

Using birth city as a query criterion, MaryAnn created queries that determined employees who were born in the selected cities earned, on average, 23 percent less than those who were not. "Well, that could be because they work in lower-pay-grade jobs." After giving it a bit of thought, MaryAnn realized that she needed to examine wages and salaries within job categories. "Where," she wondered, "do people born in those cities fall in the ranges of their job categories?" So, she constructed SQL to determine where within a job category the compensation for people born in the selected cities fell. "Wow!" she said to herself. "Almost 80 percent of the employees born in those cities fall into the bottom half of their salary ranges."

MaryAnn scheduled an appointment with her manager for the next day.

DISCUSSION QUESTIONS

When answering the following questions, suppose that you are MaryAnn:

1. Given these query results, do you have an ethical responsibility to do something? Consider both the categorical imperative (pages 16–17) and the utilitarian (pages 42–43) perspectives.
2. Given these query results, do you have a personal or social responsibility to do something?
3. What is your response if your manager says, "You don't know anything; it could be that starting salaries are lower in those cities. Forget about it."
4. What is your response if your manager says, "Don't be a troublemaker; pushing this issue will hurt your career."
5. What is your response if your manager says, "Right. We already know that. Get back to the tasks that I've assigned you."
6. Suppose your manager gives you funding to follow up with a more accurate analysis, and, indeed, there is a pattern of underpayment to people with Hispanic surnames. What should the organization do? For each choice below, indicate likely outcomes:
 - a. Correct the imbalances immediately.

- b. Gradually correct the imbalances at future pay raises.
 - c. Do nothing about the imbalances, but train managers not to discriminate in the future.
 - d. Do nothing.
7. Suppose you hire a part-time person to help with the more accurate analysis, and that person is so outraged at the outcome that he quits and notifies newspapers in all the affected cities of the organization's discrimination.
- a. How should the organization respond?
 - b. How should you respond?
8. Consider the adage, "Never ask a question for which you do not want the answer."
- a. Is following that adage ethical? Consider both the categorical imperative and utilitarian perspectives.
 - b. Is following that adage socially responsible?
 - c. How does that adage relate to you, as MaryAnn?
 - d. How does that adage relate to you, as a future business professional?
 - e. With regard to employee compensation, how does that adage relate to organizations?

