

**Solution Manual for Business Its Legal Ethical and Global
Environment 10th Edition by Jennings ISBN**

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CHAPTER 2

**BUSINESS ETHICS AND
SOCIAL RESPONSIBILITY**

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LECTURE OUTLINE

2-1 What Is Ethics? (See PowerPoint Slide 2-1)

Use opening “Consider...” to pique students’ interest.

Examples

GSA and the cost of a Las Vegas meeting

Jonah Lehrer – fabricated quotes from Bob Dylan

Beyoncé and lip-syncing the National Anthem

2-1a “It’s Just Not Right!” (Use PowerPoint Slide 2-2)

Seeing two movies for the price of one by sneaking in Failure

to tell the clerk that you got too much change Increasing the

charges to a customer because your boss wants to

Going back to pay for the laundry detergent that was on the bottom of your cart

Do I disclose to clients that I am selling off the investments I am trying to get them to buy?

2-1b Normative Standards: How We Behave to Keep Order (See PowerPoint Slides 2-3, 2-4, and 2-5)

Societal expectations

E.g., taking cuts in line and not waiting your turn, adultery, cheating on a test

21-c Line-Cutting and Ethics

The unwritten laws that we have developed for our interactions with each other Waiting your turn is a societal expectation

Cheating on a test is not a crime, but it does violate societal standards

Adultery is referred to as cheating – not a crime in most states, but it is perceived as a breach of trust

Honesty and fairness in our interactions with each other

FOR THE MANAGER'S DESK: A STATE OF THE UNION ON ACADEMIC ETHICS (p. 30)

Cover the state of the union on ethics and have the students discuss whether they are more like the majority or minority views and habits.

ANSWER TO CONSIDER (School, p. 30)

We worry because a grade and a diploma are evidence of accomplishment and knowledge. For engineers, doctors, architects, the grades represent knowledge that affects safety. The long-term effect is that we lose competence and professionalism.

ANSWER TO ETHICAL ISSUES (Gerry Roscoe, p. 31)

Gerry's conduct was wrong. It violated university policy as well as ethical norms. Jill and Eric now suffer because they said nothing at the time the events occurred and now Gerry is being honored. Gerry has many rationalizations for his conduct, but his conduct was dishonest and unethical. Many are harmed by it including other students and employers who have a right to assume certain levels of knowledge.

Gerry may be starting down a path that will be self-destructive. He cannot distinguish right from wrong and the potential harms. Discuss with the students how a little bit of Gerry's character is lost with each misstep and how the basic norms for the qualifications for graduation have been violated. Also, Gerry's habits will not end with school.

2-2 What Is Business Ethics?

Three layers (See PowerPoint Slide 2-6)

- Basic values (honest, keeping promises)
- Notions of fairness (how we treat others)
- Issues related to community, environment, neighbors

2-2a Ethical Standards: Positive Law and Ethics (See PowerPoint Slide 2-7)

- Positive law is codified law
- The problem is that some conduct may not rise to the level of criminal conduct
- Acquittals do not mean that there was ethical conduct

2-2b Ethical Standards: Natural Law and Ethics (See PowerPoint Slide 2-8)

- Moral standard is established
- Individual moral standards differ
- Debate over sources of moral standards

Evaluate moral standards and conflicts as new data appear

Example: Employee loyalty versus knowledge of employer's wrongdoing

2-2c Ethical Standards: Moral Relativism and Ethics (See PowerPoint Slide 2-9)

Situational ethics

Bribery is illegal in most countries, but cultural standards have taken hold and it is an accepted and largely unprosecuted crime

Stealing bread when you are starving

2-2d Ethical Standards: Religion and Ethics (See PowerPoint Slide 2-10)

Religious beliefs or divine revelation (Bible, Koran)

Those standards are the ethical standards

2-3 What Are the Categories of Ethical Dilemmas? (See PowerPoint Slides 2-11 and 2-12)

