INDEX

A
Abbott Laboratories, 209
ABC Insurance Company, 130
Abu Ghraib prison scandal, 276
Acohido, B., 441n105, 445n108
Action, ethical, 84, 99–104
  Pinto Fires case, 104–108
Adams, Scott, 245
Adelphia Communications, 29, 93, 236
Adidas group, 425
Adler, N., 16, 441nn11, 442n27
Adults ethics, 17–20
Advantageous comparison, 86
Advertising, 368–369, 392–394
1967 Age Discrimination in
  Employment Act, 121
AIDS epidemic, 56, 184, 313, 336, 338
Akers, J. F., 36n43
Albert, R. D., 441n19
Alcoa, 168
Alcohol abuse, 314
Alderson, Jim, 149
Alignment of ethical culture systems, 162–163
Allison, John, 330
All the President’s Men, 41
Altruism, 23
Ambrose, M. L., 111n21
American Express, 181, 182
American Institute of Certified Public
  Accountants (AICPA), 51, 277
American International Group (AIG), 383
American Precision Components Inc., 222
American Psychological Association (APA), 48
Americans with Disabilities Act (ADA)
  of 1990, 121
Andersen, Arthur, 29, 93, 135, 195
Andersen, Ray, 342
Anderson, Gavin, 350
Anderson, R. C., 359n46
Ang, S., 441n7
Annan, Kofi, 429
Anti-Bribery Convention (OECD), 428
Apple Computer, 159, 329, 343, 364
Ariely, D., 112n53
Arthur Andersen LLP, 29, 93, 219,
  260, 327, 366
Aspen Institute study, 12
  2008 Aspen Institute study, 12
Assigned roles, 275–278
Attanuci, J., 111n18
Attitude of students, 11
Audience, analyzing, 227
  good soldiers, 227
  grenades, 228
  loose cannons, 227
Auditing
  formal system, 201
  informal systems, 202
Audit of ethical culture, 199
  questions for formal systems, 202
  questions for informal systems, 203
Augustine, Norman, 344
Aupperle, K. E., 360n80
Austin, N. K., 255n13
Authority, 182–185, 278–282
  Milgram experiments, 279–281
Authority, legitimate, 183, 281
Auto Center scandal, 289–291
Automatic ethical decision making, 95
Autonomous decision making, 83–84
Autonomous principled thinking and
  action, 83–84
Awareness, ethical, psychological
  approach to, 72–76
  euphemistic language use, 75
  language use, 75
  peers guidance in, 74
B
Bad apple theory, 14–15
Bad publicity, 26, 197, 315
Bain & Company, 337
Baker, A. B., 444n94
Bakker, Jim, 170
Ball, G. A., 293n21, 293n22, 324n9
Bandura, A., 111n33
Bank of America, 8, 13, 29
Banks, C., 448n29
Barach, J. A., 443n54
Barbaro, M., 358n30
Barboza, D., 357n9
Barrett, P. M., 359n40
Barrett, R. A., 213n2, 213n9, 217n93, 217n99, 217n101
Barrionuevo, A., 397n48
Barry, J., 293n31
Barsky, A., 12, 292nn10
Barstow, D., 59, 398nn58
Bateman, T. S., 35n18
Baucus, D., 359n63
Baucus, M. S., 359n63
Baxter Healthcare, 160
Bay of Pigs fiasco, 283
Bazelon, E., 70n7
Bazerman, B., 71n23
Bazerman, M., 70n4
Bazerman, M. H., 112nn37, 39
Bear Stearns, 8
Bebeau, M., 71n17
Becke, H., 70n3
Beech-Nut Nutrition Corporation, 187
Beedles, W. L., 359n62
Behavioral consistency economics experiment, 23
Behavior, ethical, 257–258
managers rewarding, 268–269
practical advice for managers, 258
psychological approach to, 72–76
Behrman, J., 442n34
Bell, Alexander Graham, 204
Benevolence climate, 193–194
Benioff, M., 398n74
Benjamin, J. D., 360n81
Ben & Jerry’s, 334
Berenbeim, R., 442n47
Berfield, S., 396n31
Berkeley Business school, 338
Berkshire Hathaway, 26, 145
Berney, K., 216n84
Bernstein, Carl, 41
Best Practices Forum, 27
Bettcher, K. E., 444n97
Beyer, J. M., 216n77
Beyond Petroleum campaign, 170
Bhaskar-Shrinivas, P., 441n1
Bhopal disaster, 349
Big Company, 133, 226, 391, 392
Big Oil Ltd, 325
Bing, Microsoft’s, 439
Bird, F. B., 216n83, 216n85
Black, E., 445n111
Black, J. S., 441n4
Blakeslee, S., 36n33
Blinder, A., 55, 397nn54, 398n56
Boatright, J. R., 396n12
Bonamici, K., 71n26
Booklets, 232
Borden, M., 358n63
Borrowing cost reduction, 4
Borrus, A., 360n71
Bowen, C., 442n40
Bower, B., 112n56
Bowers, W. J., 215n51
Bowler, T., 396n24
Bowman, F. D., 110n1
Brady, F. N., 293n33
Braungart, Michael, 342
Bray, C., 35n10
Bray, H., 444n99
Bribes overt bribes, 128
subtle bribes, 128–129
Brickley, P., 396n19
Brislau, R., 17, 441n13
British Petroleum (BP), 384
Brochures, as communication channels, 232
Brockner, J., 324n11
Brooker, K., 35n20, 215n42
Browne, John, 170
Browning, L., 361n98
Bruch, H., 358n28
Buchholtz, A. K., 396n17
Buck stops with managers, 316–318
continually communicating standards, 317–318
standards, 317–318
Built to Last: Successful Habits of Visionary Companies, 175
Burden of proof, 187
Bureaucracy, 183
Burger, Jerry, 280
Burger, J. M., 294n40
Burke, James, 167, 249
Burns, G., 359n61
Bush, George W., 4
Business ethics management, 2–34.
   See also Ethics
   future, 2–34. See also Cynicism
MBA oath, 14
Butterfield, K., 110n3, 216n82, 359n53
Byham, W. C., 215n43
Byrne, J., 217n97
Byrne, J. A., 25, 36n50, 154n18, 214n25, 255n4, 358nn23
Byrne, John, 169

