

ETHICAL DECISION MAKING

A Guide
for
Sport & Entertainment Managers



Ethical & Moral Decision Making

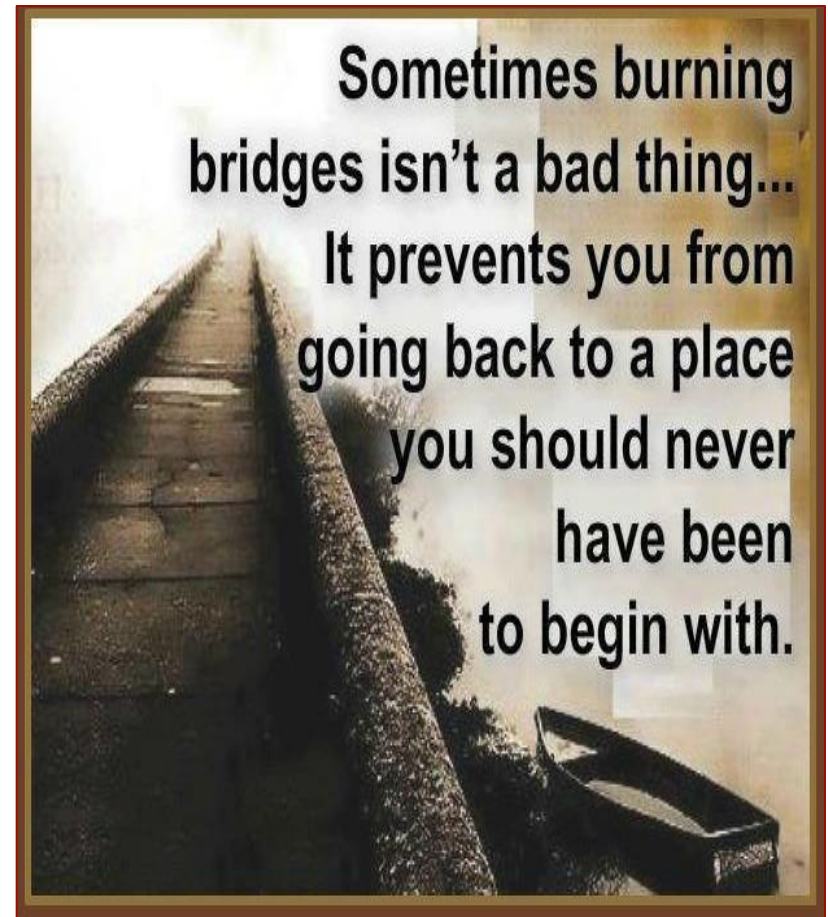


SPTE 385 Ethics in Sport & Entertainment Business



Why Do Sport & Entertainment Managers Make Unethical Decisions?

- Ambitious & Impatient
- Fear for Job
- Dishonest



Ethics vs. Morals

Is there a difference between the two?

- **ETHICS**

- A set of principles/theories that are used to determine right and wrong.

- **MORALS**

- The fundamental values that dictate appropriate behavior within a culture or society.
- involve the practice of these ethical theories or principles.



“What’s that mean???”

In Brief. . .

- ***Axiology*** refers to the nature, types, and criteria of values and value judgments.
- ***A value*** is something we judge to be worthwhile, interesting, desirable, excellent, and important.
- ***Value theory*** refers to theories about the meaning of good, obligation, virtue, truth, beauty, right, etc.
- ***Utility values*** refer to the usefulness or purpose of something that makes it good.
- ***Extrinsic or instrumental values*** consider the term good as a means toward something.

Ethical Dilemmas

- Occur in the presence of...
 1. Significant value conflicts among differing interests
 2. Real alternatives that are equally justifiable
 3. Significant consequences on stakeholders in the situation

Where Do We Learn Moral & Ethical Behavior?

- Examples and teaching of parents.
- Scriptural authority of one's chosen religion.
- Examples of great individuals.



Symptoms of Moral Callousness

1. Frequent appeals to the fact that “everyone is doing it.” (Therefore, how could it be wrong?)
2. Inability to distinguish between what is a part of the game and what is not. (If there are no penalties in the rulebook for behavior x, behavior x must be a part of the game.)
3. Difficulty in telling morally sound strategy from win-at-all-costs trickery. (Some blatant rule breaking is now referred to by TV commentators, for example, as “shrewd strategy.”)
4. A sense that if one is not caught, nothing wrong happened. (Whatever works is right.)