2-3a Taking Things That Don't Belong to You

Example: Pens to postage to embezzlement; music from the Internet (downloading copyrighted materials – movies, songs)

2-3b Saying Things You Know Are Not True

Example: Blaming others for your slip-ups; sales promises not honored

2-3c Giving or Allowing False Impressions

Example: Refer students back to the movie ads quoting reviews selectively to give the false impression that the reviewer likes the movie; "All songs by 'Original Artists' example"

2-3d Buying Influence or Engaging in Conflict of Interest

ANSWER TO ETHICAL ISSUES (New York marathoners, p. 34)

Discuss the following points with the students:

- a. The temptation to take shortcuts exists even in our recreational activities.
- b. We always think we can get away with it.
- c. The issue of "it's not fair" to the other runners is important here especially because some who took the subway deprived the real winners in certain categories of their trophies.
- d. There is no achievement in a marathon that consists of a subway ride.
- e. There is a loophole the runners found that has been closed.

ANSWER TO CONSIDER (Dr. Drew, p. 35)

Dr. Drew had a conflict. When you are recommending a product, those to whom you are recommending that product need to know whether your endorsement is scientific or if there is any compensation involved. There are two ways to manage a conflict. You either do not take the money or you take the money, but then disclose that you have taken the money. The fact that Dr. Drew's statements were consistent with his clinical experience or that other doctors felt that he was honest and straightforward in his answers are irrelevant. The fact that Dr. Drew had to justify his answers after the fact are an indication of the conflict, not an excuse for not managing it properly, which meant one of two choices: Don't or Disclose. A conflict is a conflict is a conflict and asserting after the fact that you were not influenced does not change the fact that there was a conflict.

2-3e Hiding or Divulging Information

Example: In contract negotiations, failure to reveal important/material information; with employees, revealing private information

2-3f Taking Unfair Advantage

Example: Capitalizing on another's inexperience; credit card companies and 10:00 a.m. cut-off

ANSWER TO CONSIDER (Eagle Gate College, p. 36)

The court held that there was indeed a breach of the covenant not to compete that Ms. Miller had agreed to and that what was done was wrong, but there could be no recovery unless the college could show damages – they were unable to quantify their losses, so there was no legal remedy. However, ethically, the conduct was clearly a disclosure of private information or even taking the intellectual property of the potential student lists that belonged to the college. In addition, Ms. Miller did not keep her word to not compete directly if she left her employment, at least for a certain amount of time. [*Stevens-Henager College v. Eagle Gate College*, 248 P.3d 1025 (Utah 2011)]

2-3g Committing Acts of Personal Decadence

Example: Office parties that result in drunken behavior that harms others

2-3h Perpetrating Interpersonal Abuse

Example: Harassment

2-3i Permitting Organizational Abuse

Example: Child labor issues, low wages

2-3j Violating Rules

Example: Follow procedures for finances because of internal control issues – work to change rules, don't violate them; the student who did not follow the rules in the Yale lab

2-3k Condoning Unethical Actions

Examples: Disclosing problems and confronting violators – mention Lehman and Toyota examples

2-3l Balancing Ethical Dilemmas

Examples: Google and balancing the freedom to have information with the Chinese government's censorship of the search engine and limitations on access for its citizens; South Africa and the decision to do business

2-4 Resolution of Business Ethical Dilemmas (See PowerPoint Slide 2-13)

2-4a Blanchard and Peale (See PowerPoint Slide 2-14)

Is it legal?
Is it balanced?
How does it make me feel?

2-4b The Front-Page-of-the-Newspaper Test

How would the story be reported? (Financial markets and “What were they smoking?”)
Use an objective and informed reporter's view
Warren Buffett's warning to employees
Financial institution headline: “What were they smoking?”

2-4c Laura Nash and Perspective (See PowerPoint Slide 2-15)

How would I view the problem if I sat on the other side of the fence? (Jack-in-the-Box and E-Coli)
Am I able to discuss my decision with my family, friends, and those closest to me? (William Aramony and United Way)
What am I trying to accomplish?