C
CalPERS, 345
Caremark decision, 221
Carnegie, Andrew, 336
Carroll, A., 442n36
Carroll, A. B., 358n20, 360n80, 396n17, 443n69, 444n79
‘Carrot and stick’ approach, 219
Cascading, 243
Cases, 206–213, 355–357
   advertising, 392–394
AIG, 383
Bad to the Bone, 211–212
British Petroleum (BP), 384
clarifying your values, 64
and community, 394–395
conflicts of interest, 153, 391–395
culture change at “General Motors”, 206–207
customer confidence issue, 153
employment basics, 323–324
Enron, 384
Exxon, 384–385
The Gift, 433
Google goes to China, 436–440
Johns Manville, 385–386
Johnson & Johnson, 388–389
Lincoln Electric Company, 389–390
managing a diverse workforce, 323–324
managing up and across, 324
Massey Energy Company, 386
McWane, Inc., 386–387
Merck and river blindness, 355
Merck’s ethical quandary, 356
people issue, 152–153
product safety, 392, 393–394
river blindness, 355–356
Salomon Brothers, 387–388
Sears, Roebuck, and Co.: The Auto Center Scandal, 289–291
selling medical ultrasound technology in Asia, 433–436
shareholders, 394
Toyota, 388
unethical culture in need of change, TAP pharmaceuticals, 209–211
use of corporate resources issue, 153
values issue, 152
what’s wrong with this picture?, 252–253
Caterpillar, 343
Caux Round Table Principles for business, 440
general principles, 430
Celgene, 56
CEO ethics, 26
C. Gilligan, 111n18
Challenger space shuttle, 87, 91, 281
Chandler, C., 358n29, 444n98
Chandrasekar, N. A., 9, 441nn3
Channon, J., 36n35, 216n78
Character, 48, 57–58
Charan, R., 398n61
Cheating
   perception of peers and, 179
   pervasiveness of, 11
Cheever, Owen, 271
Chemical dependencies, 313
Chemical Manufacturers Association, 349
Chevron, 328
Chien, K., 444n103
Child, J., 36n48
Child labor, 420, 421, 424, 426
Chlorofluorocarbons (CFCs), 340
Choi, J., 360n86
Chrysler, M., 398n64
Chu, J., 358n36
Cisco Systems, 340, 438
Citigroup, 9, 159, 245
Citigroup, 8–10, 22, 29, 160, 328, 345, 367
Citizenship principle, 431
Civil Rights Act of 1964, 121
Clare, David, 249
Clark, J., 442n44
Clark, N., 442n46
Clinical trials, 211, 212
Clinton, W. J., 110n6
Club Fed, 345
Codes, 175, 189
Codes of conduct, 21, 177, 178, 179, 430
   in communicating ethics, 240–245
Codes of ethics, 175, 203
Cognitive barriers
consequences and, 90–91
fact gathering and, 89–90
gut reactions and, 95
integrity and, 74, 92–94
Cognitive moral development, 77–84
autonomous principled thinking and action, 83–84
Kohlberg’s theory, 77–78
conventional (level II), 79
postconventional/principled, 79
preconventional (level I), 79
women and men difference, question of, 80 (level II), 82
looking up around, 82–83
moral reasoning, principled levels of, 82, 83
Coleman, A., 292n12
Coleman, F., 444n95
Coleman, Glen, 233
Collins, J., 36n39
Colvin, G., 35n1, 215n45, 217n107, 359n59
Communicating ethics, 225–247.
See also Multiple communication channels
analyzing, 227
basic principles, 226–228
codes of conduct, 238–239
communication channels existence, 229–230
ethical dilemmas of employees, 228–230
ethics communication, interactive approaches to, 232–234
evaluating, 228–230
formal and informal communications, aligning, 225
formal ethics communication channels, 230–233
formal systems to resolve questions and report ethical concerns, 245–247
informal systems to resolve questions and report ethical concerns, 245–247
mission or values statements, 235–236
organizational policy, 237–238
policies communication, 229
prioritize policy, 237
relevant rules communication to people who need them, 237
reward system to reinforce ethics message, 248
Communicating senior management commitment to ethics, 240–245
ethics training programs, 242
local management in training, 243
training existing employees, 242–243
Community, 394–395
ethics and, 372–373
Compliance approaches, 249–250
Compliance officers, 221
Compliance programs, 163, 218, 249–250
Computer Associates (CA), 198
Conduct, ethical, 17, 257–294. See also Managing for ethical conduct
Confidentiality, 133
Confirmation traps, 89
Conflicting roles, 277–278
Conflicts of interest, 126–132
as an ethical problem, 131–132
cases, 391–395
costs, 131, 368
description, 126–127, 366–368
Enron, 366, 367
fiduciary responsibilities, 131
friendship, 127
influence, 128
kickbacks, 128
overt bribes, 128
privileged information, 128
subtle bribes, 128–129
ConocoPhillips, 343
Consequences, 90–91
consequences over time, 92
identifying, 55–57
long-term versus short-term consequences, 56
symbolic versus reduced number of, 57
as risk, 91–92
for the self versus for others, 90
Consequentialist theories, 40
challenges in, 42
focus on duties, obligations, and principles, 43–47
and principles approach, 46
Consumer Protection Act, 348
Consumers, 365–366
Control
of behavior, 18
illusion of, 91
Conway, E., 395n1
Cookie-cutter approach to ethics, 199
Cooking the books, 345
Corporate Culture and Performance, 240, 371
Corporate ethics committee, 225
Corporate ethics office, 222–224
Corporate resources use, 137–143
as an ethical problem, 143
corporate reputation, 138–140
costs, 143
financial resources, 141
providing honest information, 141–142
Corporate social responsibility (CSR),
28, 326–361
environmental sustainability, 339–343
ethical reason for, 329
goodness, question of, 343–354
benefit of a good reputation, 344
cost of government regulation, 346–349
cost of illegal conduct, 345–346
investors reward, 344–345
and performance, research about, 349–352
financial performance, 350
‘virtuous circle’, 350
pragmatic approach to, 328
reason for
ethical reason for, 329
pragmatic reason, 327, 328
strategic reason for, 330
value chain activities, 333
socially responsible is the right thing to
do, 352–354
stakeholder perspective on the firm, 327
strategic approach to, 331
triple bottom line, 339–343
types of, 334–339
economic responsibilities, 334–335
ethical responsibilities, 335–336
legal responsibilities, 335
philanthropic responsibilities, 336–339
Corporate soul-searching, 180
Corporate social responsibility (CSR)
reason for, 326–334
Cost-benefit analysis, 106–108
Costco, 159
Costs, 308, 315, 382–383
conflicts of interest, 368
of customer confidence issues, 134
of discrimination, 121–122
of sexual harassment, 125
Covey, S. R., 36n47
Cradle to Cradle: Remaking the Way We Make Things, 342
Crawford, E. R., 3, 324nn2
Credit default swaps (CDS), 7, 367
Credit opinion, 7
Credo, 235
Criminal liability costs, 28
Cropanzano, R., 442n26
Cullen, J. B., 443n67
Cultural approach to changing organizational
ethics, 199–204
assumptions about people, 200–201
auditing formal system, 202
cultural systems view, 199–200
diagnosis, ethical culture audit, 201–203
long-term view, 200
Cultural persistence, 197
Cultural systems approach, 199–200
Culture, 158
influencing behavior, 160–162
internalization, 160–162
socialization, 160–162
strong versus weak cultures, 159–160
Cummins Engine Company, 59
Customer confidence issues, 132–137
as an ethical problem, 137
confidentiality, 133
costs, 134
description, 132–136
personal responsibility, 134
special fiduciary responsibilities, 135–136
telling the truth, 134–135
Cynicism, 10–14
danger of, 10
media fueling, 12
moving beyond, 10–14
September 11, 2001, 13
students’ cynical attitude towards
business, 12

D
Dannon, 427
Darley, J. M., 294n44
Darlin, D., 110n7
Darnton, J., 110n5
Davis, J., 255n17
Davis, K., 357n8
Davoudi, S., 442n40
Deal, T. E., 213n3, 213n7, 216n75
Decision making, 21, 38–71, 184, 186–187.
See also Individual ethical decision
making
Decision making, psychological approach, 72–110
ethical awareness and ethical judgment, 72–76
Pinto Fires case, 104–108
cost-benefit analysis, 106–108
script processing, 105–106
recognizing ethical nature of an issue, 74
ethical/neutral language use, 74
guidance from social environment, 74
situations leading to harming others, 74

