



# EthicsGAME'S Hot Topics Simulations

## Dilemma Descriptions

EthicsGame's simulations provide a practical and repeatable decision model. By challenging participants to solve real world ethical cases from multiple ethical perspectives, or lenses, our simulations teach participants about their own values. Students also consider how the interests of other stakeholders impact the decision process.

One simulation consists of two dilemmas, an "A" case study and a "B" case study. The dilemmas are easy to mix and match and can be integrated into a standing syllabus. The only requirement is that each simulation include one "A" dilemma and one "B" dilemma. You can add a single simulation to enhance your syllabus or several simulations to reinforce learning through application.

### DILEMMA DESCRIPTIONS BY SETTING

(Note: All cases are set in fictitious organizations, businesses, and institutions.)

#### BUSINESS AND GOVERNMENT SETTINGS

##### "A" Dilemmas

Level 1: Individual contributor

Level 2: Managerial role

Level 3: Leadership/policy role

LEVEL	DILEMMA NAME	TOPIC/LAW	DESCRIPTION
1	<b>The Case of the Missing Forms</b>  Setting: Bio-Tech Firm	Clinical trials— <ul style="list-style-type: none"> <li>Informed consent</li> <li>Missing data</li> <li>Torts</li> </ul>	<b>Problem:</b> <i>SENIOR CLINICAL RESEARCHER:</i> You are compiling the reports for a Phase II Clinical Study. A team member at one of the research sites reports that the informed consent forms have been lost. The informed consent forms are essential if the results are going to be included in the study. Further, if the forms aren't kept properly, the FDA (the regulatory agency) can censure the company.  <b>Issue:</b> How to ensure the integrity of the clinical studies when you have not followed (or cannot show that you have followed) the required protocols for good research.
1	<b>The Case of the Slick White Paper</b>  Setting: Bio-Tech Firm	<ul style="list-style-type: none"> <li>Plagiarism</li> <li>Research fraud</li> </ul>	<b>Problem:</b> <i>SENIOR SCIENTIST:</i> You have a deadline for a journal publication and have not had time to write the paper. One opportunity is to work with a ghostwriter. Another opportunity is to collaborate with a junior researcher who has a paper that covers the same material and is very well organized.  <b>Issue:</b> How to ensure the deadline is met, the article has integrity, and the author(s) receive appropriate attribution.

**Business and Government Settings**  
**"A" Dilemmas (cont'd.)**

*Level 1: Individual contributor*  
*Level 2: Managerial role*  
*Level 3: Leadership/policy role*

LEVEL	DILEMMA NAME	TOPIC/LAW	DESCRIPTION
1	<b>The Case of the Superficial Statistics</b>  <i>Setting:</i> <i>Bio-Tech Firm</i>	<ul style="list-style-type: none"> <li>▪ Use of accurate statistics in marketing</li> </ul>	<p><b>Problem:</b>  <b>VICE PRESIDENT OF SALES:</b> You are preparing the launch of a new product, a calorie-burning supplement. To support the launch, the marketing department hired a research firm to conduct an independent survey. You receive the results from the VP of Marketing ten days before the scheduled launch, but you soon find out the survey may have been compromised by selection bias and a non-random sample. Taking the time to get accurate results would not only delay the launch but would also likely produce less favorable statistics.</p> <p><b>Issue:</b>            Whether to rely on the independent survey results to meet the launch window and stay competitive or to delay the launch to ensure your data provides accurate and thorough information for consumers.</p>
2	<b>The Case of the Fair Warning</b>  <i>Setting:</i> <i>Bio-Tech Firm</i>	<ul style="list-style-type: none"> <li>▪ Quality control</li> <li>▪ Consumer protection</li> <li>▪ Product liability</li> <li>▪ Torts</li> </ul>	<p><b>Problem:</b>  <b>QUALITY CONTROL MANAGER:</b> You are responsible for the quality of the company's products. The internal testing laboratory has fallen behind schedule and has just delivered the report for a batch of a patented ingredient used in products already in stores for retail sale. This particular ingredient is used in 80% of the company's products. The test results show that the level of a minor contaminant exceeds the internal quality control standards, although not external standards. The contaminant poses a small risk of harm to a small percentage of potential users of the products: those with compromised immune systems.</p> <p><b>Issue:</b>            Whether to warn and what information to provide to consumers about the contaminant.</p>
2	<b>The Case of the Mysterious Blogger</b>  <i>Setting:</i> <i>Bio-Tech Firm</i>	<ul style="list-style-type: none"> <li>▪ Non-disclosure agreements</li> <li>▪ First Amendment privacy</li> <li>▪ At-will employment</li> </ul>	<p><b>Problem:</b>  <b>ASSOCIATE DIRECTOR OF OPERATIONS:</b> You have put in a new computer security system. Despite the precautions, an unidentified company employee continues to violate the company non-disclosure agreement by posting proprietary information on a private blog. One of your IT employees, at home and without company authorization, discovers the blogger's identity by hacking into the blog site's ISP and then the blogger's home computer, and shares the information with you.</p> <p><b>Issue:</b>            Whether you should use the information obtained by the hacker to discipline the blogger for violating the NDA.</p>

**Business and Government Settings**  
**"A" Dilemmas (cont'd.)**

*Level 1: Individual contributor*  
*Level 2: Managerial role*  
*Level 3: Leadership/policy role*