Will I feel as comfortable over the long term as I do today?
Forces managers to examine additional perspectives

2-4d The *Wall Street Journal* Model (See PowerPoint Slide 2-16)

Compliance
Contribution (Herman Miller and Eames Chair)
Consequences

2-4e Other Models

Kant's Categorical Imperative, Golden Rule, etc. (See PowerPoint Slide 2-17, Figure 2.5, and later discussion on p. 63)

Are you comfortable in a world that uses your standards?
Discuss the "Golden Rule"

2-5 Why We Fail to Reach Good Decisions in Ethical Dilemmas (See Exhibit 2.1 and PowerPoint Slides 2-18 and 2-19)

2-5a "Everybody Else Does It."

2-5b "If We Don't Do It, Someone Else Will."

Example: Selling O.J. Simpson masks and bloody knives

2-5c "That's the Way It Has Always Been Done."

Examples: Audit committees, independence, and eventual SEC rules; dot-coms and poor governance

2-5d "We'll Wait Until the Lawyers Tell Us It's Wrong." (Napster)

Example: Derivatives – legality does not determine morality

2-5e "It Doesn't Really Hurt Anyone."

Examples: Freeway rubberneckers, health insurance claims and rising premiums

2-5f "The System Is Unfair."

Example: Cheating does not improve the system

2-5g “I Was Just Following Orders.”

Example: German border guards – sometimes morality requires disobedience

2-5h “You Think This Is Bad, You Should Have Seen...”

Example: 35-day month was a lot worse than what we’re doing now

2-5i “It’s a Gray Area.”

Example: HP and the pretexting

ANSWER TO ETHICAL ISSUES (Danica Patrick, p. 44)

Discuss Danica Patrick and what she is missing in her analysis of the ethical dilemma presented to her. Point out that there is always a gray area in law – an area that allows us to take advantage of a situation and we do get ahead, temporarily. However, when that gray area/loophole is closed, we lose what competitive advantage we had and we may not have the skill sets to compete without that gray area. Rationalizations deprive us of the ability of really analyzing ethical dilemmas for all their consequences and risks. Have the students point out other flaws they see in her reasoning.

2-6 Social Responsibility: Another Layer of Business Ethics

Friedman perspective

Only answer to shareholders

Social responsibility takes money from shareholders

Should only undertake a project if it benefits the business; pollution control for attracting workers is not for the community

2-6a Ethical Postures for Social Responsibility

Shareholders – want profits

Employees – want safe and secure jobs

Dilemma: Does a company risk short-term profits by shutting down to install safety equipment?

Community – wants plant’s economic base but does not want its environment destroyed

Dilemma: Should a company shut down to install state-of-the-art scrubbers on its plant?

Ethical postures and business practice

Whose interest does a corporation serve? What is the best way to serve that interest? (See Exhibit 2.2 and PowerPoint Slide 2-20)

Inherence (See PowerPoint Slide 2-21)

Serve shareholders
Serve shareholders best by only looking out for shareholders
Friedman view

Example: School tax issue – would only get involved if it affected the company directly

Enlightened self-interest

Manager is responsible first to shareholders but serves them best by being responsible to larger society
Business value is enhanced if it is responsive to society's needs

Examples: Employers resolving child-care issues for employees, employers advocating lifestyle changes to improve health (costs more initially but in the long run cuts down on medical costs and lost work days)

Invisible hand (See PowerPoint Slide 2-22)

Manager believes larger society should be served but manager does that best by serving shareholders first
Do not become involved in political or social responsibility issues – allow others to handle issues and they will comply

Example: Would continue to make company profitable so employees would be paid well and would solve the child-care dilemma themselves; Pepsi and its decision to go into India

Social responsibility

Manager should serve larger society
Become involved in all types of political and social issues
Encourage managers to be involved

2-7 Why Business Ethics?