Decision making, steps to, 53–59
actions, creative thinking about (step 7), 58–59
character and integrity, considering (step 6), 57–58
consequences, identifying (step 4), 55–56
consequences of secrecy, 57
long-term versus short-term consequences, 56
symbolic consequences, 57
ethical issues, defining (step 2), 53–54
fact gathering (step 1), 53
obligations, identifying (step 5), 57
self gut, checking (step 8), 59
stakeholders, identifying (step 3), 54–55

'Deep Throat', 42

Defense Industry Initiative (DII) on Business Ethics and Conduct (DII), 26, 239, 248
Deferred prosecution agreement (DPA), 198
Defining ethics, 18–19
Dehghanpisheh, B., 293n31
Dehumanization, 87
Deindividuation, 275
DeJong, C., 154n13
Dell, 329
Denning, S., 214n36
Dent, E. B., 358n12
Deontological theories, 43–47
challenge to, 46
focus on duties, obligations, and principles, 43–47
moral rules, 44–46
veil of ignorance, 45, 46, 54

Derry, R., 111n19
Descriptive approach, in decision making, 38
Deshpande, R., 444n97
Detert, J. R., 111n34
Developing world, marketing infant formula in, 422–423
Diagnosis of culture, 201–203

Diffusing responsibility in organizations, 283–284. See also Organizations, responsibility diffused in
Dignity principle, 431

Dilbert cartoons, 245
Dilemmas, ethical, 38–39
layoff, 39
loyalty, 39
truthfulness, 39

D'Ionnocenzio, A., 443n75
Disciplinary procedures, 250
Discipline, 303–305
effective ways to discipline employees, 304 and rewards, 262–272
Disclosure rule, 57

Discrimination problem, 118–122
as an ethical issue, 121
costs, 121–122
definition, 119
lawsuits, 121
valuing diversity, 122

Displacement of responsibility, 86
Distorting consequences, 86

Diverse workforce management, 308–315
diversity, 309–310
harassment, 311–312

Dividing responsibility, diffusing responsibility by, 284–285
Division of responsibility, 284

Dodd-Frank Financial Regulation Legislation, 9, 150, 348
Domini Social Index 400, 345
Donaldson, T., 61, 65, 397n53, 442n25, 443n60
Dowd, C., 154n15
Dowie, M., 71n27
Dow Jones, 345
Downsizings, 306, 370
Draffan, G., 397n49
Dreilinger, C., 13, 324nn10
Drug abuse, 314

Druyvesteyn, Kent, 20, 36n30, 192
Dryer, P., 154n30

Due diligence, 219
Dugan, I. J., 154n19
Duhigg, C., 357n9
Duke Energy, 343
Dukerich, J., 111n25
Duncan, David, 135
Dunfee, T., 443n68
Dunkin, A., 154n25
Kenneth Lay example, 259–261
multiple ethical selves, 258–262
people fulfill assigned roles, 275–278
Abu Ghraib prison scandal, 276
conflicting roles leading to unethical behavior, 277–278
roles at work, 277
Zimbardo prison experiment, 275–277
responsibility diffused in organizations, 282–286.  
See also individual entry
rewards and discipline, 262–272
Ethical culture, 162–163, 183–184.  
See also
Multisystem ethical culture framework
audit of, 195
becoming, 196–198
change, evaluation, 204
change, intervention, 203–204
developing and changing, 194–198
Ethical dilemmas, 38–39, 228–230
Ethical issues
multiple stakeholders, 373–383
Ethical judgment, 72–76, 76–77, 85, 88–98
cognitive biases getting on the way, 92
solutions, 93
facilitators of and barriers to, 88–98
consequences, 90–91
fact gathering, 89–90
gut, 94–95
unconscious biases, 95–96
Ethical leadership, 163–174
ethically neutral or ‘silent’ leadership, 170–174
executive leaders create culture, 163–164
hypocritical leadership, 169–170
moral person/moral manager approach, 167
unethical leadership, 169
Ethical problems of managers, 295–324.
  
See also Diverse workforce management;
Manager as lens
costs, 308, 315
managers and employee engagement, 295–324.  
See also under Employee engagement
managing the ‘basics’, 298–308
discipline, 303–305
hiring and work assignments, 298–299
performance evaluation, 300–302.
  
