



**Strathmore**  
UNIVERSITY

**SCHOOL OF HUMANITIES & SOCIAL SCIENCES**  
**MASTER OF ARTS IN DIPLOMACY, INTELLIGENCE AND SECURITY.**  
**END OF SEMESTER EXAMINATION**  
**MDIS 8120 PERSONAL AND PROFESSIONAL ETHICS**

**DATE: 22<sup>nd</sup> August 2024**

**Time: 18:00 – 20:30**

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**Instructions**

This examination consists of **FIVE** questions.

Answer **Question 1 (COMPULSORY)** and any other **TWO** questions.

**QUESTION 1: *KEY IDEAS AND DEFINITIONS IN ETHICS* (30 marks)**

- a. List three general ways in which evil can occur, and explain with the help of examples, how they occur in the intellect. (6 marks)
- b. Explain with examples the difference between the intellectual virtues and the moral virtues, and how someone can have an intellectual virtue but still be compromised morally. (4 marks)
- c. Briefly explain the three key elements in the moral evaluation of an action, giving an example of how the goodness of an action can be compromised when one of them is evil. (6 marks)
- d. Explain how a good may have both an objective and subjective perspective, and give an example to illustrate this. (4 marks)
- e. Provide Aquinas' simpler definition of Law, and with examples, explain how it applies to the pursuit of any two of the seven natural goods? (6 marks)
- f. Explain the link between law and virtue, and highlight their difference. (4 marks)

**QUESTION 2: LONELINESS (15 marks)**

“Many people think of loneliness as *isolation*, but the difference between these two terms is substantial. Loneliness is the subjective feeling that you’re lacking the social connections you need. It can feel like being stranded, abandoned, or cut off from the people with whom you belong—even if you’re surrounded by other people.”

*From: Vivek Murthy, Together.*

- a. Explain the difference between loneliness and isolation, giving an example from a professional workplace setting. (3 marks)
- b. Briefly explain three types of loneliness, illustrating how each can affect a new employee at an office. (12 marks)

**QUESTION 3: FRIENDSHIP (15 marks)**

“Due to his unfortunate experience in Deutsche Bank, Carlos only knows too well the difficulties of working in a culture of fear where one can only talk to immediate supervisors and not to others. That’s why he prefers a “flat” organization for Stelac: “Of course there are rules and supervision of activities, but there is no huge distance between the boss and others. We are all members of the same cast or team.”

Stelac workers usually meet at 1:30 pm to have lunch together at the office. Sometimes Carlos manages to come and join them. Thanks to these moments, Stelac staff could share their personal stories with Carlos who, on the other hand, shows genuine interest for them, beyond his role as CEO. Thus, Carlos gains a deeper knowledge of his employees, their passions, difficulties, families and other details of their personal life.”

*— A case study from: Guitián, G. Business Ethics.*

- a. The dialectical tension of “Judgment and Acceptance” is common in professional friendships according to William Rawlins. Describe what it entails, and identify how this occurs in the excerpt above. (6 marks)
- b. In the above case, explain the importance of developing professional friendships through both structured and unstructured contexts as seen in the passage, given William Rawlins’s definition of a friend. Begin by defining what structured and unstructured contexts are. (9 marks)

**QUESTION 4: HOW TO KNOW A PERSON (15 marks)**

“New theoretical and empirical approaches in psychology and in business ethics have dealt with humility not as a weakness but as a strength, emphasizing its contribution to social cohesion and the creation of trust (Argandoña 2014). Hubris, on the contrary, has been cited as a common reason for leadership failure.”

*From: Guitián, G. Business Ethics.*

The text above resonates with David Brook’s idea of an *Illuminator* and a *Diminisher*. Therefore:

- a. Explain any three types of behaviour that make the diminisher treat others as small and unseen, giving a relevant example for each. (6 marks)
- b. Then, explain any three types of behaviour that make the illuminator treat others as valuable, with a relevant example for each (6 marks)
- c. In your own words, briefly explain why humility is a strength in leadership and not a weakness. (3 marks)

**QUESTION 5: CHARACTER (15 marks)**

We have all experienced, at one time or another, situations in which our professional responsibilities unexpectedly come into conflict with our deepest values. A budget crisis forces us to dismiss a loyal, hardworking employee. Our daughter has a piano recital on the same afternoon that our biggest client is scheduled to visit our office. At these times, we are caught in a conflict between right and right. And no matter which option we choose, we feel like we’ve come up short.

Managers respond to these situations in a variety of ways: some impulsively “go with their gut”; others talk it over with their friends, colleagues, or families; still others think back to what a mentor would do in similar circumstances. In every case, regardless of what path is chosen, these decisions taken cumulatively over many years form the very basis of an individual’s character. For that reason, I call them *defining moments*.

What is the difference between a tough ethical decision and a defining moment? An ethical decision typically involves choosing between two options: one we know to be right and another we know to be wrong. A defining moment, however, challenges us in a deeper way by asking us to choose between two or more ideals in which we deeply believe. Such challenges rarely have a

“correct” response. Rather, they are situations created by circumstance that ask us to step forward and, in the words of the American philosopher John Dewey, “form, reveal, and test” ourselves. We form our character in defining moments because we commit to irreversible courses of action that shape our personal and professional identities. We reveal something new about us to ourselves and others because defining moments uncover something that had been hidden or crystallize something that had been only partially known. And we test ourselves because we discover whether we will live up to our personal ideals or only pay them lip service.

- a. After defining Aristotle’s hierarchy of goods, briefly explain how they may help someone “choose between two or more ideals” in a defining moment, especially in a professional setting. (5 marks)
- b. Similarly, after stating Rory Vaden’s concept of “significance,” discuss how it can help someone decide ethically in a “defining moment.” (5 marks)
- c. Therefore, how does David Brooks’ definition of character highlight the difficulty in developing one’s character in the first paragraph of the reading above? (5 marks)