2-7a Personal Accountability and Comfort: Business Ethics for Personal Reasons

FOR THE MANAGER'S DESK: THE PARABLE OF THE SADHU (p. 47)

To assist in your discussion of the case with the students, ask the following and/or highlight these key points.

1. Have the students list the business analogies:
 - a. Grueling course to reach goal
 - b. Only have limited time or window for reaching goal
 - c. Many challenges in achieving; rules of mountain climbing as survival of the fittest?
 - d. Ethical/moral issues often have short-term costs and inconvenience
2. Discuss with the students the cognitive dissonance that comes from one's personal standards being in conflict with the rules of engagement in business.
3. Highlight what happened with McCoy on those previous climbs when he did not make it to the top. Example: had a rich experience with the villagers that was more memorable than a successful climb.
4. Note the regrets he had *after* the successful climb as he looked back not knowing what had happened to the Sadhu and the resulting regrets.

ANSWER TO ETHICAL ISSUES (Mt. Everest, p. 51)

Discuss with the students the following:

1. Perceived sunk cost is a pressure that drives the decision.
2. Desire to succeed drives the climbers.
3. Perception that rules are different for mountain climb vs. life.
4. Regard for human life.

2-8 Importance of Ethics in Business Success and the Costs of Unethical Conduct (See PowerPoint Slide 2-23)

Short-term profitability through "ethical shortcuts" can contribute to a firm's demise
Baucus study on correlation between poor financial performance and ethical/legal missteps
Executives feel ethical behavior strengthens a firm's competitive edge

Johnson & Johnson example of Tylenol recall – earned it high respect and higher earnings in spite of cost and gave it immunity from scrutiny; Be sure to update with the new material included about Tylenol's conduct in trying to avoid a recall by having agents go around and buy up the defective Tylenol; note that we have to be ever vigilant and can't stand on our laurels and past conduct

Costs of unethical behavior (See PowerPoint Slide 2-24)

Defense contractors and current reputation

Beech-Nut and the loss in sales from selling "fake" apple juice

Nestlé boycotts over their infant formula marketing programs in Third World nations; inability to sell new formula products because of twenty-year-old incident

Tylenol and the recall of \$100 million in inventory
BP

Failure to smart-pig the oil pipelines
Saving money and not realizing safety issues
Production and profits down
Years to recover trust and market capitalization
Add discussion of pattern in Deepwater Horizon spill

GM and its Malibu

Failure to take action on memo
Ongoing problems
\$1.2 billion in damages

FOR THE MANAGER'S DESK: THE TONY BENNETT FACTOR (p. 54)

Ask the students to list the factors the firms that paid dividends for 100 years have in common.

2-8a Ethics as a Strategy (See PowerPoint Slide 2-26)

Affords opportunity for planning and ability to answer social needs and cultural changes; use Union Carbide and Bhopal example; company never really recovered
Creates goodwill between business and the community; absence of goodwill can be costly

2-8b The Value of a Good Reputation

Illegal or unfair conduct stays in the public mind
Difficult for firms to recover financially – Salomon's lack of recovery

2-8c Leadership's Role in Ethical Choices (See Exhibit 2.3 and PowerPoint Slide 2-27)

Ethical choices are a form of voluntary regulation
Remedying problems before regulation is put into place
Examples of abuses (poor ethical choices) that led to regulation

Credit disclosure
Johns-Manville and asbestos
The Subprime lenders being regulated now (See PowerPoint Slide 2-28)
Self-regulation by music industry to avoid censorship of artists
Self-regulation on tamper proof would have helped

2-9 Creation of an Ethical Culture in Business

2-9a The Tone at the Top and an Ethical Culture (See PowerPoint Slide 2-29)

Sears and its auto repair issues with pay incentives
Hotlines for reporting violations
DuPont and its ethics bulletins
Sarbanes-Oxley requires these components in an ethics program following collapses of WorldCom, Enron, etc.