See also individual entry
terminations, 305–307
reasons for, 307, 315

Dunn, Patricia, 75
DuPont, 341, 380–381
Durham, C. C., 292

E
Earley, P. C., 8, 441n7
Ecology of Commerce, The, 342
Economic crisis, 132
Economic responsibilities, 334–335
Edelman Trust Barometer survey, 10
Eden, D., 292n13
Edmond, Kathleen, 231, 255n18
Elber, L., 35n16
Elkind, P., 113n70, 293n23
Emotions in ethical decision making, 96–98
philosophical dilemmas, 96
Employee downsizings, 370
Employee engagement, 295–298
drivers of, 297
information sharing, 297
involvement, 297
line of sight, 297
rewards and recognition, 297
managers and, 288–291
and productivity, 296
Employee safety, 369–370
Employees and ethics, 369–370
downsizings, 370
safety, 369–370
Employees awareness about right and wrong, 16
Employees care about ethics, 24
Enron, 51, 93, 259, 270, 362, 384
Enron’s collapse in 2001, 2
Enron: The Smartest Guys in the Room, 12
Environmental Protection Agency (EPA), 16, 372–373, 381
Environmental sustainability, 339–343
Equal Employment Opportunity Commission (EEOC), 121, 308
Escalation of commitment, 92
Ethical awareness, 72–76
Ethical behavior
reward for, 268
roles supporting, 278
Ethical conduct management, 257–294
to authority, 278–282
behavior, 257–258
Dennis Levine example, 261
Ethical problems of organizations, 362–398
managing stakeholders, 363–365
Ethical reason for CSR, 329
Ethical relativism, 414–418
Ethical responsibilities, 335–336
Ethics, 38–71. See also Communicating ethics;
Employees and ethics; Organizational
culture, ethics as; Trust; Virtue ethics
cases, 383–390
character and, 18
and community, 372–373
and compliance officers
ethics officer background, 224
insiders versus outsiders, 223–224
Society for Corporate Compliance and
Ethics (SCCE), 223
‘controlling’ by organizations, 19
defining, 18–19
and employees, 369–370
downsizings, 370
safety, 369–370
employees care about, 24
ethical decision-making process, 21
ethics game, 243–244
executive leaders care about, 26
importance of being ethical, 22–28
behavioral economics experiment, 23
motivation to be ethical, 23–24
neuroscience, 23
new imaging technologies, 23
and the individual. See Individual ethical
decision making
industries care about, 26–27
infrastructure, 224
and law, relationship between, 21–22
and legal compliance management, 218–225
structuring, 218–222. See also under
United States
managers care about, 25
program
evaluating, 248–249
globalizing, 250–251
surveys, 248–249
and shareholders, 371–372
society cares about, 27–28
supply chain and, 239
teaching, question of, 14–20
adults’ ethics, 17–20
bad apple theory, 14–15
employees awareness about right
and wrong, 16
values, importance of, 30
values or compliance approaches, 249–250
Ethics and Compliance Officer Association
(EOCA), 223
ethics game, 243–244
Ethics officers, 223, 224
backgrounds of, 224
insiders versus outsiders, 223–224
Ethics Resource Center’s 2011 National
Business Ethics Survey, 13
Ethics training programs, 242
Etzioni, A., 36n31
Euphemistic language, 75
Evaluation
ethical culture changing, 204
ethics program, 248–249
Johnson & Johnson’s Credo survey, 249
surveys, 248–249
‘Everyone’s doing it’, 272
people follow group norms, 272–274
pressure to go along, 273
Ewing, J., 396n26
Excessive philanthropy, 351
Executive leaders
care about ethics, 26
create culture, 163–164
Exelon, 343
Existing employees, training, 242–243
Externalities, 346
External locus of control, 84
Exxon company, 384–385
Exxon Valdez oil spill, 344, 384–385
F
Facebook, 364
Fact gathering, 53, 89–90
Fadiman, J. A., 442n41
Fair Labor Association (FLA), 426
Fairness, 118
Fairness principle, 118, 431
human resources issues and, 308
measure, 118
in organizational climate, 193–194
reciprocity, 118
False Claims Act, 149
Fannie Mae, 5
Farzad, R., 256n21
Father, Son & Co.: My Life at IBM and
Beyond, 270
Federal Acquisition Regulation (FAR), 239
FedEx, 337
Felt, Mark, 48
Fernando, C. S., 360n88
Ferrell, O.C., 396n10
Feuerstein, A., 354, 361n92
Fidelity Investments, 132
Fiduciary responsibilities, 131, 132, 135–136
Financial disaster of 2008, 4–10
reasons for, 4–10
borrowing cost reduced, 4
credit-default swaps (CDS), 7
‘liar loans’, 5–6
mortgages, ‘slicing and dicing’ of, 6
protection against financial calamity, failure in, 7–10
real estate investment becoming a choice, 5
Financial resources, corporate, 141
Fine determination, under U.S. Sentencing Guidelines, 253–255
Fineman, H., 360n69
Firing, 306
First Boston Corporation, 6
First corporate ethics game, 243
Fisher, S., 216n81
Fishman, C., 358n36
Fiske, S. T., 110n4
Fisk, M., 255n7, 396n31
Flickr, 439
Flirtations, 125
Flynn, J., 294n60
Focus on consequences. See
Consequentialist theories
Focus on integrity. See Virtue ethics
Folger, R., 113n63
Fombrun, C., 359n49
Ford Motor Company, 105
Foreign Corrupt Practices Act (FCPA), 176
Foreign country, doing business in, 418–427
developing world, 422–423
human rights issues, 424–426
jewelry business, 426–427
legitimacy challenge, 418–421
South Africa, 422
Forgery, 306
Formal and informal communications, aligning, 225
Formal cultural systems, 174–187. See also
Informal cultural systems
burden of proof, 187
decision-making processes, 187
new organizational structures, 184
organizational authority structure, 182–185
authority, 183
responsibility, 183
orientation and training programs, 179–180
over-reliance on quantitative analysis, 186
performance management systems, 180–182
policies and codes, 177–179
selection systems, 174–175
structures to support reporting of problems, 184–185
values and mission statements, 175–177
Formal ethics communication, multiple channels for, 230–233. See also under
Communicating ethics
Formal ethics policies, 177
Foxconn, 329
Fraedrich, J., 396n10
Fragmentation of conscience, 284
Francis, E., 154n11
Freddie Mac, 5
Frederick, W. C., 444n90
Freeman, E., 36n46, 357n2
Freeman, R.E., 396n7
Fremeth, A. R., 359n42
French, H. W., 444n104
Frieden, T., 35n4
Friedman, M., 358n21
Friendship, 127
Fritsche, D. J., 70n3
Frooman, J., 361n91
Fudging numbers, 141
Fujita, M., 35n18
Functional magnetic resonance imaging (fMRI), 24, 72
G
Game jargon, in business dealings, 259
Gandel, S., 35n9
Gap, 421
Gary, E. R., 396n11
Gates, Bill, 336
Gates Foundation, 427
Gellene, D., 294n57
Gelman, D., 324n17
Gender differences and cognitive moral development, 82
General Dynamics Corporation, 20, 188, 225
General Electric, 26, 165, 341, 343
General Motors, 12, 98, 190
Global business environment
- challenge to legitimacy, 418–421
- human rights example, 424–426
- marketing in developing world example, 422–423
- organization in, 418–431
- South Africa example, 422
- transcultural corporate ethics development, 428–431

Global business ethics
- corporate guidelines and policies development for ethical imperialism, 414–418
- ethical relativism, 414–418

Global Compact, 429, 430

Global environment organization in a, 418–431
Globalizing an ethics program, 250–251
Globalizing ethics program, 250–251
Global Reporting Initiative, 430

Goals, 264–265
- goal setting, 263–264
- reward systems and, 417

Groups
- diffusing responsibility in, 283–284
- pressure to go along, 273
- rationalizing unethical behavior, 273

Groupthink, 283

Grenades, 228

Harassment, 122–126, 311–312. See also Sexual harassment
- hostile work environment, 123

Harpsin, K., 110n1

Harned, P., 155n32, 155n34

Harrison, D. A., 6, 10, 441nn5

Hartley, R. F., 359n65, 359nn50

Hartman, L. P., 444n86

Hatfield, J. D., 360n80

Hauenschild, P. R., 359n65, 359nn50

Hawken, Paul, 342

Hay, R. D., 396n11

HealthSouth, 142

Hechinger, J., 154n17

Helft, M., 445n107

Help lines, 417
Henry, D., 360n71
Herman Miller, Inc. (HMI), 184
Heroes, 188–189
Heskett, J. L., 222n22, 240, 396n18
Hess, C., 358n22
Hewlett-Packard (HP), 75, 341, 421
Hey, K., 358n22
Hildreth, J. A., 70n4
Hindo, B., 443n70
‘Hippocratic Oath for Managers, A’ article, 50.
See also under Virtue ethics
Hiring, 298–299
Hoffman, W. M., 154n26
Hofstede, G., 441n14
Holland, R. C., 443n68
Home Depot, 328
Honda, 330
Honesty, importance, 320–321
Horatio Alger Award, 259
Hosenball, M., 293n31
Hostile work environment, 123
Hotz R. L., 112n61
Housing investments, 5
Hsieh, T., 215n46
Hui, C. H., 17, 441nn13
Human resources issues, 116, 137, 308
addressing, 114–153
Human rights, 415, 424–426, 428, 430
Hurricane Katrina, 332, 338
Hypocritical leadership, 170