LEVEL	DILEMMA NAME	TOPIC/LAW	DESCRIPTION
2	<b>The Case of the Mysterious Roses</b>  <i>Setting:</i> <i>Bio-Tech Firm</i>	Title VII— <ul style="list-style-type: none"> <li>Sexual harassment</li> </ul>	<b>Problem:</b> <i>DIRECTOR OF SALES:</i> You have received information from several different people about what may be sexual harassment of one of your direct reports. She has now asked to speak with you confidentially.  <b>Issue:</b> Whether you can agree to maintain the confidentiality of an employee's communication with you when you believe the communication will be a disclosure of sexual harassment.
2	<b>The Case of the Underperforming Division</b>  <i>Setting:</i> <i>Bio-Tech Firm</i>	<ul style="list-style-type: none"> <li>Embezzlement</li> <li>Whistleblowing</li> </ul>	<b>Problem:</b> <i>INTERNAL AUDIT MANAGER:</i> You are conducting a routine operations audit. You discover that one division has excessive costs, although they have not produced the same clinical output as the other divisions. Furthermore, you discover that the Division Director, who approves all expenses, has not taken a vacation in two years and may be having an affair. Both of these factors can be warning signs for embezzlement.  <b>Issue:</b> How to present your audit findings regarding the division, and to whom.
3	<b>The Case of the Chinese Customs Official</b>  <i>Setting:</i> <i>Bio-Tech Firm</i>	<ul style="list-style-type: none"> <li>Foreign Corrupt Practices Act</li> <li>Bribery</li> </ul>	<b>Problem:</b> <i>SENIOR PRODUCT MANAGER:</i> You are responsible for the launch of the product in a new market: China. Although the sales figures look good, there appears to be a problem with the numbers. After careful analysis, you suspect that some of the product shipped to China is being sold on the black market by the director of the customs center through which the product is shipped before being transported to stores and gyms for sale.  <b>Issue:</b> Whether you can reduce the losses without violating the Foreign Corrupt Practices Act or reporting the customs official and risk putting his life in danger.
3	<b>The Case of the Friendly Audit</b>  <i>Setting:</i> <i>Bio-Tech Firm</i>	<ul style="list-style-type: none"> <li>Independent judgment</li> <li>Fraud</li> <li>Sarbanes-Oxley</li> </ul>	<b>Problem:</b> <i>AUDIT PARTNER:</i> As a senior officer in the CPA firm working with G-BioSport, you have to determine whether an aggressive mark-to-market valuation of material assets on the company's balance sheet is an appropriate valuation. The CFO of G-BioSport is pressuring you to not question the valuation.  <b>Issue:</b> How to respond to pressure from the client over an audit issue that can undermine the independence of the client's annual audit.

**Business and Government Settings**  
**"A" Dilemmas (cont'd.)**

*Level 1: Individual contributor*  
*Level 2: Managerial role*  
*Level 3: Leadership/policy role*

LEVEL	DILEMMA NAME	TOPIC/LAW	DESCRIPTION
3	<b>The Case of the Hot New Market</b>  <i>Setting:</i> <i>Bio-Tech Firm</i>	Conflict of interest— <ul style="list-style-type: none"> <li>Product placement</li> <li>Fraud</li> <li>Insider trading (Sec. 10b-5)</li> </ul>	<b>Problem:</b> <i>VICE PRESIDENT OF SALES AND MARKETING:</i> You've been talking with a Board member that has a company that provides training videos and classes for people in the health club industry. He wants to expand into continuing medical education and has suggested a partnership in which your company provides financing and benefits from product placement in the training materials. You know that product orders tend to increase following sponsorship of continuing medical education events.  <b>Issue:</b> How to partner with the Board member to provide continuing medical education: whether to disclose financial support, place or discuss products in training materials, and how to avoid a conflict of interest.
3	<b>The Case of the Mangled Miracle Drug (part 1)</b>  <i>Setting:</i> <i>Bio-Tech Firm</i>	<ul style="list-style-type: none"> <li>Product safety</li> <li>International marketing</li> </ul>	<b>Problem:</b> <i>VICE PRESIDENT OF BUSINESS DEVELOPMENT:</i> Your company has developed a true miracle drug: a cure for HIV. However, a recent batch of the drug is badly contaminated, such that up to 10% of those who take it may suffer another fatal illness as a side effect. You are approached by the Minister of Health of a small African country willing to buy the contaminated product, with full awareness of the risks and complete willingness to disclose the side effect, in order to save lives. This sales opportunity may be the only opportunity to ensure the batch is not wasted entirely and the revenue lost.  <b>Issue:</b> Whether you can ethically sell a product you know will directly result in a high incidence of fatal side effects at the same time that a greater number of lives can be saved with the sale.
3	<b>The Case of the Really Sweet Deal</b>  <i>Setting:</i> <i>Bio-Tech Firm</i>	Conflict of interest— <ul style="list-style-type: none"> <li>Gifts</li> <li>Sarbanes-Oxley</li> </ul>	<b>Problem:</b> <i>VICE PRESIDENT OF CLINICAL OPERATIONS:</i> You are developing a relationship with a Board member. The Board member proposes a business partnership with a friend of theirs. The suggestion is that you explore the opportunity during an entertainment event the friend is sponsoring at which the Board member will also be present.  <b>Issue:</b> Whether you can fully evaluate this opportunity without engaging in a conflict of interest.

