

CS 4873: Computing, Society & Professionalism

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Week 5: Stakeholder Analysis

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Slides adapted from Sauvik Das, Munmun de Choudhury, and Amy Bruckman

Start Thinking about your Term Paper

- Pick an an issue about computing and society that you are initially undecided about
 - Pick a reasonable sized question to explore
 - Find high-quality references
 - Be precise about the issue, and related terms
 - Spend time on your organization and writing
 - Make good use of the space, don't use filler, don't go too long
- Start thinking about term paper topics
 - Discuss with your TA, or me
 - Proposals due March 1!

Who are Stakeholders?

- Mostly discussed in the context of business ethics.
- Stakeholders are broadly defined as anyone who is impacted by a decision-maker's decision.
- Some examples of corporate stakeholders would be shareholders, employees, customers, suppliers, financiers, families of employees and the community in which the corporation is located.
- Stakeholders could also be less directly related to the operations of a corporation.

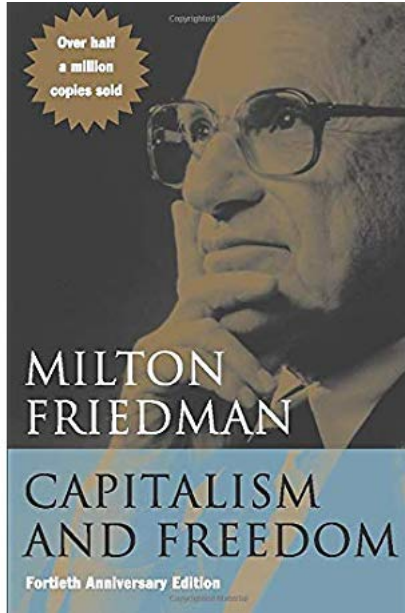
Ethical Dilemma's and Stakeholder Analysis

- Make a list of all the stakeholders involved
 - Try to balance the positive and negative impact on people
 - Missing some has led to many unethical decisions
- Not an ethical theory in itself
 - A useful way of looking at things
 - Profit vs low wages
 - production vs pollution
 - ...
- Focus on ethics vs other uses of SA
 - Not strategic analysis (optional reading)
 - Not UX

We will Return to This Over Semester

- Useful in most issues we discuss
- Lots of “hot” examples in Tech
 - E.g., Uber / Gig companies