I
Iacocca, Lee, 263
IBM Corporation, 26, 159, 191, 198, 270, 340, 349
Idealism, 107
Illusion of control, 91
Illusion of morality, 93
Illusion of optimism, 91
Illusion of superiority, 93
Immelt, Jeffrey, 26, 165
Imperialism, ethical, 414–418
Implicit Association Test (IAT), 95
In a Different Voice, 82
Incentives, 264
Indirect rewards and punishments, 266–268
Individual differences influencing ethical judgment and action, 76–83. See also Cognitive moral development
ethical judgment and action relationship, 85
Machiavellianism, 85–86
moral disengagement, 86–88
Individual ethical decision making, 38–62
doing homework, 59
ethical dilemmas, 38–39
prescriptive approaches to, 39–53
focus on consequences (consequentialist theories), 40, 40
snap decision, 60–61
steps to, 53–59
character and integrity, considering (step six), 57–58
consequences, identifying (step four), 55–56
creative thinking about potential actions (step seven), 58–59
ethical issues, defining (step two), 53–54
fact gathering (step one), 53
gut, checking (step eight), 59
obligations, identifying (step five), 57
stakeholders, identifying (step three), 54–55
veil of ignorance, 45
Individual responsibility, 183, 184
Individuals care about ethics, 23–24
Individuals’ common ethical problems, 114–153
blowing the whistle, 143–145
conflicts of interest, 126–132. See also individual entry
corporate resources use, 137–143. See also individual entry
customer confidence issues, 132–137
harassment, sexual and otherwise, 122–126
office romance, 125–126
people issues, 118–126
discrimination, 118–122
values, identifying and voicing, 115–118
Industries care about ethics, 26–27
Index

Industries focus on ethics, 26–27
Influence, 117, 127
Informal communications, 187–193, 225
language, 191–193
myths and stories, 190–191
norms, 189–190
rituals, 190
role models and heroes, 188–189
Informal cultural systems, 187–193
heroes, 188–189
heroes and role models, 188–193
language and, 191–193
mentoring, 188
myths, 190–191
norms, 189–190
rituals, 190
role models, 189–190
stories, 188
Informal systems, auditing, 201
Information processing, 105
Infrastructure, ethics, 224
Ingrassia, P., 398n66
Initial public offerings (IPOs), 171
In Search of Excellence, 240
Insiders versus outsiders, 223–224
‘Instant experience’ system, 234
Instructions, people following, 278–282
Milgram experiments, 279–281
Integrity, 57, 92–94
Intellectual property, 73
Intentions, 48
Intentions, importance, 48
Inter-American Convention Against
Corruption, 429
Internalization, 160–162
Internals, 85
Investors, social responsibility and, 344–345
Iran-Contra affair, 279
Isikoff, M., 360n69

J
Jackall, R., 215n61
Jacobs, A., 445n107
Janis, I., 294n45
Jefferson, Thomas, 58, 188
Jenkin, M., 36n37
Jennings, K., 397n43
Jewelry business, 426–427
Johns Manville, 186, 335, 385–386
Johnson, J. L., 443n67
Johnson & Johnson, 28, 167, 241, 349, 388–389
Johnson, R. C., 111n29
Jones, R., 360n85
Jones, T. M., 110n9
JPMorgan Chase, 10, 367
Judgment, ethical, 85
barriers to, 88–98
consequences, 90–91
as risk, 91–92
for self versus others, 90–91
facilitators of, 88–98
fact gathering, 89–90
psychological approach to, 72–76
reduced number of consequences, 90

K
Kahneman, D., 112n46
Kahn, R., 293n52
Kaikat, J. G., 442n48
Kant, Emmanuel, 44
Kanter, R. M., 216n62
Kaplan, J. M., 255n5
Karabell, Z., 358n34
Karpoff, J. M., 359n64
Katz, D., 293n52
K. Brooker, 214n13
Keillor, Garrison, 93
Kelleher, A., 443n66
Kelleher, Herb, 164
Kelly, K., 56, 294nn54
Kelly, M., 360n79
Kelly, S., 397n41
Kelman, H. C., 39, 216n63, 216n86, 293nn37, 294nn42, 50
Kennedy, A. A., 213n3, 213n7
Kentucky Fried Chicken (KFC), 328
Kern, M. C., 112n47
Khurana, R., 71n13, 71n14
Kickbacks, 128
Kidder, Rushworth M, 3, 35n2
Kilham, W., 294n49
Kimes, M., 217n112
Kinder, Lydenberg, Domini (KLD), 349
Kirchgaesner, S., 442n40
Kish-Gephart, J., 113n64, 215n50
Knight, D., 292n11
Kohlberg, L., 110n12
Kohl’s Department Stores, 340
Kopytoff, V., 444n101
Koretz, G., 442n42
Kotter, J. P., 222n22, 240, 256n22, 396n18
Kouchaki, M., 110n8
Kramer, Mark R., 358n15, 359n43
Kratz, E. F., 358n18
Krauss, C., 397n45
Krell, Eric, 155n33
Kuttner, R., 360n66

L

Labich, K., 36n41, 217n109, 360n77
Lane, H. W., 442n24
language
and informal cultural systems, 187–193
Larson, D. E., 71n19
Larson, E., 396n28
Latane, B., 294n44
Lavery, John, 187
Law and ethics, relationship between, 21–22
Lawsuits, 121, 320, 335, 422
Lay, Kenneth, 259–261, 270
Layoffs, 12, 96, 133, 306
Leadership, 156–165. See also Ethical leadership
Leader, R., 292n7
Lee, D. S., 359n64
Legal compliance management, 218–255. See also Communicating ethics
Legal responsibilities, 335
Legal standards, 22
Legislators role in financial calamity, 8
Legitimacy, challenge to, 418–421
Legitimate authority, 183, 281
Lehrer, J., 36n34, 112n59
Lenzer, R., 396n15
Lennier, R., 35n7
Leo, J., 324n16
Lepine, J. A., 3, 324nn2
Leung, K., 443n55
Levenson, E., 444n85
Lever, J., 154n12
Levine, D. B., 261, 292n9, 293n20
Levi Strauss, 336, 352, 415, 422
Levitt, A., 366, 396n6
Lewis, M., 358n32
‘Liar loans’, 5–6, 75
LIBOR, 9
LiCari, Jerome, 187
Li, J., 360n86
Lim, P. J., 360n82
Lincoln Electric Company, 389–390
Lind, E. A., 153n4
Liptak, A., 397n52
Little Company, 226
Local management in training, 243
Locke, E. A., 292n11

Lockheed Martin Corporation (global security), 190, 223, 239, 344, 417
Locus of control, 84–85
Loewenstein, G., 112n43, 112n52
Logsdon, J. M., 293n33
Long-term consequences, 56
Long-term view, organizational culture, 200
multiple ethical selves, 258–262
Loomis, C., 214n29
Loose cannons, 83, 227
Loyalty, 183
Luk, D. M., 6, 441n1
Luthans, F., 217n103