**Business and Government Settings**  
**"A" Dilemmas (cont'd.)**

*Level 1: Individual contributor*  
*Level 2: Managerial role*  
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LEVEL	DILEMMA NAME	TOPIC/LAW	DESCRIPTION
3	<b>The Case of the Wayward Water</b>  Setting: Consulting Firm	<ul style="list-style-type: none"> <li>Sustainability</li> <li>Ethics and economics of hydrofracking</li> </ul>	<p><b>Problem:</b>  <b>STAFF ENGINEER IN CHARGE OF QUALITY:</b> You have been asked to make a recommendation to the state board responsible for drilling regulations. You are being lobbied by two groups: the companies who want to move ahead with hydraulic fracturing, a process that will contaminate an area of groundwater, and environmentalists who are concerned about contaminating the groundwater. You have received a 100-year projection on the effects of these contaminants and, according to the data, the impact seems minimal. However, the affected area is close enough to a residential area that if the projection is off, the impact would be substantial.</p> <p><b>Issue:</b>            Whether you should trust the projections enough to make the deal or err on the side of caution at the cost of losing or reducing the money your community would gain from the royalties from drilling.</p>

**BUSINESS AND GOVERNMENT SETTINGS**  
**"B" Dilemmas**

*Level 1: Individual contributor*  
*Level 2: Managerial role*  
*Level 3: Leadership/policy role*

LEVEL	DILEMMA NAME	TOPIC/LAW	DESCRIPTION
1	<b>The Case of the Cold Feet</b>  Setting: Bio-Tech Firm	<ul style="list-style-type: none"> <li>Whistleblowing</li> <li>Fraud</li> </ul>	<p><b>Problem:</b>  <b>SENIOR SCIENTIST:</b> You are reviewing a draft of an article written by a colleague that has been accepted to a prestigious journal. As you read it, you notice that the work includes information in a white paper written by a junior researcher that you reviewed. The data in the article does not match the data in the white paper. You poke around and discover that data was omitted that showed adverse effects to the drug. You also know from your own research that the data in the article cannot be replicated.</p> <p><b>Issue:</b>            What to do when you believe that a colleague has falsified data in a report.</p>

**Business and Government Settings**  
**"B" Dilemmas (cont'd.)**

Level 1: Individual contributor  
 Level 2: Managerial role  
 Level 3: Leadership/policy role

LEVEL	DILEMMA NAME	TOPIC/LAW	DESCRIPTION
1	<b>The Case of the Disingenuous Report</b>  Setting: Bio-Tech Firm	<ul style="list-style-type: none"> <li>Use of accurate statistics in marketing</li> </ul>	<p><b>Problem:</b>            VP OF MARKETING: You have requested a customer survey to send to a magazine that publishes consumer reports. When the results come in, you find that one product shows a much shorter list of customer responses than the others. The responses that remain paint a very good picture of the product, but you receive information that the report is materially flawed because the negative feedback has been removed. Reconstructing the data is impossible, but you might lose the marketing opportunity for all your products if you don't have a complete report to submit.</p> <p><b>Issue:</b>            Whether to include the anomalous results or move ahead without them.</p>
1	<b>The Case of the Fudged Results</b>  Setting: Bio-Tech Firm	<ul style="list-style-type: none"> <li>Adverse results on clinical trials</li> <li>Integrity of research</li> <li>FDA regulations</li> </ul>	<p><b>Problem:</b>            SENIOR CLINICAL RESEARCHER: You note that one of your research sites is getting negative results in a small sample of their test subjects, all of whom are Norwegian males. You have not kept data on the racial heritage of test subjects who put down "white" as their racial heritage.</p> <p><b>Issue:</b>            Whether to include the anomalous results or move ahead without them.</p>
2	<b>The Case of the Great Off-Site</b>  Setting: Bio-Tech Firm	Title VII — <ul style="list-style-type: none"> <li>Sexual harassment</li> </ul>	<p><b>Problem:</b>            DIRECTOR OF SALES: Following a company off-site function, two employees have informed you that one of your direct reports behaved inappropriately at the function and that they were offended and distressed by this behavior. Before you have a chance to do anything, the offending employee himself sends a company-wide e-mail apologizing for his behavior.</p> <p><b>Issue:</b>            Whether you have authority to discipline the offending employee for behavior not on company premises. If you do have authority, then how to appropriately reprimand the offending employee.</p>
2	<b>The Case of the Stringent Standards</b>  Setting: Bio-Tech Firm	<ul style="list-style-type: none"> <li>Product liability</li> <li>International safety standards</li> </ul>	<p><b>Problem:</b>            QUALITY CONTROL MANAGER: You have noticed that the level of contaminant in a patented ingredient used in 80% of the company's products has increased, while external standards have become stricter. The level of contaminant now exceeds the legal limit for sale in the company's home country. However, several foreign markets in which the product could be sold either have a lower standard, which the contaminant does not exceed, or no regulations regarding the legal amount of the contaminant. The contaminant still poses a very limited risk of harm to a small percentage of potential users.</p> <p><b>Issue:</b>            Whether to sell a product that does not meet home country safety requirements in a foreign market that has lower safety restrictions.</p>

**Business and Government Settings**  
**"B" Dilemmas (cont'd.)**

*Level 1: Individual contributor*  
*Level 2: Managerial role*  
*Level 3: Leadership/policy role*