The Perception of Sport

Moral

Nonmoral

MOTIVES

Good

Bad

Excellent Play

Win-At-All-Costs

INTENTIONS

Good

Bad

Sportsmanship

Good Game Strategy

Gamesmanship

Deceitful Strategy

ACTION

Right

Wrong

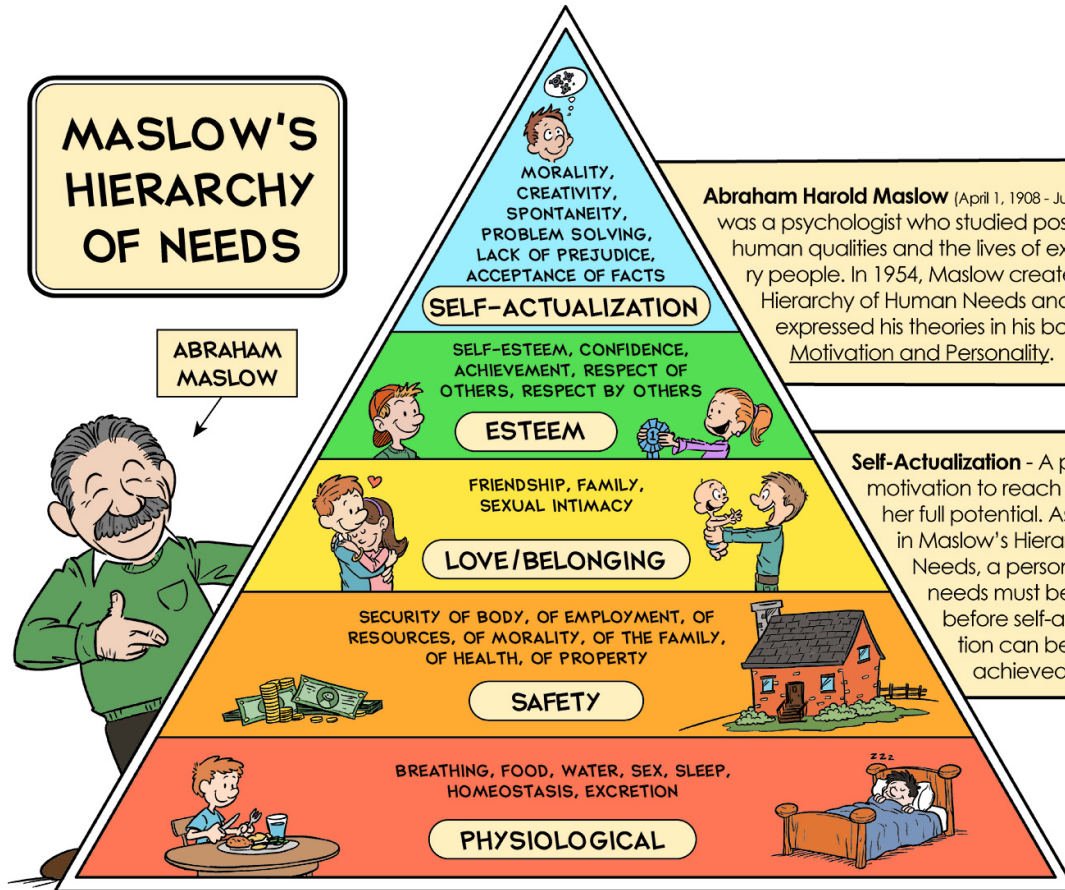
Purpose: Establish dominance through excellence

Purpose: Take out of game, do physical, emotional, mental harm.

Abraham Maslow

MASLOW'S HIERARCHY OF NEEDS

ABRAHAM MASLOW



Abraham Harold Maslow (April 1, 1908 - June 8, 1970) was a psychologist who studied positive human qualities and the lives of exemplary people. In 1954, Maslow created the Hierarchy of Human Needs and expressed his theories in his book, *Motivation and Personality*.

Self-Actualization - A person's motivation to reach his or her full potential. As shown in Maslow's Hierarchy of Needs, a person's basic needs must be met before self-actualization can be achieved.

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Ethics' Importance in SPTE

- Sport and entertainment not only reflect a society's ethical standards, but also contain their own moral qualities that influence societal structures and institutions
 - SPTE is both influenced by a society's values and influences that society's values
 - MMA – *Dallas HS cage fights*
 - Sexuality in marketing women's sports



Kohlberg's Stages of Moral Development

Preconventional

- 1 - Punishment/Obedience; avoid punishment
- 2 - Follow rules for own interest, others do the same, to serve own needs.

Conventional

- 3 - Good Boy, Good girl; reacts to expectations of parents,peers, other authorities
- 4 - Social system and conscious maintenance; duty to social order, society.

Postconventional

- 5 - contract and individual rights
- 6 - Universal ethical principles; based on consistent, universal ethical principles.

