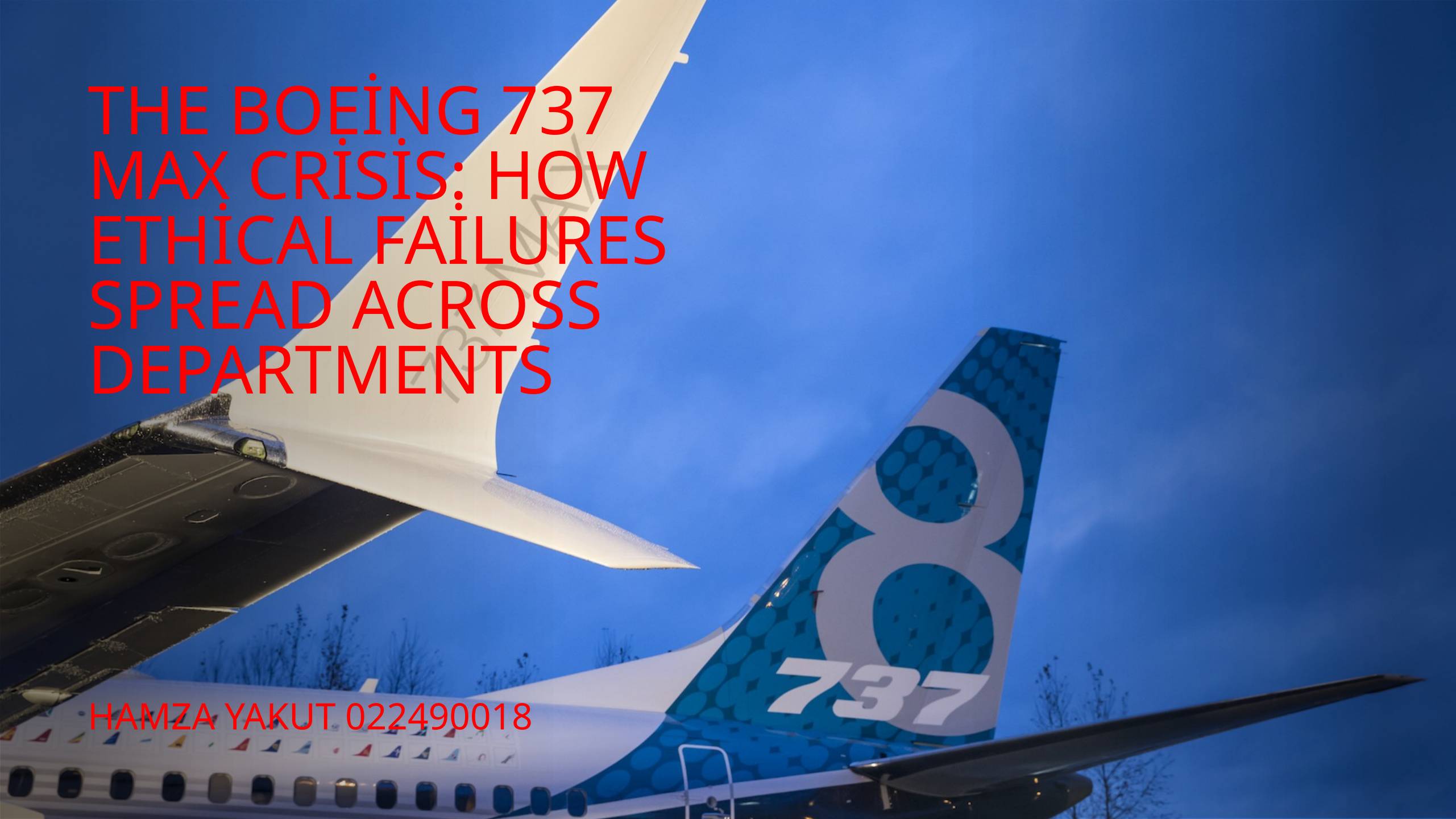


THE BOEING 737 MAX CRISIS: HOW ETHICAL FAILURES SPREAD ACROSS DEPARTMENTS

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MANAGEMENT DEPARTMENT

■ The Ethical Dimension of Decisions

- In the mid-2010s, Airbus's **A320neo** became a huge market success — a true *best-seller*.
- Boeing, eager to **respond quickly to its rival**, chose to upgrade the existing 737 instead of designing a brand-new aircraft.
- Goal: **Faster production, lower cost, and no need for pilot retraining**, which made it easier to sell.
- Ethical issue: **Profit and competition were prioritized over safety and sound engineering processes.**
- This short-term mindset influenced every department that followed.

PRODUCTION DEPARTMENT

■ The Impact of Time and Cost Pressure

- Larger and heavier engines changed the plane's **aerodynamic balance**, causing the nose to pitch upward.
- Instead of redesigning the aircraft, Boeing added a software solution:
MCAS (Maneuvering Characteristics Augmentation System).
- MCAS was meant to prevent the nose from rising too much and make the MAX *feel* like older 737 models.
- Ethical problem: The system was **rushed into service with limited testing** due to production deadlines and cost pressures.



SAFETY & QUALITY DEPARTMENTS

■ MCAS, FAA, and Oversight Weaknesses

- MCAS relied on **a single sensor**, meaning a faulty reading could trigger dangerous automatic nose-down commands.
- Boeing **did not adequately inform pilots** about MCAS, aiming to avoid extra training costs.
- The **FAA (Federal Aviation Administration)** delegated many certification tasks to Boeing itself, **weakening independent oversight**.
- Safety and quality teams failed to be **fully transparent** about these risks with senior management.
- Result: The **2018 Lion Air** and **2019 Ethiopian Airlines** crashes — **346 deaths**.
- Ethical issue: **Lack of transparency, information concealment, and weakened oversight** became systemic problems.



- THANK YOU FOR LISTENING