

Principles of Management

2025-2026



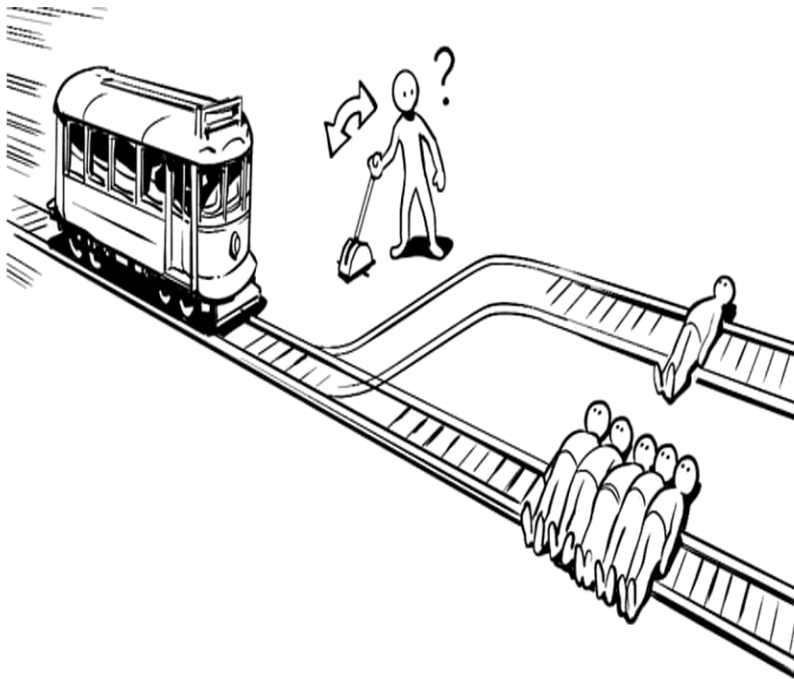
**Lisbon School
of Economics
& Management**
Universidade de Lisboa

Session Summary

1. Ethical dilemmas;
2. Learning Report about ethical dilemmas.

1. Ethical Dilemmas

Theoretical example



Video with Dilemmas (0' - 13')

<https://www.youtube.com/watch?v=kBdfcR-8hEY>

What would you do? (poll)

Was it hard to decide?

- Harder than you initially thought!?
- Not all people decide the same way!
- This makes decisions less predictable!

- ❖ **Managers** (and employees), should be aware of the relevant ethical dilemmas in their organizations and be equipped to consciously decide what's right and what's wrong.

Exhibit 7-5 Factors That Determine Ethical and Unethical Behavior

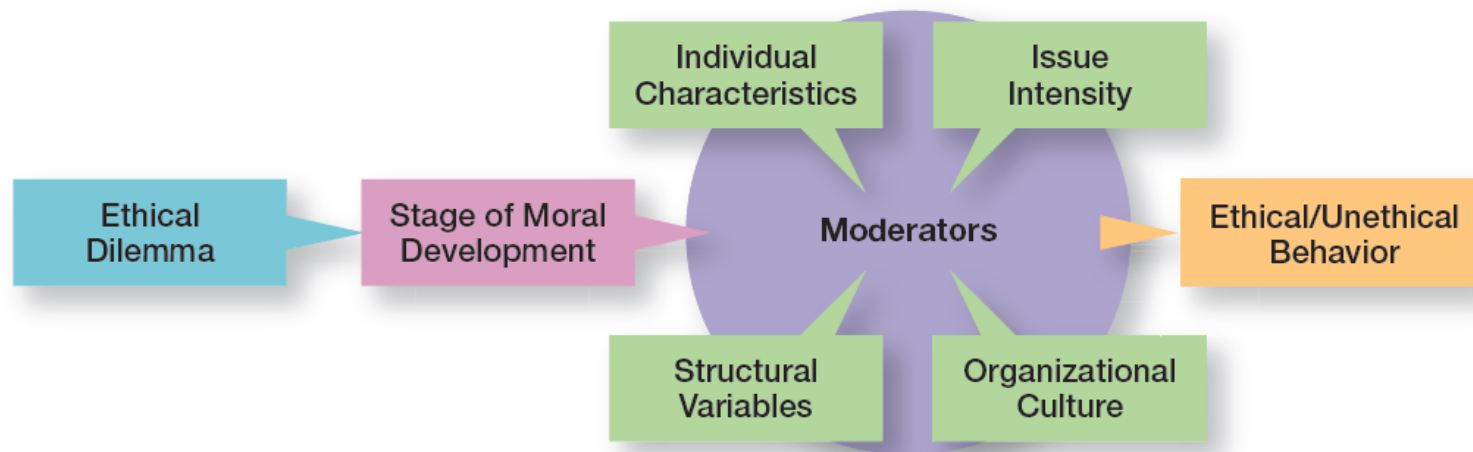


Exhibit 7-5 shows factors that determine ethical and unethical behavior.

1. Ethical Dilemmas

A process to address them

A Process for Addressing Ethical Dilemmas

Step 1: What is the **ethical dilemma**?

Step 2: Who are the **affected stakeholders**?

Step 3: Which **personal, organizational, and external factors** are important in this decision?

Step 4: What are possible **alternatives**?

Step 5: What is my **decision** and how will I act on it?

2. Ethical Dilemmas – A process to address them

What is the **ethical dilemma**?

