The Wall Street Journal Instructor Guide

An Overview for Ethics Professors
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About The Wall Street Journal's Instructor Guide

We developed this guide to help you maximize The Wall Street Journal as a resource for your classes. You'll be able to energize discussions and engage students with tangible examples of course concepts that your students can apply in the real world. In addition, with the help of faculty partners, we've curated a special collection of our most popular and thought-provoking articles across management. For each of these readings, we provide a summary, correlation to course topics, classroom applications and questions suitable for launching discussions and conducting assessments.

Here are some of the many ways to incorporate WSJ into your courses:

- **Course Readings:** Assign articles as required reading alongside your textbook sections. For best results, include assessment questions on quizzes and exams.
- **Discussion Launchers:** Use articles to spur classroom and threaded discussions in online and hybrid courses on core concepts and current events.
- **Extra Credit:** Allow students to read optional articles and answer assessment questions for extra credit.
- **Group Projects:** WSJ is a rich source of real-world topics for group research and presentation projects.
- **Research Papers and Case Studies:** WSJ features provide timely citations for research projects.

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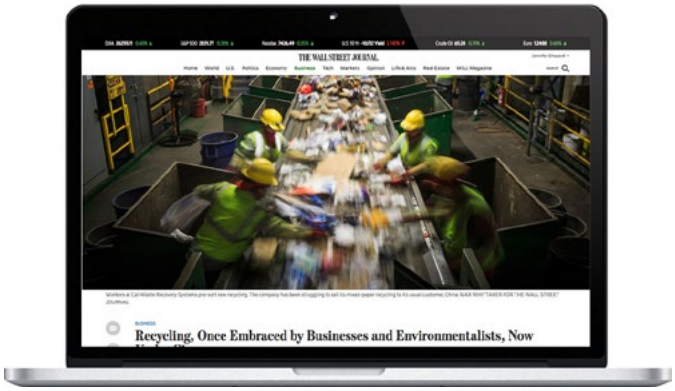
Recycling, Once Embraced by Businesses and Environmentalists, Now Under Siege



Reporters: Bob Tita (5/13/18)
Reviewed By: OC Ferrell, Auburn University

Topics: Business Ethics

Summary: The U.S. recycling industry is breaking down. Prices for scrap paper and plastic have collapsed, leading local officials across the country to charge residents more to collect recyclables and send some to landfills. Used newspapers, cardboard boxes and plastic bottles are piling up at plants that can't make a profit processing them for export or domestic markets. The changes have effectively cut off exports from the U.S., the world's largest generator of scrap paper and plastic. Collectors, processors and the municipal governments that hire them are reconsidering what they will accept to recycle and how much homeowners pay for that service. Many trash haulers and city agencies that paid for curbside collection by selling scrap said they are now losing money on almost every ton they handle.

Classroom Application: Prices for scrap paper and plastic have collapsed as local governments are charging to collect recyclables. China is buying less scrap and has cut the contaminants limits. Students can discuss how the recycling industry has been impacted and potential remedies to support the practice.

Questions:

1. What are the consequences of charging for the recycling of trash?
2. If firms cannot make a profit by recycling, should the government enter in to financially support recycling? How might they defend the intervention?
3. What are the ramifications of progress in sustainability if recycled paper bales are going into landfills?

In Self-Driving-Car Road Test, We Are the Guinea Pigs

Reporters: Christopher Mims (5/13/18)
Reviewed By: OC Ferrell, Auburn University

Topics: Tesla, Driverless Cars, Artificial Intelligence, AI, Business Ethics

Summary: There are already more than 200,000 Teslas on the road, and all of them built after early 2015 are capable of Autopilot, that is, semiautonomous driving. This makes drivers, and anyone encountering these cars on the road, guinea pigs who are helping to train the artificial intelligence Tesla ultimately hopes to use for a fully autonomous driving system. During this experiment, at least two people have died in driver's seats of Teslas that crashed while Autopilot was engaged, but Chief Executive Elon Musk argues the system continues to improve and, overall, Teslas are safer than they would be without the technology. Alphabet Inc.'s Google, Waymo and Uber Technologies Inc., among others, are also road testing on public streets. They're experimenting at much smaller scales, though an Uber autonomous vehicle struck and killed a pedestrian in March. Subsequently, Uber suspended its self-driving-car program. CEO Dara Khosrowshahi has said it will resume within a few months. These experiments are based on a number of assumptions about the abilities of AI, and the compatibility of humans and partially autonomous driving systems. If automobile companies are wrong about any of them—and there's reason to believe they are—we'll almost certainly see more self-driving car accidents, as semiautonomous technology becomes commonplace.

Classroom Application: Students can discuss the responsibilities of companies working on these pioneering technologies and the rights of the public to safety.

Questions:

1. If there are many self driving vehicle accidents, should this new technology be banned from public roads and highways (until it is perfected)?