LEVEL	DILEMMA NAME	TOPIC/LAW	DESCRIPTION
2	<p><b>The Case of the Unsatisfactory Response</b></p> <p>Setting: Bio-Tech Firm</p>	<ul style="list-style-type: none"> <li>Financial statement fraud</li> <li>SEC violations</li> </ul>	<p><b>Problem:</b>  <i>INTERNAL AUDIT MANAGER:</i> Your job includes regular audits of the company's financial statements. In the process of one such audit, you have questions about numbers that don't seem quite right. You follow up with the accountant who made the entries, assuming there is a valid explanation and supporting documentation. However, you are told simply that a "high level executive" authorized the entries. You know that something very similar happened in two infamous fraud cases.</p> <p><b>Issue:</b>            Whether to pursue supporting documentation for the mysterious accounting entries.</p>
2	<p><b>The Case of the Veiled ID</b></p> <p>Setting: Bio-Tech Firm</p>	<p>Title VII —</p> <ul style="list-style-type: none"> <li>Religious expression</li> </ul>	<p><b>Problem:</b>  <i>ASSOCIATE DIRECTOR OF OPERATIONS:</i> Following a break-in by a former employee, you implemented a key-card system that includes a picture ID. One of your employees is a Muslim who wears a veil that covers her entire face. Her religious tradition prohibits any male except a close relative from seeing her face unveiled. Both the photographer and some security guards who would check the IDs are male.</p> <p><b>Issue:</b>            How to balance the need to maintain appropriate security for all employees while acknowledging the religious expression of a particular employee.</p>
3	<p><b>The Case of the Canadian Labels</b></p> <p>Setting: Bio-Tech Firm</p>	<ul style="list-style-type: none"> <li>Integrity in international sales</li> </ul>	<p><b>Problem:</b>  <i>SENIOR PRODUCT MANAGER:</i> Your marketing team has come up with what they think is a brilliant idea: to market one of their products sold in Canada with the label "China Free." This idea is designed to gain market shares in the new Canadian market quickly by playing on rising consumer fears following a barrage of media reports on deaths from contaminated food and drug products with ingredients from China. To complicate matters, some of your product may soon contain ingredients from China, although they do not at the moment.</p> <p><b>Issue:</b>            Whether it is possible to address consumer fears by providing safety information without violating labeling regulations and without unfairly targeting one group of suppliers.</p>



**Business and Government Settings**  
**“B” Dilemmas (cont’d.)**

*Level 1: Individual contributor*  
*Level 2: Managerial role*  
*Level 3: Leadership/policy role*

LEVEL	DILEMMA NAME	TOPIC/LAW	DESCRIPTION
3	<b>The Case of the Clever Pitch</b>  Setting: Bio-Tech Firm	<ul style="list-style-type: none"> <li>▪ Capital formation</li> <li>▪ Board relations</li> <li>▪ SEC and SOX</li> </ul>	<p><b>Problem:</b>            CHIEF FINANCIAL OFFICER: You are putting together a proposal for funding from a key venture capital firm. If successful, you’ll raise \$32 million to complete testing and market a promising new product. Your team has data and projections to paint an enticing picture for potential investors. However, you are aware of potential problems with the research results. You are also aware that your sales projections include off-label sales, although your sales team can’t directly promote off-label use of prescription drugs.</p> <p><b>Issue:</b>            Whether to include all the information you have in the proposal to the venture capitalists.</p>
3	<b>The Case of the Competing Suitors</b>  Setting: Bio-Tech Firm	<ul style="list-style-type: none"> <li>▪ Non-disclosure/ non-compete clauses</li> <li>▪ Contracts</li> </ul>	<p><b>Problem:</b>            VICE PRESIDENT OF CLINICAL OPERATIONS: Your team has just completed clinical testing using a Clinical Research Organization (CRO) as a partner. Both of you anticipate expanding the partnership for a new product. You know the CRO is in the process of making capital expenditures in anticipation of expanding the partnership. Suddenly, a CRO you courted unsuccessfully in the past wants to partner for the new product. It appears they may be a better fit for this product.</p> <p><b>Issue:</b>            Whether you can develop both business opportunities simultaneously with integrity.</p>
3	<b>The Case of the Concealed Contaminant</b>  Setting: Department of Environmental Quality	<ul style="list-style-type: none"> <li>▪ Sustainability</li> <li>▪ Economics of hydrofracking</li> <li>▪ Trade secrets</li> </ul>	<p><b>Problem:</b>            STAFF ENGINEER IN CHARGE OF QUALITY: You have been asked to make a recommendation to the board responsible for drilling regulations. The companies intend to use a proprietary mixture for hydraulic fracturing that is comprised on 98% water and sand with the remaining 2% consisting of a particular mix of chemicals. You can ask for a list of the chemicals used, as well as their exact proportions, which would allow accurate research on the environmental impact, but doing so would require the oil companies to reveal proprietary information. They argue that if they are unable to protect their trade secrets, the motivation for research to maintain a competitive edge is gone, and thus safer and more effective formulas will never be developed.</p> <p><b>Issue:</b>            How to balance between protecting a company’s trade secrets and the public’s right to information that will help assure the water source is not contaminated.</p>



**Business and Government Settings**  
**"B" Dilemmas (cont'd.)**

*Level 1: Individual contributor*  
*Level 2: Managerial role*  
*Level 3: Leadership/policy role*