2-9b Dodd-Frank, Sarbanes-Oxley, Sentencing, and an Ethical Culture (See PowerPoint Slide 2-30)

Federal Sentencing Commission

Code of ethics
Training
Anonymous reporting
Follow-up
Board action
Sanctions
Officer involvement

2-9c Reporting Lines: An Anonymous Ethics Line for an Ethical Culture

BUSINESS STRATEGY: THE ETHICAL CULTURE (p. 60) (See PowerPoint Slide 2-31)

2-9d Developing an Ethics Stance (See Exhibit 2.4 and PowerPoint Slides 2-32 and 2-33)

Setting parameters for personal and business behavior
Setting tone of tolerance or intolerance for behavior

2-9e Being Careful About Pressure and Signals (See PowerPoint Slides 2-34)

Intense competition/issues of survival
Managers making poor judgments
Employees with no personal values
Avoiding the either/or conundrum
Be careful about pressure and signals (See PowerPoint Slide 2-35)

Goals
Quotas
Signals

2-10 Ethical Issues in International Business (See PowerPoint Slide 2-36)

Cultures, laws, and standards vary

Issues of bribes, grease payments, and culture-related gifts
Problems of economic development where bribery is common

Additional costs

Lack of trust

Basic assumptions underlying economic model of capitalism don't exist and
make investment more difficult

Business must decide whether to operate under one uniform set of standards

Note: Use Exhibit 2.5 and PowerPoint Slide 2-37 and 2-38 to discuss a possible model for uniform standards.

ANSWER TO CONSIDER (Corrupt, p. 65) (See PowerPoint Slide 2-39 for the most recent [2012] Corruption Perceptions Index)

The countries classified as “Most Corrupt” are also the countries with the least economic development. Presently, Russia is near economic collapse and in the other countries there is significant disparity in income distribution. Denmark, Finland, Norway, the Netherlands, and Sweden are socialistic governments. Canada has socialized medicine. Interestingly, the United States has continued to drop in the top group from #20 in the 2007 and 2009 surveys to #24 in 2012.

1. Discuss varying cultural issues.
Example: bribes vs. guanxi
2. Discuss problems companies face when they have different standards.
3. Discuss issues of economic development and standards of living.

Discuss Exhibit 2.6 and PowerPoint Slide 2-40 and the delicate balancing of the four legs of capitalism

Corruption in any breaks down investment
All four must be honest for markets to function

BIOGRAPHY: THE STORIES AND RISKS OF THE CELEBRITY ENDORSEMENT (p. 67)

Companies use these clauses because the conduct of the sports figure or celebrity can be so offensive to their customers that there is a negative impact on their brand – if consumers do not want to be seen with a product endorsed by a struggling celebrity, sales drop off. On occasion there are boycotts of companies because of the conduct of their celebrity endorsers. The

flexibility is the discretionary part of the morals clauses – we all make mistakes and sometimes the public is ready to forgive and forget, particularly when the celebrity steps up and takes responsibility for his or her actions. This flexibility allows for forgiveness and perhaps even greater attention to the company's products.

Discuss with the students each of the celebrities and what personal conduct caused them to be in the headlines and the impact of that conduct on the products that they endorsed. Discuss the issue of whether personal conduct should be relevant in endorsement contracts. Have the students determine whether all the cases involved personal or professional conduct and whether there should be a distinction.

1. A moral clause can be used when, according to the terms of the endorsement contract, the celebrity's conduct brings negative press coverage to the company or is likely to affect the brand. Refer to the discussion of personal vs. professional conduct and whether it matters.
2. The morals clauses tend to be more open-ended to give the product manufacturer and ad agency the flexibility they need to react to the effect the conduct has on the brand and product.