M

Machiavellianism, 85–86
Madoff, Bernard L., 8
Magazines, 232
Magnusson, P., 444n81
Mahoney, J., 443n57
Malden Mills, 253, 352, 353
Malone, S., 361n96
Management focus on ethics, 19
Manager as lens, 315–319
buck stops with managers, 317–318
continually communicating standards, 317–318
managing up and across, 319–322
honesty is rule one, 320–321
standards go both ways, 321–322
standards, maintaining, 316–317
Managers
are role models, 319
care about ethics, 25
and employee engagement, 295–298
Managing ethics, 2–34, 218–255
compliance officers, 222–224
ethics officer background, 224
corporate ethics office, 222
directions, 2–34
ethics infrastructure, 224
ethics officer background
insiders versus outsiders, 223–224
globalizing ethics program, 250–251
making ethics comprehensive and holistic, 222
structuring, 218–222
compliance program, 219
corporate ethics programs in U.S., 219
due diligence, 219
U.S. Sentencing Commission in, 219
values or compliance approaches, 249–250
Managing for ethical conduct, 257–294
advice for managers, 265–266
discipline, 265–266, 271–272
goals, 265–266
group norms, 273–274
obedience to authority, 282
personal responsibility, 286
rewards, 265–266
behavior, 258
Dennis Levine example, 261
discipline, 262–272
‘everyone’s doing it’, 272
goals combined with rewards encouraging unethical behavior, 264–265
electronics appliance sales example, 264–265
indirect rewards, 266–268
instructions, people following, 278–282
Kenneth Lay example, 259–261
managers rewarding ethical behavior, 268–269
obedience to authority at work, 281–282
punishments, 266–268
rewards, 262–272
stressed-out employees, 286–287
Tailhook example, 266–268
Zimbardo prison experiment, 275–277
Managing stakeholders, 363–364
Mangan, D., 397n36
Mann, L., 294n49
Marcus, A. A., 359n42
Margolis, J. D., 358n33, 360n83, 444n97
Marketing infant formula in developing world, 422–423
Markopolos, Harry, 8
Marshall, A., 293n17
Martens, L. T., 443n66
Martin, A., 442n38
Martin, G. S., 359n64
Martin, J., 216n80
Martin, K. D., 216n88, 443n67
Massey Energy Company, 386
Mayer, D. M., 215n39
MBA oath, 14
McCabe, D. L., 36n25, 36n26, 215n52, 359n53
McDonough, William, 342
McGinn, D., 358n38
McGrane, V., 35n8
McGregor, J., 113n66, 113n69
McLean, B., 293n23
McNeil, D. G., 357n3
3M Corporation, 30
McWane, Inc., 386–387
McWhinney, W., 217n106
Media-fueled cynicism, 12
Media portrayal of business, 13
Medtronic, 169
Mehrotra, K., 396n28
Melendez, E. D., 395n2
Melton, J., 359n56
Mendenhall, M., 441n4
Mentoring, 188
Merck & Co., Inc., 210, 348, 355
Merrill Lynch, 8, 22, 121, 346
Messick, D. M., 71n22, 112n38, 112n41,
  112n44, 112n50
Meyer, R., 442n44
Miceli, M. P., 293n35
Microsoft, 364
Midlarski, E., 111n28
Milgram experiments, 279–281
Milgram, S., 215n59, 293n38, 294n51
Miller, S. S., 256n27
Miller, T. C., 442n45
Milliken, Michael, 259
Misalignment of rewards, 182
Mishel, L., 395n3
Mission or values statements, 235–236
Mitroff, I., 216n79
Moll, J., 110n2
Monsanto case, 419–420
Montgomery, D. R., 359n52
Moral Dimension, The, 23
Moral disengagement, 86–88
  advantageous comparison, 86
categories, 86
dehumanization, 87
displacement of responsibility, 87
  moral justification, 86
  mechanisms, 86
Moral justification, 86
Moral muteness, 192
Moral person/moral manager approach, 167
Moral psychology research, 95
Moral reasoning, principled levels of, 83.
  See also Cognitive moral development
Moral rules, 44–46
‘Moral sentiments’, 3
Morgan Stanley, 130
Morgenson, G., 293n25, 397n33, 397n35
Morris, B., 213n6, 216n73
Mosakowski, E., 441n8
Motivations, 48
   to be ethical, 23–24
MSN, 438
Multiple communication channels, 230–233
   for formal ethics communication, 230–233
      booklets, 232
      brochures, 232
      magazines, 232
      newsletters, 232
      orientation meetings and
      materials, 232
      social media, 231–232
      websites, 230
Multiple ethical selves, 258–262
Multiple stakeholders, ethical issues, 381–382
   costs, 382–383
   environmental catastrophes, 380–381
   ethical issues, 382
   prescription medications, pricing issues
   for, 378–379
   product safety, 373–378
Multisystem ethical culture framework, 161–163
   alignment of ethical culture systems, 162–163
   formal systems, 161
   informal systems, 161, 162
Munich Re, German reinsurance company, 340
Murphy, C., 360n68
Murphy, E., 360n78
Murr, A., 292n3
Murrell, A. J., 360n85
My Lai massacre 1968, 284
Myths and stories, 188

N
Nash, L., 71n18, 71n20, 443n58
National Association of Securities Dealers
   (NASD), 132
National Business Ethics Survey, 13
National Highway Traffic Safety Administration (NHTSA), 388
National Whistleblower’s Center, 150
   ‘Natural rights’, 44
   Nature/Nurture debate, 16
Nazi war crimes, 279
Near, J. P., 217n104, 293n35
Neef, D., 77, 443n74
Neff, T. J., 214n21
   ‘Negative rights’, 44
Nel, D., 215n53
Nelson, J., 442n35
Nelson, Katherine, 159, 243
Nepotism, 418
Nestlé, 422
Neuroscience, 23, 95
Neutral language use, 74
Neutral leadership, 171
New Balance, 426
New recruits, training, 242
Newsletters, 232
Nichols, J., 292n5
Nike, 178, 421, 424–425
Nisen, M., 214n19
Nohria, N., 71n14
Nongovernmental organizations (NGOs), 419
Nonprofit organizations, 138
Nonsteroidal anti-inflammatory drugs
   (NSAIDs), 393
Nord, W. R., 217n100
Norian, 211, 212
Norian XR, 212
Norms, informal cultural systems, 189–190
NOVA Award for Ethics, 241
Novartis, 340
Nussbaum, B., 360n67
O
   Obedience to authority
      at work, 281–282
   Obligations, identifying, 57
   Occupational Safety and Health Administration (OSHA), 369–370
   Office Depot, 328
   Officer background, in ethics management, 224
   Office romance, 125–126
   Off-label marketing, 212
   Off the record conversations, 140
   O’Grady, S. O., 442n24
   O’Neill, P., 214n23
   Onishi, N., 443n53
   Optimism, illusion of, 91
   Organizational authority structure, 182–185
      authority, 183–184
      ethical culture, 183–184
      legitimate authority, 183
      new organizational structures, 184
      reporting problems, structures to
      support, 185–186
      responsibility, 183
Organizational climates, 193–194
  benevolence, 194
  fairness, 193–194
  principles, 193–194
  rule-based climate, 194
  self-interest, 194
Organizational culture, ethics as, 158–213.
  See also Ethical leadership; Formal cultural systems; Informal cultural systems
  organizational climates, 193–194
  benevolence, 194
  fairness, 193
  management, ethics of, 194
  organizational ethics as culture, 194
  principles, 194
  self-interest, 194
Organizational ethics, cultural approach to changing, 199–204
  assumptions about people, 200–201
  audit of ethical culture, 199
  changing evaluation, 204
  changing intervention, 203–204
  cultural systems view, 199–200
  ethical culture audit, 201–203
  long-term view, 200
Organizational policy, in communicating ethics, 237–238
Organizational structure, 184
Organization for Economic Cooperation and Development (OECD), 428
Organization in a global business environment, 418–431
  business in a foreign country, deciding on, 418–427
  challenge to legitimacy, 418–421
  help for the developing world, 427
  human rights, 424–426
  jewelry business, 426–427
  marketing infant formula in developing world, 422–423
  transcultural corporate ethic, development of, 428–431
Organization of American States (OAS), 429
Organizations, ethical problems in,
  15–16, 362–398
  controlling employees, 19
  bad apples causing, question of, 15–16
  managing stakeholders, 363–364
Organizations, responsibility diffused in,
  86, 282–286
  by dividing responsibility, 284–285
  in groups, 283–284
  by psychological distance creation, 285–286
  Orientation programs, 175, 179–180
  meetings and materials, 232
  and training programs, 179–180
Original equipment manufacturer (OEM), 435
Orlitzky, M., 360n81
Ousley, O., 110n1
Overt bribes, 128