LEVEL	DILEMMA NAME	TOPIC/LAW	DESCRIPTION
3	<b><i>The Case of the Contaminated Air</i></b>  <i>Setting:</i> <i>Bio-Tech Firm</i>	<ul style="list-style-type: none"> <li>▪ <i>Environmental laws</i></li> <li>▪ <i>Sustainability</i></li> <li>▪ <i>International partnerships</i></li> <li>▪ <i>Customer confidence</i></li> </ul>	<p><b><i>Problem:</i></b>  <i>VICE PRESIDENT OF OPERATIONS:</i> On a routine visit to the plant in India that is supplying ingredients for your products, you discover that toxins contaminate the air in and around the plant. When you ask, you are informed that the processes meet or exceed local environmental regulations for safety but they do violate USA environmental standards. To clean up the process would be pricey; to not clean up the water could severely damage your company's reputation and brand.</p> <p><b><i>Issue:</i></b>            Whether to insist that your supplier institute practices to guarantee that the local water supply will not be contaminated.</p>
3	<b><i>The Case of the Mangled Miracle Drug (part 2)</i></b>  <i>Setting:</i> <i>Small African Country</i>	<ul style="list-style-type: none"> <li>▪ <i>International sales</i></li> <li>▪ <i>Public health</i></li> </ul>	<p><b><i>Problem:</i></b>  <i>MINISTER OF HEALTH:</i> You have made a deal to purchase a batch of a drug that treats HIV, a drug that will be a great boon to the people of your country. This particular batch is contaminated and will cause potentially fatal side effects to 10% of those who take it, but you knew the risks when you made the deal. Now, a neighboring country has made an offer to buy the drug from you, which would provide a significant profit and an opportunity to purchase an untainted batch. The president of this country faces U. N. sanctions for war crimes and his money comes from conflict diamonds, but his people suffer under an AIDS epidemic comparable to the one in your country.</p> <p><b><i>Issue:</i></b>            How to meet your agreements under your original contract while exercising prudential judgment to maximize resources available to your people.</p>

## HEALTH CARE SETTINGS

### "A" Dilemmas

Level 1: Individual contributor

Level 2: Managerial role

Level 3: Leadership/policy role

LEVEL	DILEMMA NAME	TOPIC/LAW	DESCRIPTION
1	<p><b>The Case of the Uninformed Consent</b></p> <p>Setting: Neighborhood</p>	<ul style="list-style-type: none"> <li>Informed consent</li> <li>Scope of practice when not in a clinical setting</li> </ul>	<p><b>Problem:</b> NURSE/NEIGHBOR: Lara, the daughter of your neighbor, Susan, has just informed you that her Mom is scheduled for open heart surgery. Lara reveals that Susan doesn't know how serious the procedure will be nor that she will be out of commission for 4 to 6 weeks. Lara convinced the physician that if Susan knew the truth she might not have the surgery, so Susan thinks the surgery will be something like her angioplasty. Lara is asking you to not disclose anything to Susan and for Susan's own good to participate in the conspiracy of uninformed consent.</p> <p><b>Issue:</b> How to insure your neighbor gets the information she needs before going into surgery while meeting your obligations as a friend to both Lara and Susan.</p>
1	<p><b>The Case of the Wandering Eyes</b></p> <p>Setting: Medical Center</p>	<ul style="list-style-type: none"> <li>HIPAA</li> <li>Privacy</li> </ul>	<p><b>Problem:</b> STAFF NURSE: As a newly graduated RN, you see a colleague, a senior nurse, who is reading the chart of a patient who is not part of her case load. The patient happens to be a bit of a local celebrity, and everyone is curious about why she is in the medical center.</p> <p><b>Issue:</b> How best to handle this violation of hospital policy.</p>
2	<p><b>The Case of the Bound Hands</b></p> <p>Setting: Medical Center</p>	<ul style="list-style-type: none"> <li>Unauthorized use of restraints</li> </ul>	<p><b>Problem:</b> SUPERVISING NURSE: An elderly patient is repeatedly pulling out his gastric feeding tube. At least an hour is required to replace the tube. The patient has a history of dementia due to cerebral atherosclerosis. The family has left for the evening and is very much against the use of restraints. You rush into the room just as he starts to pull out the tube, and you can't sit with him all night. You do not have an order for mittens, but they are available. Calling the MD is out of the question because it is the night shift. If you don't restrain the patient, the tube will be out before the 4 a.m. meds.</p> <p><b>Issue:</b> How to balance your case load and meet the needs of this patient.</p>
2	<p><b>The Case of the Front Page Faux Pas</b></p> <p>Setting: Medical Center</p>	<ul style="list-style-type: none"> <li>HIPAA</li> <li>Privacy</li> </ul>	<p><b>Problem:</b> MANAGER OF CLINICAL RECORDS: The hospital is treating Bernard Low, a candidate for Senate. The PR department sent an authorized statement to the local newspaper, but the article that appears the next day contains information beyond the scope of that statement — information that could only have come from a HIPAA breach in the records department. You track the breach back to a member of your staff, and you file a report with the Privacy Officer. Later, you find evidence, although not conclusive, that suggests the breach was deliberate.</p> <p><b>Issue:</b> What you should do with the additional information you now have.</p>

**Health Care Settings**  
**"A" Dilemmas cont'd.**

*Level 1: Individual contributor*  
*Level 2: Managerial role*  
*Level 3: Leadership/policy role*

