



Character Virtues in Business and Finance

Online Appendices

Survey

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Section A: Ethical Dilemmas

The limitations of advertising

You are the senior manager in the marketing division of a soft-drinks company. You would like to promote a new line of non-alcoholic beer. To make it fashionable, especially for teens, your advertising team has come up with beachside adverts that show a party in which teenage girls are wearing brief bikinis and teenage boys very brief trunks. In addition, to avoid the suggestion of high calorie content, the thighs and stomachs of some of the young people have been reduced using photo-shop. The scene is eye-catching and suggests the high spirits of a beer party. Some of the teenagers can be seen looking at others in a suggestive way. Your researchers tell you that their evidence indicates that this kind of scene is best for sales. Your colleagues are divided, and you have the deciding vote on whether to run the ad.

What would you do? (Please tick)

Vote in favour of running the ad [go to 'option 1']

Vote against running the ad [go to 'option 2']

Option 1

If you chose to vote in favour of running the ad, please rank *the three* answers that best match your reasons from 1 to 3 (1 = the most important, 2 = the second most important, 3 = the third most important), but putting a number in the space provided.

_____ As a creative person, you admire the ingenuity of the ad

_____ Sex sells and by running the ad you get first mover advantage, which means the campaign will be profitable

_____ As long as the ad complies with the Advertising Standards Authority's code of advertising practice, then it is ok to run

_____ Given the health risks associated with alcohol, making non-alcoholic beer popular is good for society as a whole

_____ It takes bravery to run a potentially controversial advertisement

_____ You have a duty to the shareholders to choose the 'best' ad

Option 2

If you chose to vote against running the ad, please rank the three answers that best match your reasons from 1 to 3 (1 = the most important, 2 = the second most important, 3 = the third most important).

_____ In the long run, opposing the ad may contribute to a society without pressure to attain an unrealistic body

_____ You regard the use of photo-shop to alter the appearance of the models as dishonest

_____ Voting against the ad may serve to give you a good reputation

_____ You have a duty to protect the company's interests, which may be hurt by an adverse public reaction to an offensive ad

_____ It is immoral to use people as mere means to sell products

_____ It takes bravery to vote against an ad that you deem to be inappropriate when it is likely to be profitable

Rounding up hours

You work in an accountancy firm and your supervisor gives you some files to get ready for 'costing'. She asks you to total the number of hours you have spent on each file. She asks you to 'round up' your hours by approximately an additional 25% in each file, saying that, on average, clients are happy because the main thing they demand is quality work. You know that these clients are more or less satisfied with the firm and are unlikely to query the bills. You are uncomfortable with rounding up the hours billed to the clients and, feeling that your supervisor is not about to debate the issue with you, share your concerns with another senior figure in the firm. He gives you a clear indication that he does not want to be troubled with this matter but says, 'if you feel strongly about this, put your concerns in writing to me'.

What would you do? (please tick)

Carry out the supervisor's instructions to round up the hours [*go to 'option 1'*]

Write a letter to the senior figure detailing your concerns [*go to 'option 2'*]

Option 1

You chose to carry out the supervisor's instructions to round up the hours. Please rank the three answers that best match your reasons from 1 to 3 (1 = the most important, 2 = the second most important, 3 = the third most important).

_____ You have a duty to ensure a benefit to the firm

_____ You ought to comply with your supervisor's instructions

_____ A sense of perspective suggests it's not worth causing a fuss over this issue

_____ Going along with the rounding up of hours is likely to lead to you having a good relationship with your boss

_____ You judge that it is more important for you to keep at your work than expend time writing the letter

_____ Rounding up the hours ensures the firm's profits remain healthy, and a long term consequence of this is that it makes the firm better able to provide the quality clients demand

Option 2

You chose to write a letter to a senior figure detailing your concerns. Please rank the three answers that best match your reasons from 1 to 3 (1 = the most important, 2 = the second most important, 3 = the third most important).

_____ It's dishonest to round up hours

_____ In the long run, your reputation will benefit from doing so

_____ Courage is required to act on your convictions, even if unpopular

_____ The Institute of Chartered Accountants code of ethics forbids rounding up hours

_____ If firms do not exaggerate hours, it's better for everyone

_____ You have a duty not to lie to clients

The family holiday

You are a management consultant working on a complex project for an important client with whom you have worked in the past. The long working hours involved are causing a lot of pressure at home with your partner and your young children. Your partner is beginning to ask what you are doing at work so late. You are due to go on a long-arranged holiday with your family. However, the very day that you are due to fly, the project takes a turn that demands that you spend a great deal of time on work for this client. Your employer is a relatively small, growing company which cannot afford to pay for an additional flight on your behalf, and you don't have time to fully brief any of your colleagues about the project. If you decide to perform this work, you will miss your flight, which will further strain your family relationships.