2. If Tesla has 3.7 times fewer accidents than other cars, should we not worry about self driving accidents?

3. What are some of the ethical issues related to the use of artificial intelligence in self driving cars?

Privacy is Dead. Here's What Comes Next

Reporter: Christopher Mims (5/6/18)
Reviewed By: OC Ferrell, Auburn University

Topics: Business Ethics

Summary: Short of living in a remote hut while forsaking cellphones, the internet and credit cards, there is no longer any way that you, as an individual, can prevent marketers, governments or malicious actors from gathering and using comprehensive, personally identifying information about you. There are things you can do to reduce the amount of information you leak. But keeping up requires more time, sophistication and paranoia than most of us can muster. And it still isn't 100% effective. There has been a sea change in how data about all of us is gathered and distributed. Those who want information about us no longer have to observe us directly. They can now collect our data from our friends, contacts—even people we don't know. Preserving privacy used to be about protecting ourselves and our devices. Now, the information is outside of our control, stored in address books of friends and latent in our social networks and family ties. As in cybersecurity, protection of some of our most important personal data now depends on protecting the weakest link in the systems of which we are a part. The very companies currently taking fire for collecting and disseminating our personal information—Google and Facebook—could someday be stewards of it, or else be disrupted by those who are willing to.

Classroom Application: Group privacy is a new idea involving collecting all data in one place and having a central authority handle it. Marketers would have to ask for permission to access pools of personal information. Students can discuss how this would improve or create additional risks for consumers.

Questions:

1. With malware hackers and the ease of identifying individuals with a tiny amount of data, is group privacy a better idea?
2. Do you believe that Facebook and others really anonymize data so that you can't be personally identified?
3. Should we "give up" on attempting to secure data privacy since it seems it's virtually impossible to attain?

Should the Government Regulate Artificial Intelligence?

Reporter: Heidi Vogt (4/29/18)
Reviewed By: OC Ferrell, Auburn University

Topics: Business Ethics

Summary: Artificial intelligence brings tremendous opportunity for business and society. But it has also created fear that letting computers make decisions could cause serious problems that might need to be addressed sooner rather than later. Broadly speaking, AI refers to computers mimicking intelligent behavior, crunching big data to make judgments on everything from how to avoid car accidents to where the next crime might happen. Yet algorithms aren't always clear on their decision-making logic. If a computer consistently denies a loan to members of a certain sex or race, is that discrimination? Will regulators have the right to examine the algorithm that made the decision? Some big technology companies are seeking to set ethical standards through alliances with futurists, civil-rights activists and social scientists—which critics see as an effort to prevent regulation by government. Some experts are calling for regulations to define the boundaries of the technology while it is still new; others worry about quashing innovation just as it is getting started.

Classroom Application: Computers making decisions can cause many legal and ethical problems. Algorithms are not human and are not clear on decision making logic. There may be a need to regulate boundaries for AI decision-making?

Questions:

1. Should AI decision-making come with explanations that allow people to understand why they are treated in a certain manner?
2. How can regulation or codes of ethics promote AI decisions that benefit organizations and society?
3. Who should develop AI regulation and ethics and compliance policies?

Chocolate—and a Mission to Help the Disabled

Reporter: Julie Halpert (4/22/18)
Reviewed By: OC Ferrell, Auburn University

Topics: Business Ethics

Summary: When Dan Friedman opened an upscale chocolate shop, he had more than profits in mind. He wanted to employ people with disabilities, including his son. Mr. Friedman, who is 65, divorced, and lives in Chapel Hill, N.C., has always been a high-energy entrepreneur. He launched his own music-publishing company in 1980 while touring with a band, and later started his own investment firm, which he juggled with part-time jobs in manufacturing and at a software startup in Los Angeles. He also has a habit of mixing business with social goals. Besides the primary goal of making money for investors, his investment company had a secondary mission of trying to revitalize communities going through difficult times. The company, for example, purchased run-down properties and lots and put them in the hands of people who wanted to fix them up, he says. His next business venture would be shaped by his experience raising his autistic son, Alex, who is now 27. Alex has a form of autism called hyperlexia. Children with hyperlexia have an advanced reading ability at the expense of their spoken-language skills. The Friedmans moved to Chicago for Alex to get help at a specialized clinic. Alex's communication skills improved, Mr. Friedman says, but he still struggled with conversational language. So, last summer, inspired by others who employ people with autism, Mr. Friedman decided to open an upscale chocolate shop.

Classroom Application: Students can discuss the benefits of a "mission based business."

Questions:

1. Would you shop at Special Treats if there were one located in your town? Why or why not?
2. How would you defend starting a mission based business? Are there any inherent economic benefits, beyond the social ones?
3. Should the government provide additional economic or other incentives for "qualified" mission based businesses?