LEVEL	DILEMMA NAME	TOPIC/LAW	DESCRIPTION
2	<p><b>The Case of the Troubled Teen</b></p> <p>Setting: Medical Center</p>	<ul style="list-style-type: none"> <li>Emancipation</li> <li>Care for minors</li> </ul>	<p><b>Problem:</b>  <i>SUPERVISING NURSE/OB-GYN:</i> Rachel, an unwed minor, has been admitted to the hospital in labor. Her parents are with her, but as her labor fails to progress, they refuse to authorize standard medical intervention. Their refusal appears to be based on their religious beliefs and their disappointment that Rachel has gotten herself into this situation. The nurse assigned to Rachel has complied with the parents' wishes and seems inattentive. The attending OB/GYN is in the delivery room with another patient. Although the baby is not yet in fetal distress, the situation seems to be worsening.</p> <p><b>Issue:</b>            How best to assure that the mother and baby receive the appropriate medical care.</p>

**HEALTH CARE SETTINGS**  
**"B" Dilemmas**

*Level 1: Individual contributor*  
*Level 2: Managerial role*  
*Level 3: Leadership/policy role*

LEVEL	DILEMMA NAME	TOPIC/LAW	DESCRIPTION
1	<p><b>The Case of the Bandage Bandit</b></p> <p>Setting: Medical Center</p>	<ul style="list-style-type: none"> <li>Theft</li> </ul>	<p><b>Problem:</b>  <i>CHARGE NURSE:</i> A well-respected certified nursing tech has been seen removing supplies from the supply room that are not needed for her patients. When confronted, she breaks down and says they are for her mother, who is recovering from a recent operation and doesn't have enough money to buy the large abdominal dressings she needs.</p> <p><b>Issue:</b>            How best to handle this violation of hospital policy.</p>

**Health Care Settings**  
**"B" Dilemmas cont'd.**

*Level 1: Individual contributor*  
*Level 2: Managerial role*  
*Level 3: Leadership/policy role*

LEVEL	DILEMMA NAME	TOPIC/LAW	DESCRIPTION
1	<b>The Case of Policies and Politics</b>  <i>Setting:</i> <i>Medical Center</i>	<ul style="list-style-type: none"> <li>▪ Policies re: domestic partners</li> </ul>	<p><b>Problem:</b>  <i>STAFF NURSE:</i> Domestic partners Alain and Yves were traveling outside their home state when Alain suffered a stroke and was admitted to your hospital. The ER staff treated Yves as they would the heterosexual spouse of a patient, but now that Alain has been moved to ICU, the supervising nurse has prevented Yves from having contact with him. You know that the hospital has a fairly liberal visitation policy, but that it is not always followed by all staff. You have the ability to assure Yves access to Alain under the radar or to challenge the supervising nurse's action.</p> <p><b>Issue:</b>            How best to intervene when you believe that a supervisor is not following the hospital's policies.</p>
2	<b>The Case of the Confounded Colleague</b>  <i>Setting:</i> <i>Medical Center</i>	<ul style="list-style-type: none"> <li>▪ Erratic behavior of employee</li> </ul>	<p><b>Problem:</b>  <i>CHARGE NURSE:</i> During a shift report, you notice that one of your staff nurses is behaving unusually. You can't put your finger on exactly what is going on. He doesn't have an odor of alcohol about him, but as you watch his interactions, he is just not himself.</p> <p><b>Issue:</b>            How to respond to a subordinate whose capacity might be impaired.</p>
2	<b>The Case of the Outdated Database</b>  <i>Setting:</i> <i>Medical Center</i>	<ul style="list-style-type: none"> <li>▪ HIPAA</li> <li>▪ Allocation of resources</li> </ul>	<p><b>Problem:</b>  <i>MANAGER OF CLINICAL RECORDS:</i> The investigation of a previous breach of a patient's protected health information has revealed significant unauthorized access to patient records from a closed clinical trial. You suspect this is evidence of serious data security issues that will result in further breaches if left unaddressed. This is your area of expertise, but the changes would require the approval of the Privacy Officer, who does not share your concerns.</p> <p><b>Issue:</b>            What to do when you believe a superior is not addressing a significant compliance risk.</p>
2	<b>The Case of the Shady Secret</b>  <i>Setting:</i> <i>Community Health Center</i>	<ul style="list-style-type: none"> <li>▪ Chronic illness</li> <li>▪ Underserved populations</li> <li>▪ Charting</li> </ul>	<p><b>Problem:</b>  <i>CLINIC NURSE:</i> A young Type 1 diabetic came to the clinic for an insulin pump check-up. The young man presented to you with alcohol on his breath. In reviewing his chart, you saw that he was not supposed to have any alcohol. When you talked with him, he begged you not to tell anyone because he didn't want to get in trouble. Will you participate in keeping his shady secret?</p> <p><b>Issue:</b>            How to make sure that your patient gets the care he needs while giving him the autonomy to make his own health-care decisions.</p>

**EDUCATION SETTINGS—  
Elementary/High School  
“A” Dilemmas**

*Level 1: Individual contributor  
Level 2: Managerial role  
Level 3: Leadership/policy role*

LEVEL	DILEMMA NAME	TOPIC/LAW	DESCRIPTION
1	<b>The Case of the Complicated Classroom</b>  <i>Setting: High School</i>	<ul style="list-style-type: none"> <li>Individual Educational Plans (IEPs)</li> <li>Special needs mainstreaming</li> </ul>	<p><b>Problem:</b> <i>HIGH SCHOOL CLASSROOM TEACHER:</i> You have a class with many students requiring customized teaching. As a result of staffing reductions, the IEPs for the students are not complete. One student has cerebral palsy, no IEP is written, and his parents are demanding a high level of attention for their child.</p> <p><b>Issue:</b> How to balance between meeting the educational needs of the special needs student and the rest of the students in the classroom.</p>
1	<b>The Case of the Tainted Test</b>  <i>Setting: Elementary School</i>	<ul style="list-style-type: none"> <li>Integrity of testing protocols</li> </ul>	<p><b>Problem:</b> <i>ELEMENTARY CLASSROOM TEACHER:</i> You are administering an end of the year reading test for a colleague. A student tests at a lower proficiency than expected. The student’s classroom teacher wants you to retest the student and provide a little bit of help. You know that if you don’t cooperate, the colleague might retaliate by skewing the test results of your students.</p> <p><b>Issue:</b> Whether to accommodate the request for retesting or refuse.</p>