ANSWERS TO CHAPTER QUESTIONS AND PROBLEMS

1. For Gallo, a decision has to be made to stop sales and that decision will affect profits, particularly since the Tenderloin area seems to be a high-demand area. However, Gallo's voluntary action reflects an attitude of social responsibility. The retailers will take a much more direct hit in terms of profit since the product is obviously a bread-and-butter item for this area. The retailer's comment reflects an inherence school philosophy. Gallo is taking an approach that follows the social responsibility school.
2. No, employees should not accept the rooms. It is a conflict, it will influence their decision-making, and it would not be favorably reported in the newspaper. Even with no contracts, there is the issue of influence.
3. The resume is false and the degree should not be included on the company website or the 10K. That there is a personal vendetta does not change the fact that Mr. Thompson misrepresented his degree – at least gave a false impression. Consider this – if an employee at Yahoo had misrepresented his or her degree, it would be grounds for termination. Mr. Thompson resigned from Yahoo after considerable public, board, and employee pressure.

Personal vendetta aside, the problem with the misrepresentation does create problems within a company because employees who falsified their résumés would be terminated for cause. It is difficult to follow a leader who does not abide by the same rules the leader imposes. The lesson is also to keep a clean record because there will always be someone who opposes you and could use any missteps against you.

4. Boeing took a risk in hiring Branch in the first place. Boeing's second risk was in not supervising him on the project. The intense competition made them yield to temptation and

Branch was there. The ethical breaches were: divulging information, violating rules and condoning unethical actions.

5. Since the presidential inauguration, the debate of our times has continued: Did Beyoncé lip-sync the national anthem? There is no definitive answer as yet. We only know that the National Marine Band did not play during her performance, that a tape was played, and that those in charge of the event felt a live performance was too risky because the singer had not had the opportunity to rehearse with the band prior to her performance.

So, why so much concern about lip-syncing? The law can provide us with the answer. A live performance carries the implied promise of actual singing. If a singer does not perform live, then those who paid to attend the performance are victims of misrepresentation and/or a breach of a contract, something that entitles them to a remedy, generally a refund. When Britney Spears, who is well known for lip-syncing during live performances, performed in Australia, the lip-syncing was so obvious that fans walked out and demanded refunds. The promoter complied and issued refunds. If a singer has released CDs or songs for sales that represent that the voice is his or her own, and the voice is not that of the singer, then the same misrepresentation issues and damages apply.

The lip-sync debacle that resulted in the most extensive litigation came upon the discovery that the Grammy-Award-winning duo, Milli Vanilli (Rob Pilatus and Fab Morvan), had never performed any of their songs. That is, the voices on their songs and during their live performances were not theirs. They were indeed lip-syncing, but they were not lip-syncing to their own singing. The result was that the duo was required to return their Grammy awards. In addition, there was a class-action lawsuit brought against the duo and their record company, Arista Records, and parent Bertelsmann Music Group. Under the terms of a settlement of the case, those who had purchased Milli Vanilli albums and CDs were given cash rebates of \$1-\$3 per purchase, depending upon whether they purchased a single song or albums/CDs. [http://articles.latimes.com/1992-03-25/business/fi-4362_1_milli-vanilli]

The legal issue in lip-syncing is a significant one and one that is a basic requirement for contract performance: What did you promise (by implication, custom or otherwise) and what did you deliver? A lip-synced live performance is not the same as an actual live performance. Audiences are paying to see and hear the singer's voice and performance. To the extent that is not provided, those who pay to see and hear have remedies. You can read about various lip- syncing disasters by Ashlee Simpson, Pavarotti, Mariah Carey, R. Kelly, 50 Cent, and others at *Forbes* magazine. [<http://www.forbes.com/sites/micheleatalano/2013/01/25/from-michael-jackson-to-beyonce-a-brief-history-of-lip-syncing>]

Beyoncé and her record company are not on the legal line here because there was no paying audience. Her obligation would be to the inaugural committee that booked her performance. However, if the committee approved the actions taken by the singer and its producers because of fears about the lack of rehearsal, then there is no legal action. The producer, as an agent of the committee, had the authority to change the live performance in the interest of quality and certainty.