An ethical dilemma (ethical paradox or moral dilemma) is a problem in the decision-making process between two possible options, neither of which is absolutely acceptable from an ethical perspective. Although we face many ethical and moral problems in our lives, most of them come with relatively straightforward solutions.

On the other hand, ethical dilemmas are extremely complicated challenges that cannot be easily solved. Therefore, the ability to find the optimal solution in such situations is critical to everyone.

Every person may encounter an ethical dilemma in almost every aspect of their life, including personal, social, and professional.

2. Ethical Dilemmas – A process to address them

What is the **ethical dilemma**?

The following approaches to solve an ethical dilemma were deduced:

Refute the paradox (dilemma): The situation must be carefully analyzed. In some cases, the existence of the dilemma can be logically refuted.

Value theory approach: Choose the alternative that offers the greater good or the lesser evil.

Find alternative solutions: In some cases, the problem can be reconsidered, and new alternative solutions may arise.

Examples: some examples of ethical dilemma include:

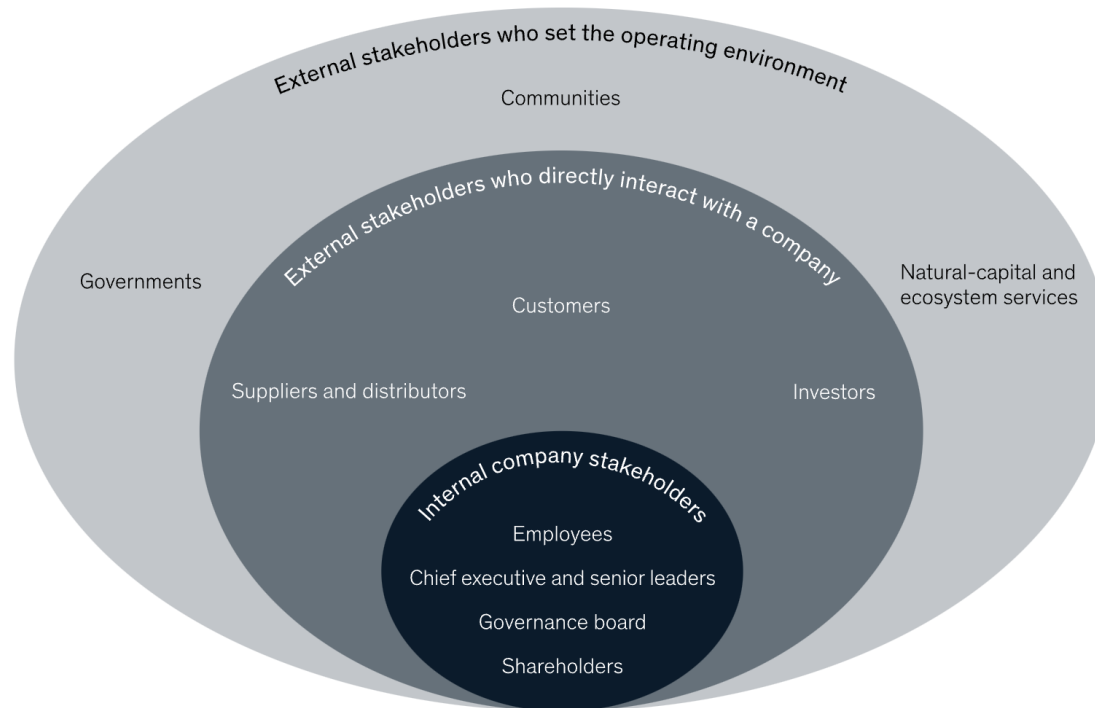
- Taking credit for others' work
- Offering a client a worse product for your own profit
- Utilizing inside knowledge for your own profit

2. Ethical Dilemmas – A process to address them

STAKEHOLDERS

Exhibit 1

Stakeholders can be placed into three broad categories, which depend on and connect and overlap with each other.



Renault – Nissan: No Braking for Ethics



2. Learning Report about ethical dilemmas:

- Now, you will do an individual report about an ethical dilemma (30'). This report has no impact on the grades.
- You need to:
 - ☐ Describe the ethical dilemma (Steps 1 to 3);
 - ☐ Identify possible solutions and decide (i.e., pick one and justify your choice).
- Don't forget:
 - ✓ Introduction;
 - ✓ Development; and
 - ✓ Conclusion.
- Mobile phones, laptops and smartwatches can not be used while writing the report.

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A process to address them

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CREATIVITY

EXERCISES

Exercise 1

Individually:

1. Select 4 currently existing products on the market.
2. List a minimum of 3 main features of each of these products.
3. In less than 5 minutes, combine these features (one from each product), and draw a new product that has some application.

This is the method of **forced crossing**!

(forcing the association of unrelated ideas to increase the probability of finding something new and interesting)

Exercise 2

In a group:

Create a new sports discipline, for which it is necessary to establish **5 basic rules**.

This is the method of **combinatorial invention!**

(a process of trial and error until reaching a successful combination)

Exercise 3

In a group:

Create a name and a slogan for your course at ISEG.

This is the method of **brainstorming!**

(You start with a topic, a deadline, and participants, and there should be a facilitator who records the ideas and ensures the adherence to the rules:

- Generate the greatest number of ideas possible.
- Criticizing any idea is not allowed.
- Combining ideas is encouraged.
- Ideas that may go beyond the expected are encouraged.
- In the end, ideas are evaluated until the best one is reached!)