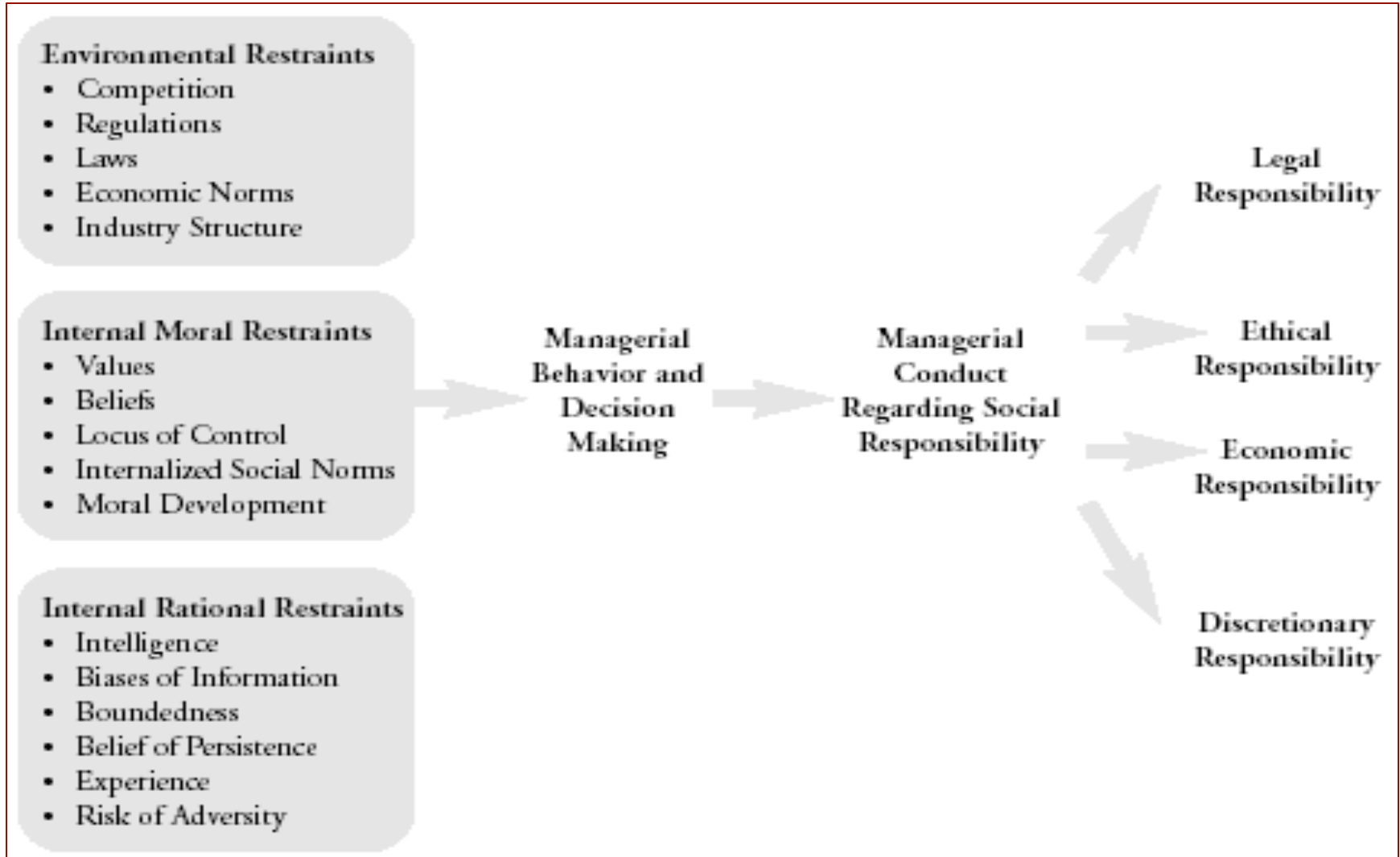


Moral Development

- Influenced by three factor:
 - Moral education
 - Moral role models
 - Moral environment
- By themselves, each is ineffective in developing moral growth, but together they influence and effect moral development.



