

Adapting Kohlberg to enhance the assessment of managers' moral reasoning by James...

[Business](#), [Management](#)



The paper "Adapting Kohlberg to Enhance the Assessment of Managers' Moral Reasoning by James Weber" is an impressive example of an article on management. The purpose of this review is to provide the readers with a concise summary of the most significant points of the article, present some background information, evaluate the text using a detailed examination of its strength as well as weak points and give a comprehensive summary of the analysis that was performed. Weber in his piece of writing adapts two models that were created by Lawrence Kohlberg, namely Moral Judgment Interview and Standard Issue Scoring method in order to see how effectively they might be used to measure the ability of managers to perform ethical reasoning.

The article contains tables as well as other data that provides the reader with a sufficient amount of information about the topic. It would not be a mistake to suggest that the purpose of the article was to draw a connection between the common practices in the workplace as well as certain theoretical models in order to enhance the former with the help of the latter. I am strongly convinced that this is a great and insightful article which should be read by every person who is interested in coping with ethical dilemmas since it provides people with a detailed analysis of adaptations of the above-mentioned models and how they have enhanced the understanding of the performance of the managers.

Background Information

One might suggest that a considerable number of scholars have investigated the role that Ethics plays in the business world as well as the need of the managers to make ethical decisions while they perform their functions. So,

this article goes hand in hand with similar works that focus on the need to increase ethical awareness of the managers. There are several criteria that should be taken into account when judging the article. First of all, the scope that it covers. Secondly, the theoretical basis of the study. Finally, it is important to see if the article presents reality objectively and is not biased in any way.

Summary

The adaptation of the previously mentioned models features four points that are discussed in the article. To begin with, it is proven that “ managers’ moral reasoning was higher for the less familiar dilemma” (Weber, 1991, 308). In other words, in this case, managers are likely to keep an open mind and make better decisions. Secondly, “ various organizational values also appear to influence managers’ moral reasoning” (Weber, 1991, 308). Indeed, this might be considered to be among the driving forces of their decisions. The remaining points apply to future researches in the same field.

Evaluation

One would make no mistake arguing that the article in question achieves the goal rather effectively. It does not simply adopt the models, but also provides the readers with enough data to measure its success. The central lesson of the article might be articulated in the following way: managers should increase their ability to make ethical decisions and in order to do so, they should be provided with effective tools. It is clear that the strongest point of the article is the wide scope of application of the theoretical models: it is conducted in a rather objective as well as the logical way. However, one of the weak points that should be noted in particular is a high level of

dependence on the individual answers with learning the reason behind them. It is my strong belief that the ideas which are expressed in the article are useful and important for the business world which is often exposed to various ethical dilemmas. That is why the solution that the authors suggested, namely creating a tool that would help managers to make the correct decision, maybe quite suitable.

Conclusion

The article Adapting Kohlberg to Enhance the Assessment of Managers Moral Reasoning by James Weber is a fine example of a study that incorporated results from different fields of science in order to enhance performance in one of them. Future researchers might increase the detailization of the application of the theoretical models and involve more people in the research. In this case, they will be able to receive an even more objective account of the situation. There is no doubt in the fact that this study matters because of insightful points which are expressed throughout the article and an innovative approach to the issue of ethical decisions in the workplace which is dedicated to increasing the ability of the managers to show better performance.