What would you do?

- () Agree to perform the work and miss the flight [*go to 'option 1'*]

- () Pass the work to a colleague who is less familiar with the project [*go to 'option 2'*]

Option 1

You chose to perform the work and miss the flight. Please rank the three answers that best match your reasons from 1 to 3 (1 = the most important, 2 = the second most important, 3 = the third most important).

- _____ People have a duty to work hard, even if that means missing out on leisure time
- _____ It is important to display teamwork, and to show loyalty to your workmates
- _____ Doing so will enhance your career prospects
- _____ You are perseverant, and so are happy to continue with the work
- _____ The work is your responsibility, and you have an obligation to the client not to pass it over to someone less familiar with the project
- _____ Agreeing to perform the work will have good consequences for the client and the firm

Option 2

You chose to pass the work to a colleague who is less familiar with the project. Please rank the three answers that best match your reasons from 1 to 3 (1 = the most important, 2 = the second most important, 3 = the third most important).

_____ Catching the flight sends a message that you can't be pressured into doing more than your fair share, and so has good consequences in the long run

_____ Your love for your family trumps career concerns

_____ You owe it to yourself to take a break from a stressful job

_____ You think it's important to take the holiday and possess the bravery to do what you believe you should, even if it risks creating friction with your colleagues

_____ Taking the holiday will make you and your family happier

_____ You have, in effect, promised you will go and you shouldn't go back on your word

The promotion

You receive a promotion and find yourself managing one of your friends, who does not seem to be pleased by your newfound seniority. Initially you manage to maintain a working relationship without it affecting your friendship outside of work. Eventually you become concerned that your friend isn't pulling her weight at work. She begins to take lots of sick days, often on days when you happen to know that she is not unwell. You have raised the issue privately, but things don't seem to have improved. Company policy dictates that taking unnecessary sick days is grounds for a disciplinary, but you have the option of turning a blind eye and are unlikely to be noticed doing so. What would you do?

() Do not follow the policy, and turn a blind eye [*go to 'option 1'*]

() Follow the company policy and instigate a disciplinary procedure [*go to 'option 2'*]

Option 1

You chose to turn a blind eye. Please rank the three answers that best match your reasons from 1 to 3 (1 = the most important, 2 = the second most important, 3 = the third most important).

_____ Permitting occasional indiscretions probably has the best consequences overall, as it's likely to benefit staff morale

_____ You are loyal to friends

_____ You should treat others as you wish to be treated, and you'd want your friend to turn a blind eye if the roles were reversed

_____ You have a duty to support your friend

_____ In the long run, doing so may lead to a closer friendship

_____ It is the kind thing to do, given your friendship with the person

Option 2

You chose to follow company policy and instigate a disciplinary procedure. Please rank the three answers that best match your reasons from 1 to 3 (1 = the most important, 2 = the second most important, 3 = the third most important).

_____ As a manager, you must follow company policy

_____ It is what a fair person would do

_____ Confronting your friend requires bravery, but is the best course of action

_____ Ultimately, it is better for everyone if such infractions are stamped out

_____ Being perceived as someone who makes such calls will benefit your career

_____ It is always wrong to make exceptions for friends

The Kenyan flowers

You are the buying director of a retail company with strong environmental credentials. You have the chance to obtain a supply of a new product – flowers from Kenya. You suspect purchasing the flowers will be highly profitable given that the variety of flowers on offer is out of season (which means the deal will be good for consumers too). However, given the air miles involved and the deforestation that will result from Kenyan farmers quickly expanding their businesses, purchasing the flowers will have a significant environmental cost. What would you do?

- () Go ahead with the deal [*go to 'option 1'*]
- () Do not go ahead with the deal [*go to 'option 2'*]

Option 1

You chose to go ahead with the deal. Please rank the three answers that best match your reasons from 1 to 3 (1 = the most important, 2 = the second most important, 3 = the third most important).

_____ You are a hopeful person, and believe that the deal will benefit both customers and suppliers

_____ You appreciate the beauty of flowers, and want them to be available all year round

_____ Given your role in the company, you are expected to secure profitable deals when they are available

_____ You have a duty to support workers in the developing world

_____ Going ahead will maximise profit for the firm

_____ You suspect that the overall benefits will outweigh the environmental and business costs

Option 2

You chose not to go ahead with the deal. Please rank the three answers that best match your reasons from 1 to 3 (1 = the most important, 2 = the second most important, 3 = the third most important).