P
Page, K., 359n65
Paine, L., 444n97
Pandit, Vikram, 172
Parboteeah, K. P., 443n67
Park, D., 255n19
Parks, S. D., 36n27
Parnell, J. A., 358n12
Patagonia, 334, 421, 426
Peach, L., 70n2
Pear, R., 360n75
Peck, M. S., 284, 294n46
Pellegrini, F., 154n27
People for the Ethical Treatment of Animals, 328
People issues, 118
  discrimination, 118–122
  harassment, sexual and otherwise, 122–126. See also Sexual harassment
Perfluorooctanoic acid (PFOA), 380
Performance evaluation, 300–302
  continuous evaluation importance, 300
  informal process of, 300
  practical problem with, 301
  regular evaluations, 301
  terminations for poor performance, 306
  written assessment, 300
Performance management systems, 180–182
  designing, 180–182
  dishonest or disrespectful behavior, 182
  rewards, 182
  that supports ethical conduct, designing, 180
Personal illnesses, 313
Personal issues, managing, 312–314
Personal responsibility, 134, 286
Peters, T. J., 240, 217n105, 256n25
Pfizer, 221
Pharmaceutical Research and Manufacturers of America (PhRMA), 348
Philanthropic responsibilities, 336–339
Philip Morris International (PMI), 420
Pinto Fires case, 104–108
  corporate milieu, 102–103
  cost-benefit analysis, 106–108
  personal aspect, 100–102
  script processing, 105–106
  Torch Passes to You, 103–104
Piper, T. R., 36n27
Plagiarism, 73
Playing field, 259
Plender, J., 398n72
PNM Resources, 343
Polartec products, 353
Policies, communication of, 229
Policy manuals, 59, 177, 237
Pollack, A., 397n34
Ponzi scheme, 9
Porter, Michael E., 361n99, 358n15, 359n43
Post, J. E., 444n82
PPG Industries, 145
Practical preventive medicine, 59–62
  learning, 59–60
  snap decision, 60–61
Pragmatic reason for CSR, 327, 328
Praise the Lord (PTL) ministry, 170
Prakash, A., 360n76
Prasso, S., 444n89
Pregnancy Discrimination Act of 1978, 121
Prejudice, 118, 298
Prentice, R. A., 112n51
Prescriptive approach
  in decision making, 38
  to ethical decision making, 39–53. See also under Decision making
Prevention, 138
PricewaterhouseCoopers (PwC), 132
Prince, Chuck, 172
Prince, The, 86
Principle-based decisions, 83–84
Principles approach and consequences approach, 46
Privacy, 133
Privileged information, 130
Product safety, 368
  Takata, 376–378
  Volkswagen, 374–376
Property principle, 430
Propst, L. R, 111n30

Prospero, M. A., 358n36
‘Protect yourself’ approach, 250
Psychological approach to decision making, 72–110
  cost-benefit analysis, 106–108
  emotions in, 96–98
  ethical behavior, 76–85
  ethical judgment, 72–110
  individual differences, 76–85. See also individual entry
  integrity, thinking about, 92–94
  self gut, 94–95
Psychological distance, responsibility diffused by creating, 285–286
Punishments, 266–268
  indirect, 266–268
  indirect effects of, 270
  practical advice on, 271–272
Pygmalion effect, 266

Q
Quantitative analysis, over-reliance on, 186
Quid pro quo harassment, 123
Quittner, J., 444n88
Quorum Health Group, 149
Qwest, 348

R
Racanelli, V., 36n49
Rachels, J., 70n1, 70n6
Rainforest Action Network (RAN), 328
Ramus, C. A., 359n52
Rawls, J., 70n5
Real estate investment, and financial disaster of 2008, 5
Reardon, K., 154n21
Recruiting brochures, 232
Red Co, 153
Reebok Corporation, 425
Reed, J., 172, 214n37
Regulatory agencies role in financial calamity, 8
Regulatory backlash, 347
1973 Rehabilitation Act, 121
Reiss, S. A., 255n2
Relevant moral community, 57
Reliability principle, 431
Ren, L., 292n12
Reporting ethical concern systems, 244
Reputation, corporate, 138–140
Resolution of questions systems, 245–247
Resources, corporate, 141
Responsibility, 183–184
diffused in organizations, 282–286
Responsive CSR, 331
Responsiveness principle, 431
Rest, J. R., 35n23, 36n24
Rest, M., 110n13, 111n20
Rewards and discipline, 262–272
discipline role, 269–271
goals, rewards, and discipline, 265–266
importance, 262–263
peoples’ efforts, 263–264
Reward system to reinforce ethics message, 248
Rhee, M., 359n50
Rice, D., 13, 324nn10
Richards, B., 398n69
Rich, B. L., 3, 324nn2
Rich, N., 397n38
Ricklees, R., 217n95
Rigas, John, 236
Rights concept, 44
’natural rights,’ 44
’negative rights,’ 44
Risk, consequences as, 91–92
Rituals, in informal cultural systems, 190
Rivkin, J., 361n99
Road Less Traveled, The, 284
Robertson, D., 110n1
Role models, 189–190
Role-playing, 55
Roles, 275–278
advice for managers, 278
assigned, 275–278
conflicting, 277–278
practical advice on, 278
role readiness, 277
supporting ethical behavior, 278
at work, 277
Rommel, S., 110n11, 112n55, 112n58
Rosenthal, E., 397n32
Ross, B., 398n67
Rotthacker, R., 154n28
Rotter, J. B., 111n27
Ruedy, N. E., 112n36
Rule-based climate, 194
Russakoff, R., 36n38
Rust, S., 397n43
Ryan, M., 361n93
Ryan, O., 36n27
Sacks, D., 358n36
Sakano, T., 35n18
Salomon Brothers, 387–388
Samuel, A., 154n20
Sandler O’Neill & Partners, 13
Santoro, M. A., 55, 59, 294nn53
Sarbanes-Oxley Act (SOX), 150, 179, 347
Schaubroek, J., 215n41
Schaumberg, R. L., 112n49
Schawble, D., 154n10
Schein, E. H., 214n11, 214n16
Schreier, S., 359n55
Schminke, M., 111n21, 111n26
Schoenberger, K., 443n49
Schubert, S., 442n45
Schwartz, H., 216n68
Schwartz, N. D., 71n26
Schwartz, S. H., 294n43
Script processing, 105–106
Sears, Roebuck, and Co., 289–291
Sears’s wage policy, 290
Secrecy, consequences of, 57
Secure Bank, 323
Securities and Exchange Commission
(SEC), 150, 362
See, K., 12, 292nn10
Seglin, J. L., 215n44, 361n97
Selection systems, formal cultural sys-
tems, 174–175
Self gut, 94–95
automatic ethical decision making, 95
Self-interest climate, 193–194
Self-love, 3
Sellerman, S., 216n70
Sellers, P., 358n24
Senior management
communicating commitment to eth-
ics, 240–245
involvement in training, 244
Sentencing guidelines in managing ethics, 219
September 11, 2001 event, 13
Sewer, A., 214n15
Sexual harassment, 122–126
as an ethical issue, 124, 125
costs, 125
types, 123
hostile work environment, 123
Quid pro quo harassment, 123
Shaffer, J., 297, 324n5
Index

