hooker sold it for one dollar. In the contract for the sale of the site, it was noted that toxic waste was buried there. This site cannot be used for the construction of school and residential buildings.

However, the Department of Education built a school on the site

and sold the remainder of the land to a developer. Subsequently, residential buildings and roads were built on the site. Nobody thought that toxic waste was buried there.

In the 1970s, it was discovered that liquid chemicals had leaked onto the surface of the schoolyard and into the basements of residential buildings. The number of deaths in the area has increased, cancers have increased significantly, and children have begun to be born with physical disabilities.

In 1978, the government declared the area to be hazardous to human health. 200 houses were demolished; 2,500 people were displaced from the dangerous area. The federal government spent \$ 150 million to clean up the area and millions more to buy out houses that needed to be demolished. Representatives of the Occidental Petroleum Company said that they:

- did not hide the fact of the presence of toxic chemicals buried there;
- did not want to sell this land plot;
- sold the land plot only when she was actually forced to do so by the Department of Education;
- warned about the inadmissibility of construction on this site;
- did not control the use of the land after the Hooker firm sold it.

In August 1990, the Environmental Protection Agency announced that much of the area around the canal was habitable. People started buying houses there.

In 1998, by a court decision, the Occidental Petroleum Company agreed to reimburse the costs of cleaning up the site and paid the city \$

250,000 to redevelop the site.

Issues for discussion

- Do you consider Hooker Electrochemical Company or Occidental Petroleum Company morally responsible for the dire consequences of the landfill it generates?
- Was one of these companies required to reimburse the costs of cleaning the site? Substantiate your opinion.

Situation 2. You have been appointed to the position of an environmental engineer at a plant. Your responsibilities include monitoring production emissions and preparing periodic reports. Waste from the production of the plant is discharged into the river without purification. You have prepared a message in which you indicated that the level of water pollution in the river where the waste is dumped does not significantly exceed legal limits.

Your supervisor asks you to provide the data so that no sanctions are applied to the plant. He says you should treat this excess as a "technical feature." He argues that a small overabundance of harmful substances does not endanger human life and does not harm the environment. The manager explained that solving the problem requires a significant investment in new equipment: "We cannot install new equipment right now. This can lead to the layoff of many workers. Then we will be behind our competitors. "

Issues for discussion

- What do you think you should do? Explain.
- Consider the situation from the point of view of the plant

manager; a competitor's environmental engineer; local merchants; parents of children who can swim in the lake; tourists and so on.

Situation 3. Fresh water is an important element of life on our planet. Therefore, the rational use of the world's limited fresh water resources is necessary.

Water resources predetermine the development of individual regions of industrial facilities and settlements, play a primary role in the formation of natural technical complexes, such as water management centers, irrigation and other complexes.

1950 to 2003 the world's population has increased significantly - from 2.5 billion to 6.1 billion and is expected to reach 9.0 billion by 2007. More than 1 billion people in the world lack access to permanent sources of water, and another 2 billion people lack clean water because they live in unsanitary conditions.

There is no need to prove that the water factor, that is, water resources, is decisive and fundamental for the existence of any state, including Ukraine.

In the basins of many rivers in the world, a significant decline in the quality of water resources has been observed in recent years. According to some scientists, in 30 years, half of the world's population will suffer from water shortages. In recent years, the problem of groundwater pollution in areas where industrial and agricultural facilities are located has become more acute.

The results of studies carried out by scientific medical organizations indicate the connection of a number of diseases with

the mineral composition of drinking water (dental caries, cardiovascular diseases, cholelithiasis and urolithiasis, stomach ulcers, etc.). In addition, over the past decades, due to irrational water management in many countries, the problem of land flooding has become aggravated, which threatens the safety of the population in flooded areas, and reduces the seismic resistance of territories. In addition, flooding of agricultural lands is also gaining significant proportions, as a result of which the productivity of soils decreases.