_____ Protecting the company's reputation will ultimately enhance your job prospects

_____ We should promote the value of the natural environment by avoiding actions that lead to deforestation

_____ Your job requires you to protect the company's reputation

_____ You have a duty to respect the natural environment

_____ Given that the company trades on its environmental credentials, it would be dishonest to benefit from this and then do something which harms the environment

_____ A prudent person will avoid undue risk, and going ahead with the deal would risk the company's environmental credentials

The Boss's favourite

You work in an office with two colleagues with the same level of experience and on the same scale of pay. Work comes in regularly and is allocated by one manager, usually based on who is available. However, it appears that you are very often given the most desirable brief. This has led to some joking but also some tension in the office, with colleagues making subtle comments alluding to favouritism. One way to deal with the problem is to raise it with your manager during a performance review, though it is possible to let things continue as they are.

What would you do?

Raise the issue with the manager [go to 'option 1']

Allow things to continue as they are [go to 'option 2']

Option 1

You chose to raise the issue with the manager. Please rank the three answers that best match your reasons from 1 to 3 (1 = the most important, 2 = the second most important, 3 = the third most important).

_____ Your loyalty to the team means that you want to prioritise the needs of the group

_____ You'll gain a reputation as a team player

_____ It is wrong to accept special privilege

_____ It's what a fair person would do

_____ Doing so will make the office environment happier and more productive

_____ Out of respect for your colleagues, it is only right to raise the issue

Option 2

You chose to allow things to continue as they are. Please rank the three answers that best match your reasons from 1 to 3 (1 = the most important, 2 = the second most important, 3 = the third most important).

_____ Raising the issue is likely to cause unnecessary disruption to the team

_____ Being given good briefs allows you to develop your talents, which is something you ought to do

_____ You are grateful for your good fortune

_____ Doing so will allow you to enjoy your work as much as possible

_____ You have faith in the good judgement of your manager

_____ It is disrespectful to your manager to assume there is any intentional favouritism at play

Section B: Your Character Strengths

This section of the survey is an opportunity for you to consider your character strengths. Below is a list of twenty-four character strengths. Please choose the six strengths which you think best describe the sort of person you are. Please rank these from 1 to 6 (1 = the strongest, 2 = the second strongest, 3 = the third strongest, 4 = the fourth strongest, 5 = the fifth strongest, 6 = the sixth strongest).

_____ Appreciation of beauty/excellence

_____ Bravery

_____ Creativity

_____ Curiosity

_____ Fairness

_____ Forgiveness

_____ Gratitude

_____ Honesty

_____ Hope

_____ Humour

_____ Judgement

_____ Kindness

_____ Leadership

_____ Love

_____ Love of learning

_____ Modesty

_____ Perseverance

_____ Perspective

_____ Prudence

_____ Self-regulation

_____ Social intelligence

_____ Spirituality

_____ Teamwork

_____ Zest

Section C: About You

Are you:

Female

Male

University attending / attended:

What is your age?

What is your ethnicity? (*Categories from 2011 UK Census*)

English/Welsh/Scottish/Northern Irish/British

Irish

Gypsy or Irish Traveller

Any other White background: _____

White and Black Caribbean

White and Black African

White and Asian

Any other mixed or multiple background: _____

Indian

Pakistani

Bangladeshi

Chinese

Any other Asian background: _____

Caribbean

African

Any other Black background: _____

Arab

Any other ethnic group: _____

What is your religion?

- Buddhism Christianity Hinduism Islam
 Judaism Sikhism Other (please specify): _____
 None
-

Do you practice your religion?

- Yes
 No
-

If 'none' are you:

- Atheist (believes that there is no God)
 Agnostic (believes that there may be a God but we do not or cannot know)
 Humanist (non-religious view that emphasises the importance of human beings)
 Other (please specify): _____
-

What is your country of citizenship?

What is your degree programme? (i.e. 'International Business', 'Marketing')

What is your status?

- First year student
 Final year student
 Alumni

Section D: The Ideal Business and Finance Professional

Which of these character strengths would make the ideal business and finance professional? Please rank these from 1 to 6 (1 = the strongest, etc.)

_____ Appreciation of beauty/excellence

_____ Bravery

_____ Creativity

_____ Curiosity

_____ Fairness

_____ Forgiveness

_____ Gratitude

_____ Honesty

_____ Hope

_____ Humour

_____ Judgement

_____ Kindness

_____ Leadership

_____ Love

_____ Love of learning

_____ Modesty

_____ Perseverance

_____ Perspective

_____ Prudence

_____ Self-regulation


_____ Social intelligence

_____ Spirituality

_____ Teamwork

_____ Zest

Please describe your reasons for pursuing a career in business / finance (optional).

A large, empty rectangular box with a thin black border, intended for the user to write their reasons for pursuing a career in business or finance. The box is currently blank.