**EDUCATION SETTINGS—  
Elementary/High School  
“B” Dilemmas**

*Level 1: Individual contributor  
Level 2: Managerial role  
Level 3: Leadership/policy role*

LEVEL	DILEMMA NAME	TOPIC/LAW	DESCRIPTION
1	<b>The Case of the Pushy Parents</b>  <i>Setting: Elementary School</i>	<ul style="list-style-type: none"> <li>Meeting needs of students in light of parental pressure</li> </ul>	<p><b>Problem:</b> <i>ELEMENTARY CLASSROOM TEACHER:</i> A student is not living up to her potential in the classroom. You meet with the parents and discover she is in many extra-curricular activities. The parents are clear that they expect her grades to stay up even as she maintains the rest of the schedule. When you grade her according to her performance, the parents go to last year’s teacher and the administrators. Your colleague gives you the heads up that this family is starting to shake the trees and advises you to “make it right” with the family.</p> <p><b>Issue:</b> Whether to grade according to parental pressure or student performance.</p>

**Education Settings—Elementary/High School**  
**“B” Dilemmas cont’d.**

*Level 1: Individual contributor*  
*Level 2: Managerial role*  
*Level 3: Leadership/policy role*

LEVEL	DILEMMA NAME	TOPIC/LAW	DESCRIPTION
1	<p><b>The Case of the Sophomoric Sophomore</b></p> <p>Setting: High School</p>	<ul style="list-style-type: none"> <li>▪ School discipline</li> <li>▪ Appropriate evaluation of disruptive student</li> </ul>	<p><b>Problem:</b>  HIGH SCHOOL TEACHER: Lindsay, a sophomore in one of your classes, has been nothing but trouble. She rarely attempts to participate or complete assignments, instead devoting her time to distracting and disrupting her fellow students at every opportunity. You have tried every intervention, but her behavior remains unchanged. As the school year draws to a close, the principal informs you that you are the only teacher available for the sophomore and junior classes for your course and that failing sophomores will be enrolled in the junior class in addition to retaking the sophomore class. A colleague approaches you with an idea: to avoid having Lindsay in two classes per day next year, you could give her a passing grade, which would spare your new sophomores—and a small measure of your own sanity.</p> <p><b>Issue:</b>  How to assure that the student is treated fairly at the same time you assure that the other students have an inviting learning environment.</p>

**EDUCATION SETTINGS—  
University Student Life  
“A” Dilemmas**

*Level 1: Individual contributor  
Level 2: Managerial role  
Level 3: Leadership/policy role*

LEVEL	DILEMMA NAME	TOPIC/LAW	DESCRIPTION
1	<b>The Case of the Electronic Exam</b>  <i>Setting: University</i>	<ul style="list-style-type: none"> <li>Cheating</li> </ul>	<p><b>Problem:</b> <i>STUDENT:</i> Some of your classmates, who are part of a group that you’d like to join, are going on a road trip rather than taking an exam that the professor has decided to give using new “clicker” technology. As the professor is giving the students the questions in advance, your friends decide to write down their answers in advance and have others in the class use the clickers assigned to their student IDs to answer for them.</p> <p><b>Issue:</b> Whether arranging for someone else to use your clicker is cheating.</p>
1	<b>The Case of the Friend in Need</b>  <i>Setting: University</i>	<ul style="list-style-type: none"> <li>Domestic Violence</li> </ul>	<p><b>Problem:</b> <i>STUDENT:</i> Following class on your way to the parking lot, you are the only witness to an argument between a fellow student and their significant other. You can’t hear what is going on, but you see yelling and shoving, and witness one slap the other across the face.</p> <p><b>Issue:</b> Whether what you just witnessed is domestic violence.</p>
1	<b>The Case of the Purloined Paper</b>  <i>Setting: University</i>	Plagiarism— <ul style="list-style-type: none"> <li>Classroom</li> </ul>	<p><b>Problem:</b> <i>STUDENT:</i> You have been sharing a laptop with your classmate, Mark. A mutual friend and classmate of Mark’s tells you about a paper Mark submitted for their joint class that sounds identical to a paper you wrote using Mark’s laptop.</p> <p><b>Issue:</b> Whether what Mark did is actually plagiarism. If so, what to do about it.</p>
2	<b>The Case of the Party Animals</b>  <i>Setting: University Dormitory</i>	<ul style="list-style-type: none"> <li>Whistleblowing</li> <li>Alcohol</li> </ul>	<p><b>Problem:</b> <i>RESIDENT ASSISTANT:</i> Your friend, Kim, is planning a party at which you suspect there will be underage drinking. Your suspicion is based on your knowledge of two people Kim routinely hangs out with, Dale and Victor, who have been previously written up for alcohol violations a parties. Kim tells you that Dale and Victor want to have the party in your room because it’s larger and you don’t have a roommate.</p> <p><b>Issue:</b> How to do your job as an RA while maintaining your friendship with Kim.</p>