Even those fans who are not of a mind to seek a refund are disappointed by lip-syncing because of an underlying ethical issue – they just want to be told the truth about the singer’s performance. Perhaps the answer is to place a disclaimer on concert tickets warning fans that there could be some lip-syncing if there are weather conditions or other issues that prevent a solid live performance.

6. The judge also reminded Mr. Scrushy that he is a convicted felon. Mr. Scrushy must now wear a GPS tracking device, can no longer travel via private means of transportation, and must provide probation officers with written summaries of his trips. This monitoring will continue until he is sentenced or until his appeal of his conviction is decided.

The classic ethical issue here is giving a false impression – knowing what the terms of the probation were and what the probation officer needed to know, Mr. Scrushy chose to hang his hat on a technicality. Letter of the law vs. spirit of the law and could vs. should. Gray area that netted him more punishment.

7. The false résumé is a temptation because people feel without that extra something that they won’t get the job. However, Peter Crist’s point is that this stuff comes out – the lack of a degree is easily verified – a simple check to the college or university. Crist makes the point – this stuff just comes out – truth percolates.

They falsify résumés because: (a) they mistakenly believe they can get away with it, and (b) they believe it will get them ahead. Bowen McCoy suggests leadership and open discussion. Stats seem to show we are headed the wrong way in disclosure and openness. Leaders have not been receptive.

8. What we have here is a question of interpretation of the contest rules. Contest participants agree to abide by the contest rules, but the question is whether what Mr. Scott did constitutes offering prizes, farming, or artificially inflating the votes. Past precedent gives contest sponsors broad discretion in enforcing their rules, but Mr. Scott has asked to be reinstated. Gold Peak Tea, a Coca-Cola brand, sponsored it’s “Take the Year Off” contest. The prize was one year off work and \$100,000. Entrants were required to submit a video. Theodore A. Scott, a Decatur, Georgia attorney, won the grand prize based on votes for his video. His video began with him describing how he had missed out on his family because of his career demands and vowed to spend time with his wife, children, and grandchildren if he won the prize. He also said that he would drink, of course, iced tea.

After Gold Peak told Mr. Scott that he had won, the company received a tip (and the company will not identify who gave them the tip) that Mr. Scott had gone to About.com, a site that has information on contests and sweepstakes, and made a pitch to voters there. Mr. Scott asked them to vote for him.

When Gold Peak learned of the post, it disqualified Mr. Peak and gave the prize to the next entrant in line. Rule 6B of the “Take the Year Off” contest provides that contestants were prohibited from obtaining votes by “offering prizes or other inducements to members of the public, vote farming, or any other activity that artificially inflates such finalist’s votes as

determined by sponsor in its sole discretion.” [Tanzina Vega, "Winner Uses Contest Site and Loses Grand Prize," *New York Times*, October 1, 2012, p. B1.]

Mr. Scott has defended his action by saying that the people who voted for him were real people and that he did not use robotics or Facebook accounts. An expert on sweepstakes agrees, “In my opinion, that’s not cheating if those are real people who aren’t being induced.”

9. Under the inherence and invisible hand schools, you would do nothing. Regulation would take its course, and you would implement whatever is necessary when the time comes. Under the enlightened self-interest school, the issue is one that directly affects your employees and customers and needs addressing. The social responsibility school manager would be lobbying for regulation and would implement safety precautions even prior to the passage of any law. Also, using the Heinz name for off-brand ketchup gives a false impression.
10. As in the past, Congress will step in to limit pay. The limits on pay are easily imposed through limits on deductibility. Companies can self-limit or public outrage will regulate it for them. It is an emotionally charged issue that brings regulation.

ECONOMICS, ETHICS, AND THE LAW: SELF-INTEREST VS. SELFISHNESS

Smith appears to understand that no matter how successful the pursuit of gain and wealth, there will be a personal void unless the success is accompanied by some effort to help others. Smith believes it to be an inherent need in each of us to help others and that we will do so because unless we do we will not be happy.