

**ADVANCED PRODUCTION, QUALITY & MANUFACTURING**  
**LESSON PLAN**

**Course Number:** PQM 301

**Module & Title:** Lesson No. 22, Ethics (Self-Study)

**Length (total):** 1 Hour

**Terminal Learning Objective:**

Given the student readings, a student should be able to use an ethical decision-making model (GKC) to establish the major elements and relationships for deploying new quality and IPPD paradigms within an organization. This lesson provides students with the opportunity to learn how to use an ethical decision making model (GKC) to help establish and deploy organizational values. The self-study exercise will enable students to develop and integrate ethical decision making along with quality policy deployment. As companies and organizations attempt to manage change in a new acquisition environment they need to “create a constancy of purpose”. This lesson is directed at establishing organizational values and creating that constancy of purpose.

**Enabling Learning Objectives:**

- 1. Examine several core ethical values.** The students will examine core ethical values and through self-study make the relationship between values and behavior apparent.
- 2. Point out the relationship between values and behavior.** Students will examine how organizations view change and manage organizational transformation. It is important that they understand that often what an organization says is important (say Quality is Job 1), may not be what they practice.
- 3. Validate the GKC model to assess program related ethical decisions.**

**Learning Method:** Self-study/Exercise

**Student Readings:** Student readings are attached and digital copies are located on the APQMC CD-ROM.  
Read: “Ethical Decision Making and Quality” (a Teaching Note)  
Read: “A Quality Ethics Model for Managers”  
Read: “Executive Ethics Workshop Scenario, Program Politics”

**Background References:** None

**Conduct of the Lesson:** This lesson is self-study.

**This page has been left intentionally blank**

## WHAT IS ETHICS?

- A BODY OF PRINCIPLES OF RIGHT AND GOOD CONDUCT
- YOUR MORAL VALUES
- THE BASIS FOR MAKING CHOICES
- THE FRAME YOU PLACE ON WHAT YOU PERCEIVE TO BE SO
- THE BEDROCK OF MOMENT-TO-MOMENT INTERPERSONAL BEHAVIOR

## TEN CORE ETHICS VALUES

- HONESTY
- INTEGRITY
- PROMISE-KEEPING
- FIDELITY
- FAIRNESS
- CARING FOR OTHERS
- RESPECT FOR OTHERS
- RESPONSIBLE CITIZENSHIP
- PURSUIT OF EXCELLENCE
- ACCOUNTABILITY

These 10 ethical values form the underpinning for organizational quality transformation

WHAT EXECUTIVES DO,  
WHAT THEY BELIEVE AND VALUE,  
WHAT THEY REWARD AND WHOM,  
ARE WATCHED,  
SEEN,  
AND MINUTELY INTERPRETED  
THROUGHOUT THE WHOLE ORGANIZATION.

AND NOTHING IS NOTICED MORE QUICKLY  
--AND CONSIDERED MORE SIGNIFICANT--  
THAN A DISCREPANCY  
BETWEEN WHAT EXECUTIVES PREACH  
AND WHAT THEY EXPECT  
THEIR ASSOCIATES TO PRACTICE.

--PETER DRUCKER

THE TRUE VALUES OF A COMPANY  
ARE REFLECTED  
IN THE MULTITUDE OF SMALL THINGS  
THAT THE COMPANY DOES  
OR ALLOWS TO BE DONE.

WHAT IT ENCOURAGES,  
WHAT IT ALLOWS  
WHAT IT APPEARS  
TO KNOW AND NOT KNOW,  
SEND CLEAR MESSAGES  
TO VIGILANT EMPLOYEES  
AS TO WHAT IS REALLY IMPORTANT.

Michael Josephson

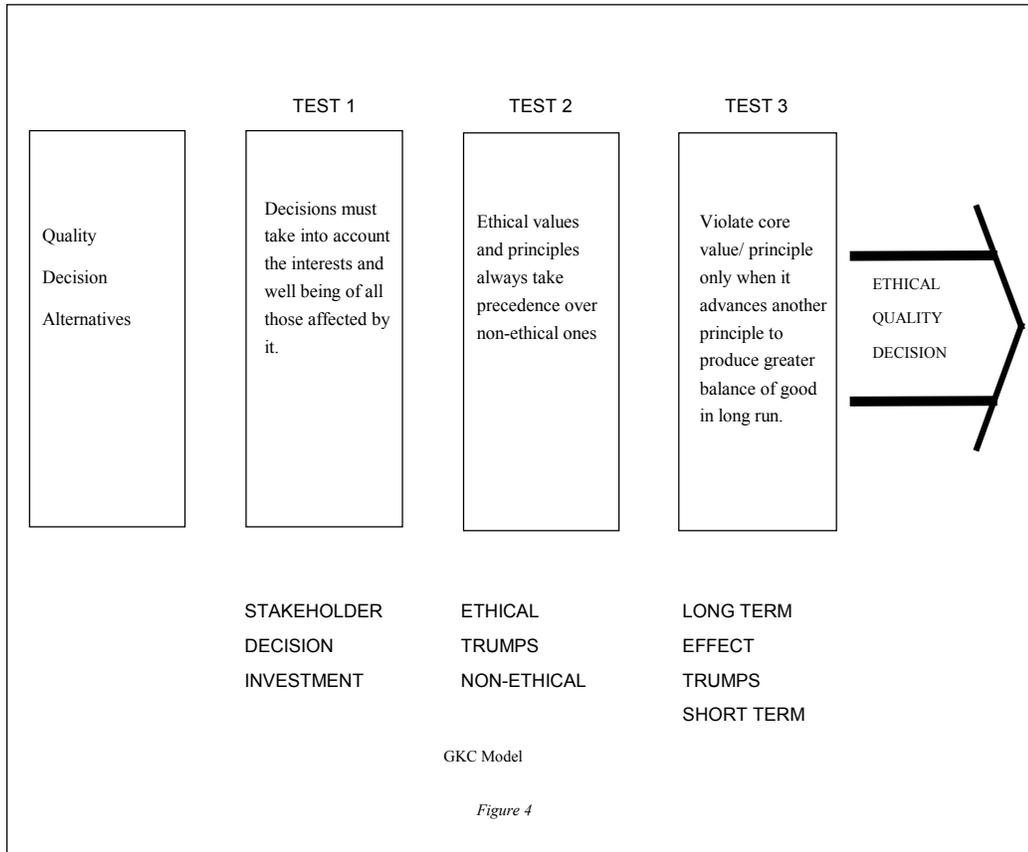
# THE ETHICS OF QUALITY

## AN EXPLORATION OF PRINCIPLES IN ACTION

WHEN PEOPLE ARE AFFECTED, WHEN INTERESTS COLLIDE AND CHOICES MUST BE MADE BETWEEN VALUES, ETHICAL CONSIDERATIONS ARE AT STAKE.

THAT MEANS NEARLY ALL THE TIME.

--Report of Business Roundtable (1988)



## **QUALITY ETHICS PRACTICE**

### **THE ESSENCE**

- **MORAL CHOICES**
  
- **CONSCIOUS ATTENTION TO QUALITY VALUES**
  
- **ETHICS PRINCIPLES INFORM QUALITY DECISIONS**
  
- **ETHICS PRINCIPLES INFORM MOMENT-TO-MOMENT BEHAVIOR**
  
- **YOU CHANGE**