**EDUCATION SETTINGS—  
University Student Life**  
*“B” Dilemmas*

*Level 1: Individual contributor  
Level 2: Managerial role  
Level 3: Leadership/policy role*

LEVEL	DILEMMA NAME	TOPIC/LAW	DESCRIPTION
1	<b><i>The Case of the Big Presentation</i></b>  <i>Setting: University</i>	Plagiarism— ▪ <i>Internet</i>	<b><i>Problem:</i></b> <i>STUDENT:</i> You are a sophomore member of a business management class working on a multi-media presentation for your final exam. You’ve included some pictures your study partner found on the internet that look like photographs of your college campus. Your study partner suggests you might get a higher grade if the professor thinks you took the pictures specifically for the presentation.  <b><i>Issue:</i></b> Whether allowing the professor to think the pictures are your own is the same as presenting someone else’s work or ideas as your own.
1	<b><i>The Case of the Nightly Guest</i></b>  <i>Setting: University Dormitory</i>	▪ <i>Dorm life</i>	<b><i>Problem:</i></b> <i>STUDENT:</i> You are a college freshman living in a dorm. Your roommate constantly has an overnight “guest” in your shared dorm room. After you began to struggle with your homework as a result of having to sleep elsewhere so often, you finally had a talk with your roommate, who agreed the practice would end. However, just a few days later, the night before a big exam, you receive a text message from your roommate asking you to sleep elsewhere again.  <b><i>Issue:</i></b> Whether you need to finally report your roommate’s constant violation of the “no overnight guests” policy.
2	<b><i>The Case of the Open Bottle</i></b>  <i>Setting: University Dormitory</i>	▪ <i>Guests</i> ▪ <i>Alcohol</i>	<b><i>Problem:</i></b> <i>RESIDENT ASSISTANT:</i> Your friend Lori’s significant other, Patrick, is passed out drunk in the common room of the dorm where you are the RA and Lori is a resident. Patrick is under the legal drinking age and does not attend the university.  <b><i>Issue:</i></b> How to respond to Patrick’s behavior as an RA, given that Lori is a friend.

**EDUCATION SETTINGS—  
University Athletic Life  
“A” Dilemmas**

*Level 1: Individual contributor  
Level 2: Managerial role  
Level 3: Leadership/policy role*

LEVEL	DILEMMA NAME	TOPIC/LAW	DESCRIPTION
1	<b>The Case of the Accidental Witness</b>  <i>Setting: University Athletic Department</i>	<ul style="list-style-type: none"> <li>Domestic Violence</li> </ul>	<p><b>Problem:</b> <i>STUDENT:</i> After a team party, on your way to the parking lot, you are the only witness to an argument between a fellow student and their significant other. You can't hear what is going on, but you see yelling and shoving, and witness one slap the other across the face.</p> <p><b>Issue:</b> Whether what you just witnessed is domestic violence.</p>
1	<b>The Case of the Smashed Superstar</b>  <i>Setting: University Athletic Department</i>	<ul style="list-style-type: none"> <li>Alcohol</li> </ul>	<p><b>Problem:</b> <i>STUDENT:</i> While on a competition road trip, you are assigned to room with one of the team stars, Sydney. Upon returning from a team meeting Sydney skipped, claiming to be fighting an illness, you discover Sydney passed out with an empty bottle of alcohol nearby. You know Sydney has been reported at least once before for an alcohol violation and a further incident could result in suspension from the team and from school. The code of conduct requires students to report when they are in the “knowing presence” of an alcohol violation.</p> <p><b>Issue:</b> Whether to report your teammate for the alcohol violation.</p>

**EDUCATION SETTINGS—  
University Athletic Life  
“B” Dilemmas**

*Level 1: Individual contributor  
Level 2: Managerial role  
Level 3: Leadership/policy role*

LEVEL	DILEMMA NAME	TOPIC/LAW	DESCRIPTION
1	<b>The Case of the Secret Ingredient</b>  <i>Setting: University Athletic Department</i>	<ul style="list-style-type: none"> <li>Banned substances</li> </ul>	<p><b>Problem:</b> <i>STUDENT:</i> You are a successful student athlete. In order to manage the workload of athletics and academics, a friend has given you a natural herbal supplement for increased energy. Shortly before an intramural competition at which it is likely the team members will be tested for illegal substances, you discover that the supplement ingredient's source is ephedra, which is banned for use in competition.</p> <p><b>Issue:</b> Whether you should self-disclose your inadvertent use of a banned substance.</p>

**Education Settings—University Athletic Life**  
**"B" Dilemmas cont'd.**

*Level 1: Individual contributor*  
*Level 2: Managerial role*  
*Level 3: Leadership/policy role*

LEVEL	DILEMMA NAME	TOPIC/LAW	DESCRIPTION
2	<p><b><i>The Case of the Open Bottle</i></b></p> <p><i>Setting:</i>  <i>University Dormitory</i></p>	<ul style="list-style-type: none"> <li>▪ <i>Guests</i></li> <li>▪ <i>Alcohol</i></li> </ul>	<p><b><i>Problem:</i></b>  <i>RESIDENT ASSISTANT:</i> Your friend Lori's significant other, Patrick, is passed out drunk in the common room of the dorm where you are the RA and Lori is a resident. Patrick is under the legal drinking age and does not attend the university.</p> <p><b><i>Issue:</i></b>            How to respond to Patrick's behavior as an RA, given that Lori is a friend.</p>