Managerial Decision-Making Model of Corporate Responsibility

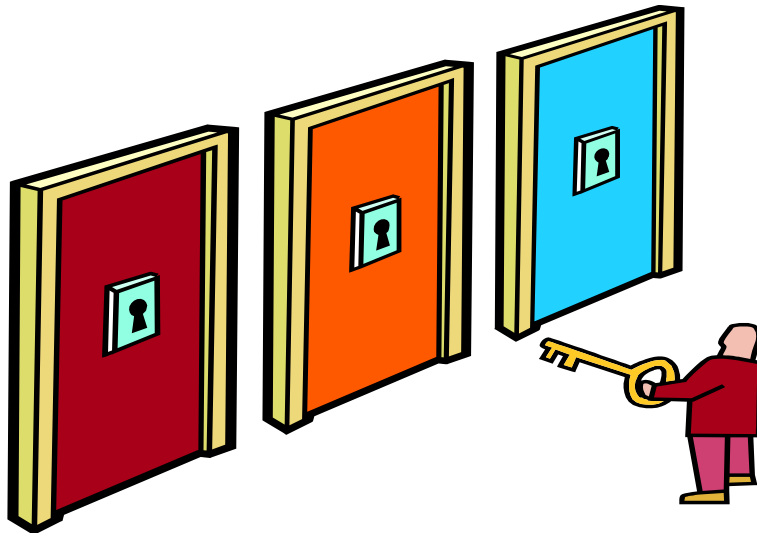


PLUS Model

- P= Policies
 - Is it consistent with organizational policies, procedures & guidelines?
- L= Legal
 - Is it acceptable under the applicable laws & regulations?
- U= Universal
 - Does it conform to the universal principles/values my organization has adopted?
- S= Self
 - Does it satisfy my personal definition of right, good & fair?



Single Most Important Function



- **Decision-Making-**
Takes place within each function of management
- Your ability to problem solve and make correct (productive) decisions in part, determines your success as a manager

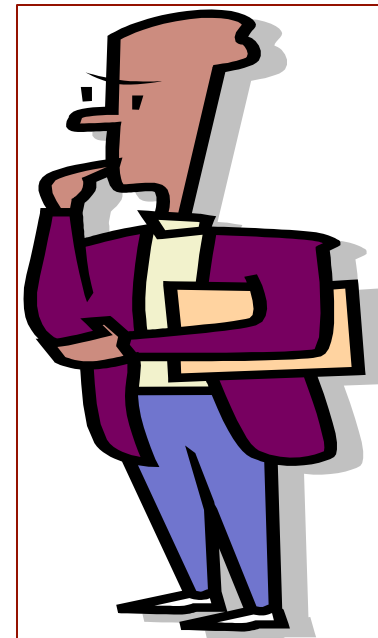
Routine & Complex Decisions

Routine Decisions

- **Clear decision criteria**
- **Repetitive in nature**
- **Application of established rules**

Complex Decisions

- **Complicated decision criteria**
- **Difficult to clearly define/frame**
- **Lack of established rule/policies**



Group Decision-Making

- **Benefits of group decision-making**
 - Ability to gather and analyze large amounts of information
 - Increased employee understanding of the issues
 - Improved member support of the final decision
 - Better execution of the decision



Group Decision-Making

- **Disadvantages of group decision-making**
 - Longer time requirement
 - Employees may not have necessary knowledge/ experience required in a particular situation
 - Employees may not have access to information needed to make the correct decision

SLEEPE Model

- **Social**
 - examine the social ramifications of a decision
- **Legal**
 - violation of laws or organizational policies
- **Economic**
 - economic considerations for different groups
- **Ethical**
 - most complex and challenging for sport managers
- **Political**
 - effect on groups that can exert influence/power
- **Educational**
 - considered in education settings/contradict the mission of the institution

(Hums, Moorman, & Wolf, 2002)

Six Step Decision Making Model

- Define the Problem
- Identify Alternatives
- Evaluate Alternatives
- Select Best Alternative
- Implement the Decision
- Evaluate the Decision

Steps in the Ethical Decision-making Process

- Identify the problem to be solved.
 - Gather all pertinent information.
 - Explore codes of conduct relevant to your profession or particular dilemma.
 - Examine your own personal values & beliefs.
 - Consult with peers in the industry who may have experience in similar situations.
 - List your options.
- Look for a “win-win”.
 - Ask the question, “How would my family feel if my decision and how and why I arrived at my decision were printed in the newspaper tomorrow?”
 - Sleep on it. Do not rush to a decision.
 - Make your best decision, knowing it may not be perfect.
 - Evaluate your decision.

Ethical Decision-Making

- Ethical decision-making should incorporate a systematic process of reasoning.
- Organizations should form an ethics committee comprised of top leaders, board members, and staff to resolve ethical dilemmas.

Does an Ethical Dilemma Exist?



- A star player is accused of sexual assault just prior to the playoffs.
- A NASCAR driver intentionally spins out to bring out a caution flag.
- The highest bid for naming rights for a new sports facility at a university is a beer company.

For when the one great
scorer comes
to write against your
name
He marks not what you
won or lost...
But how you played the
game.

Grantland Rice
(Alumnus Football)



Sport & Entertainment ETHICS

“An Oxymoron?”

Perhaps we not only no longer walk
the walk...we no longer talk the
talk....

