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The dilemma of Mr. Sami: Case Study

Selva Staub

Golden Horn University, Istanbul, 34420, Turkey

Abstract

In this case, an operational management analysis is made that adheres to the ethics of administrator and social responsibility. Mr. Sami, who was working as a senior executive in the Global Construction Firm, was promoted due to this merit within the company. However, this promotion is actually a fundamental question to him. The promotion that he receives will bring him extra responsibility and burden, but this promotion will also lead the company to future success. He is in a bind and is afraid of the responsibility level of this position. If he does not accept the offer, it will be viewed as a shirking of administrative responsibilities. This case finds itself under the title of ethics of morality and social responsibilities when it is discussed according to the literature. The probable results of the case points to social reasonability, but also it indicates the evasion of duty when rejecting a promotion. These are two significant threads in this case study.

Keywords: Work Ethic, Corporate Ethics, Morality

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1. Introduction

Mr. Sami is an assistant general manager in one of Turkey's most well-known construction firms, Global Construction Incorporated. Mr. Sami has been working for this firm since Fall 2005. He has been an important addition to the company. For this reason, the founding partners have considered awarding him a small share in the firm. However, Mr. Sami declined the offer due to his reluctance to assume this financial responsibility. His reluctance to accept the offer was driven by concerns about professional development and moreover, personal family issues. A week later, the board of directors were surprised to hear of Mr. Sami's decision. They were taken aback by Mr. Sami's rejection of such an attractive offer. Once they learned of Mr. Sami's rationale, they were more tolerant to him. They evaluated this attitude as a sign of his responsibility and principles. Due to the board of director's reaffirmation of Mr. Sami, a productive meeting resulted and Mr. Sami was able to return home with a feeling of satisfaction.

It was 22:00 p.m. when he arrived home that day. As always, his wife didn't prepare dinner nor was she waiting at the table for him. He didn't have the same fortune in his marriage that had elevated him to his position in his professional life. His wife was not at home. He wished she could support him during these tough days that he had to make such a decision. This would help him to resist more. Mr. Sami was sometimes questioning himself at not being a good visionary. He had his dinner in silence and watched the news on TV. Again, there was news of a depressing

Corresponding Author.

E-mail Address: selvastaub@yahoo.com

economy, increasing currency value, and violence on TV. He went to his bed unaware of what tomorrow would bring to him.

When he went to work, there was a big surprise waiting for him. The board of directors decided to make him one of their members due to the incident they had experienced the other day. This was a big surprise for Mr. Sami. As a matter of fact, he did not want this promotion, but he was confused then. This promotion made him responsible for new groups and more organizations that he would have to coordinate and regulate.

After a month, another incident occurred. When the board of directors gave this position to Mr. Sami, he was promoted to the Director of Personnel. According to the information sent from the holding company, 20 employees would be released and these people would be selected from all levels of the organization. In brief, this meant that they would fire 4 employees from support services, technical personnel, administrative staff and specialists and managerial staff. Despite this heavy burden, he identified the mid-level employees that were substantially chosen as the administrators. Moreover, the administrators would be selected according to their characteristics. The desirable administrators would have qualities such as ambition, open mindedness, and extraversion. These administrators required vision and were expected to turn the environmental context to their own advantage. The discharge of mid-level employees was handled quickly.

Mr. Sami spent the whole weekend observing the discharge criteria. He realized that Mr. Tamer was one of those with the fewest required qualifications. Mr. Tamer was both his close friend and had been the Accounting Director of the company for years. Mr. Tamer has introverted and had a pensive personality and charging him with this duty was actually surprising. He was just the right candidate since he avoided management activities but he was also Mr. Sami's friend. This was such a difficult decision to make and there was no one helping him. After a dilemma-filled week, he had the meeting with board of directors. The long meeting ended with a surprise. Mr. Sami was fired even though he was highly appreciated by the committee. The reason was simple. The committee had given him a position in which he was unable to succeed due to his private and insufficient formational training and other factors. He also ignored the existence of the management structure. He believed that he had sole responsibility for management. However, the committee had a higher structure.

Mr. Sami experienced many negative circumstances that resulted in his being released by the top management. They fired him due to his increasing lack of professionalism. In this case study, it is observed if the professionalism and the manner of conduct of an administrative officer cease, a change in the management level can be expected. In order to prevent these incidents;

- There should be a professional development program for the administrative staff
- Administrative staff should be selected from the candidates who demonstrate administrative ethics.
- The organization and the decision-making mechanism should not solely be in the hand of the administrative officer. Some of the decisions should rest with the board in order to prevent any future failure and to diminish the burden of the administrative officer.

2. Literature Review

2.1. What is Work Ethics?

Work ethics is an applicable moral science and it analyzes all ethical problems in business life. In a business enterprise, ethical issues are divided into two groups: ethical dilemmas and ethics deviations. Even if legal arrangements facilitate the moral conduct in business enterprises, they are insufficient to solve the problems.

Work ethics is a special field of study, which morally points to what is correct or wrong. Work ethics concentrates on the application of the standards to operation policies and its institutions and its treatment. Working morally, performing according to promises, preference of environmentally friendly productive process, supply of employee rights, ceasing unlawful activities and providing justice are topics which are emphasized in work ethics. These fields of studies identify broadly, therefore, it is difficult to identify trust, respect and justice precisely.

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