Milton Friedman

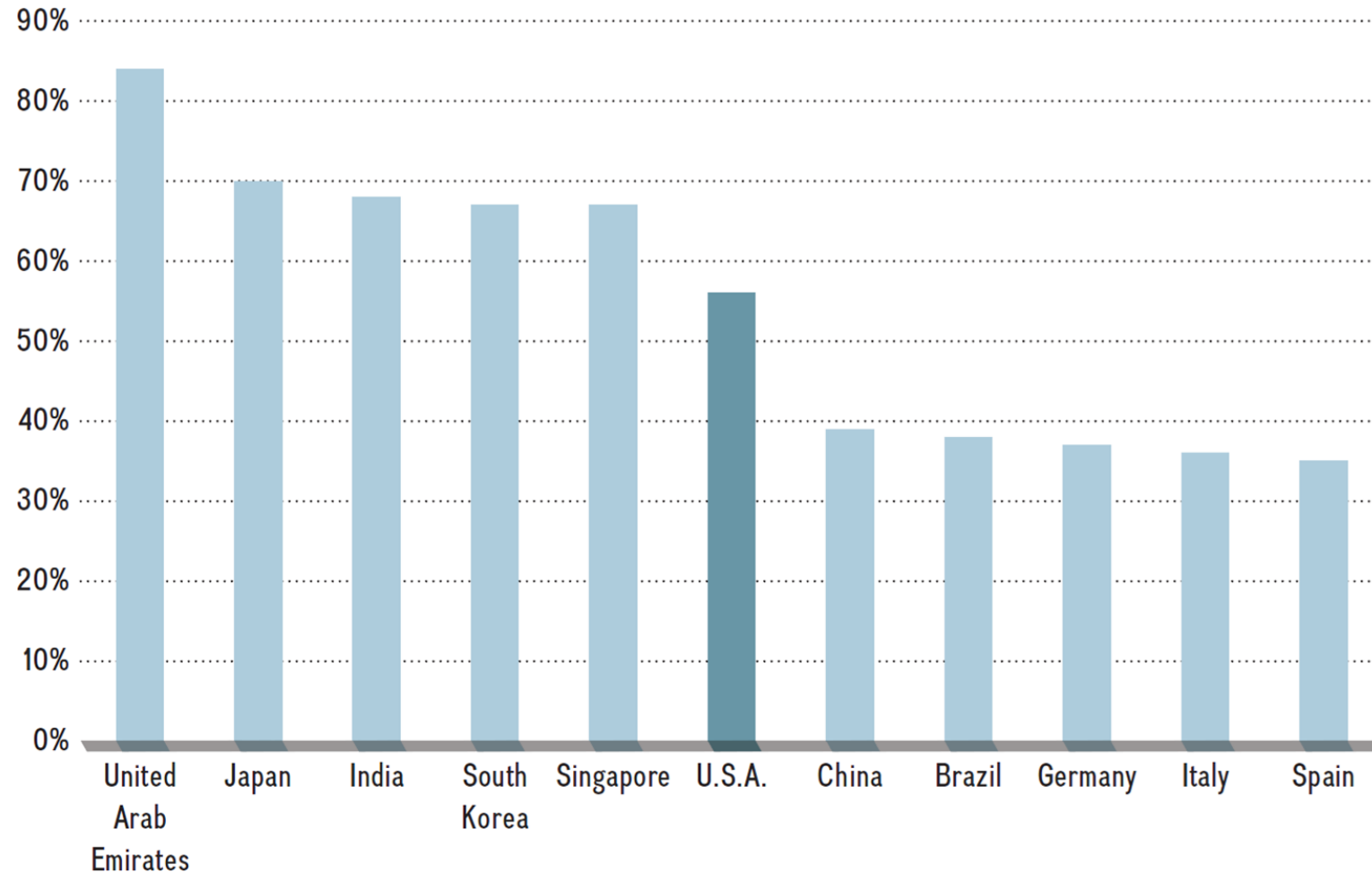


- American Economist
 - 1976 Nobel in Economics
- 1962 book: “Capitalism and Freedom”
 - The book focuses on the connection between economic freedom, political freedom, and the important impact this connection has on an economy

Milton Friedman's Philosophy

- “The social responsibility of business is to increase its profits.”
- A survey asked the top 25 percent of income earners holding a university degree in each country surveyed whether they agree with Milton Friedman's philosophy.
- The results...

Percent of “Informed Public” Who “Strongly/Somewhat Agree” with Milton Friedman in 2011



SOURCE: Author’s depiction of data from Edelman’s (2011) Trust Barometer as included in “Milton Friedman goes on tour,” The Economist, January 27, 2011.
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Example: GM and the 1980's Poletown Case

- GM needed to build a new assembly plant, shut down others including 2 in Detroit
 - Eliminate jobs in poor area
- Could work with city to use eminent domain to get 500 acres
 - Poletown neighborhood a mixture of 4200 poor Polish and African Americans
 - Would keep jobs in Detroit
 - More expensive than building elsewhere

Stakeholders in Poletown

- GM Stockholders
- Suppliers
- Old and new plant employees
- City of Detroit
- Residents of Poletown

Plant was built, shut down recently

<https://www.bloomberg.com/news/articles/2018-12-10/the-history-of-gm-poletown-and-its-impact-on-detroit>

The Shared Value Creation Framework

- Porter, Kramer and others argue that executives should not concentrate exclusively on increasing firm profits.
- Rather, the strategist should focus on creating shared value, a concept that involves:
 - Creating economic value for shareholders
 - Creating social value by addressing society's needs and challenges

The Shared Value Creation Framework

- It is a model proposing that managers have a dual focus on:
 - Shareholder value creation
 - Value creation for society
- Example: GE's ecomagination initiative
 - To provide cleaner and more efficient sources of energy
 - To provide abundant sources of clean water anywhere in the world
 - To reduce emissions

Microsoft will be carbon negative by 2030

Jan 16, 2020 | [Brad Smith - President](#)



Understanding your Stakeholders

- Gilligan is reacting to Kohlberg's stages of moral development
 - Illustrates the need to understand stakeholders
- Kohlberg's stages of moral development
 - Stages 1 & 2: egocentric understanding of fairness based on individual need (kids)
 - 1. obedience & punishment orientation
 - 2. self-interest orientation (what's in it for me)
 - Stages 3 & 4: shared concept of fairness based in societal agreement
 - 3. interpersonal accord and conformity (good boy/girl attitude)
 - 4. Authority and social-order maintaining (law and order morality)
 - Stages 5 & 6: free-standing logic of equality and reciprocity
 - 5. social contract orientation
 - 6. universal ethical principles (Kant)

Not About Gender

- Gilligan says this is about gender
 - Seems unclear
 - But it's still important

Heinz's Dilemma

- Should he steal the drug to save his wife's life?
- What is 11-year-old Jake's answer?
 - The value of life outweighs the value of property
 - Logical analysis
- What is 11-year-old Amy's answer?
 - Can't he talk to the druggist?
 - If Heinz goes to jail, he can't help his wife in the future
 - The ethical dilemma exists in a web of human relationships

Exercise: Your Cubemate the ACNH Addict

- Your office mate is playing a video game for five hours each work-day
 - When anyone else comes in, he quickly turns it off or hides the Switch
 - Do you say anything to him?
- Suppose you did say something to him, and nothing changed.
 - Do you talk to his boss?
- Think about this from ethical theories and stakeholders:
 - What would an act utilitarian do?
 - What would a rule utilitarian do?
 - What would a deontologist do?
 - What does stakeholder analysis contribute?
 - What would you really do?

Version II

- What if he's on a cancer support site all day
 - His child has cancer
 - Is this the same dilemma or different?
 - Why?

For Next Time

- Virtue Ethics reading
 - Quinn
 - Stanford Encyclopedia of Philosophy
 - Put a quote from the Stanford Encyclopedia of Philosophy virtue ethics reading on your section's Canvas
- Tool to help you tell if a reference is peer reviewed