The construction of hydroelectric power plants (HPPs) is associated with obtaining energy from flowing water. The positive aspects of hydropower include, first of all, the absence of emissions of combustion products into the atmosphere, as well as the relative cheapness of the energy received. However, the construction of hydroelectric power plants is expedient and economically viable only for mountain rivers. Otherwise, during the construction of hydroelectric power plants on flat rivers, a number of negative consequences arise, both economic and environmental. The most serious are the following:

- flooding of fertile lands, their withdrawal from economic circulation;
- reduction of the river flow rate, deceleration of water exchange and self-purification;
- changes in the microclimate of the surrounding area;
- coastal flooding, waterlogging development of landslide processes.

Scientists who are engaged in eco-biotechnology and bioenergy argue that special attention should be paid to systems of power plants

that are capable of converting the energy of chemical bonds of organic molecules into electrical energy with the help of microorganisms. These processes will allow you to bypass the thermal stage, transforming free energy into electrical energy. As a result, the energy of organic compounds will be used most efficiently. At the same time, the environment will not be polluted by excess heat. Experimental developments have confirmed the possibility of obtaining biofuels. However, additional research is required in order for them to be widely introduced into production.

Modern converters of chemical energy into electrical energy are not yet able to meet the needs of the 21st century. However, it can be noted that they make it possible to approach the solution of the energy problems of mankind, and, consequently, its economic problems. The widespread use of biochemical and electrochemical principles with the use of microorganisms in devices for the direct conversion of various types of energy into electrical energy can be considered as a variant of ecobiotechnology. A feature of such systems will be a high coefficient of performance (efficiency) and minimal environmental pollution.

Another aspect of bioenergy is related to the use of renewable energy sources (RES). Throughout its evolutionary development, the entire living population of the biosphere, except for humans, has adapted to existence due to renewable energy resources. Such a strategy of using energy in the conditions of the Earth is the only possible direction of sustainable development and stable existence. That is why the possibility of using RES in the economy is being

considered very carefully. This approach also has advantages in the context of nature conservation. In order to increase the share of renewable energy sources in the fuel and energy balance in the European Union, the White Paper "Energy of the Future in Renewable Energy Sources" was adopted.

In the future, renewable energy sources should make up a significant share in the energy balance of many countries. The production and use of biomass in many countries is primarily determined by crop production. The form of biomass for use as biofuel can be varied. Biomass for energy purposes can be used in the process of direct processing of wood, straw, also in processed form: liquid (rapeseed oil esters, alcohols) and gaseous (biogas is a gas mixture, the main component of which is methane).

World experience shows that liquid biofuels are becoming a promising and popular category of energy resources, which is of great importance for the global energy sector. Despite the high cost, the production of liquid fuels from biomass in the EU is growing dynamically. First of all, this is due to environmentally sound economic policies at the state level. Although today the production of such fuels is more expensive than the traditional process, experts say that the difference in the cost of bio and mineral fuels will begin to disappear around 2010.

Research has found that fuels derived from renewable biological sources can be cheaper given the production of fuels from minerals.

Another possible way to partially replace traditional fuels is the production and use of biogas. Raw materials for biogas

production are, first of all, a variety of organic waste from the agro-industrial complex. The process is only due to bacteria. It allows solving environmental problems related to waste disposal at a modern level. In many countries, there is significant potential for the synthesis of biogas and its use as a fuel.

As a result, we can say that bioenergy is a choice that has a global perspective for the further successful development of civilization.

To overcome environmental crises, it is necessary to apply:

- the latest eco-biotechnology for wastewater treatment;
- biosorption of heavy metals from effluents;
- neutralization of hazardous gas emissions;
- enrichment of air with oxygen;
- effective means for neutralizing solid and liquid industrial waste;
- biodegradation of oil pollution in soil and water;
- biodegradation of chemical pesticides and insecticides;
- effective methods of biological recovery of contaminated soils;
- replacing a number of agrochemicals with biotechnological preparations, etc.

Issues for discussion

- What are the reasons, in your opinion, for the deterioration of water quality in rivers and seas?
- What do you think is the reason for the pollution of groundwater?
- Do you agree that bioenergy is the choice of the future?

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Навчальне видання

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