Shaffer, M. A., 5, 6, 441n1
Shanley, M., 359n49
Shareholders, 394
  ethics and, 371–372
Sharfman, M. P., 360n88
Sheppard, B., 153n5
Short-term consequences, in decision making, 56
Silent leadership, 170–174
Silver-Greenberg, J., 35n5
Simmons, D. G., 255n14
Simon, P., 441n12
Sims, H. P. Jr., 293n21, 324n9
Siwek, S. E., 110n10
Sjoberg, G., 215n58
Skapinker, M., 445n71
Skinner, B. F., 36n29
Skoogland, C., 36n42, 71n24, 233, 234
Skype, 438
Sloan, A., 292n6
Smircich, L., 213n4
Smith, Adam, 35n3
Smith, D. G., 359n62
Smith, P. H., 396n11
Snap decisions, 60–61
Snarey, J., 110n1
Social Accountability 8000 (SA8000), 426
Social Accountability International (SAI), 426
Social Investment Forum, 345
Socialization, 160–162
Socially responsible business, 343–354
  benefit of a good reputation, 344
  excessive philanthropy, 351
  goodness of, 343–354
  investors, 334–345
  government regulation, cost of, 346–349
  illegal conduct, cost of, 345–346
  research results, 349–352
  as the right thing, 352–354
Social media, as communication channels, 231–232
Social responsibility, business and, 27–28
Society cares about ethics, 27–28
Society for Corporate Compliance and Ethics (SCCE), 223
Society for the Prevention of Cruelty to Animals (SPCA), 138
Solomon, C. M., 444n80
Solomon, R. C., 71n9
Sonnenfeld, J., 214n27
Sorkin, A. R., 359n58, 396n14
South Africa, doing business in, 422
Southwest Airlines, 164, 174, 189
Special fiduciary responsibilities, 135–136
Spillane, Michael, 353
‘Spray and pray’ program, 199
Stakeholders, 28, 41, 42, 50
  groups, 365–373
  identifying, 54–55
  managing, 363–365
  perspective on the firm, 327
Standard & Poor rating agency, 7, 127
Standards
  continually communicating standards, 317–318
  go both ways, 321–322
  maintaining, 316–317
Starbucks, 299, 328, 340
Staw, B. M., 112n48
Steiger, B., 71n23, 71n25
Stewart, P., 293n19
Stolberg, S. G., 71n21
Stories, in informal cultural systems, 188
Strachan, J. L., 359n62
Strategic CSR analysis, 330–333
Strategic reason for CSR, 330
Structuring ethics management, 218–222
  in United States, 218–225. See also under
  United States
Students’ cynical attitude towards business, 12
Substance abuse, 314
Subtle bribes, 128–129
Sullivan, B. N., 359n65
Sullivan, G. M., 442n48
Superiority, illusion of, 93
Supply chain, ethics and, 239
Surveys, 248–249
  Johnson & Johnson’s Credo survey, 249
Sustainability, environmental, 339–343
Sustainability Group Index, 345
Sustainable development, 339
Swainson, J. A., 217n96
Swanson, D., 357n1, 358n11
Swartz, J., 108, 444n105
Symbolic consequences, in decision making, 57
Synthes, 212

T
Taco Bell, 328
Taibbi, M., 35n11
Tailhook scandal, 266–268
Index

Takata, 376–378
TAP Pharmaceuticals, 149, 209–211, 221
Task goal, 263
Tay, C., 9, 441nn3
Teaching business ethics, 14–20
  bad apple theory, 14–15
  controlling, 19–20
  possibility of, 14–20
Teaching ethics, 18, 20
Teal, T., 361n94
Teflon, 380–381
Teitelbaum, R., 396n21
Templer, K. J., 9, 441nn3
Terminations, 305–307
Texas Instruments (TI), 25, 233
Thalidomide cases, 56
Theory of Moral Sentiments, The, 3
‘The Power of Dreams’, 330
Thomas, E., 292n3
Thoma, S. J., 35n23, 111n24
Thomas, K., 154n29
Tichy, N., 217n98
Tidwell, G., 214n26
Tiffany, 426–427
Tiger, L., 216n69
Tofler, B. L., 216n89, 217n91, 292n1
Tommy Hilfiger, 353
Tong, H. M., 442n32
Tong, K., 443n55
Top management involvement in training, 243
Toshiba, 340
Toyota, 388
Training
  business students in, importance, 17
  existing employees, 242–243
  local management in, 243
  model, ethics game, 243–244
  new recruits, 242
Training programs, 179–180, 242
  creating a dialogue, 245
  existing employees, 242–243
  local management in, 243
  new recruits, 242
  top management in, 243
  training model, ethics game, 243–244
Transcultural corporate ethic, 428–431
  development of, 428–431
  principles, 428–431
Transcultural corporate ethic, development, 428–431
dignity principle, 431
fairness principle, 431
fiduciary principle, 430
Google, 436–440
human rights and fundamental freedoms, 428
inviolability of national sovereignty, 428
market integrity in, 428
principles, 428
property principle, 430
reliability principle, 431
responsiveness principle, 431
social equity, 428
transparency principle, 431
Transmitters and executants, 284
Treo, L., 324n9
Treviño, L. K., 22, 27, 35n21, 36, 36n25, 36n26, 110n14, 111n23, 214n20, 214n28, 215n38, 215n49, 215n60, 216n72, 216n87, 293nn21, 359n53
Triandis, H. C., 17, 19, 441n13
Triple bottom line, 339–343
Trottman, M., 396n4
Trudell, C., 396n31
Trust, 28–29
Trust professions, 131
Truth in advertising, 132
Tsunami, 337
Turban, D. B., 359n51
Turillo, C. J., 113n65
Twitter, 439
Tyco, 29, 345
Tylenol poisoning, 168
Type Co., 62

U
Ultimatum game, 24
Umphress, E. E., 12, 292nn10
Unconscious biases, 95–96
Unethical behavior
  conflicting roles leading to, 277–278
  goals combined with rewards encouraging, 264–265
  rationalizing, 273
Unethical culture, 193
Unethical leadership, 169
Union Carbide, 349
United Kingdom (UK), 429
  UK Bribery Act, 429
United Nations Global Compact, 429
United States (U.S.)
due diligence and effective compliance program, requirements for, 219
financial disaster of 2008, 4–10. See also individual entry
structuring ethics management in, 218–222
corporate ethics office, 222
ethics and compliance officers, 222–224
making ethics comprehensive and holistic, 222
U.S. Green Building Council, 342
*United States v. Booker*, 221
United Technologies Corporation (UTC), 347
United Way, 259
U.S. Civil Rights Act of 1964, 336
Useem, J., 36n51, 71n26
Useem, M., 398n61
U.S. Federal Sentencing Guidelines, 222
U.S. National Highway Safety and Traffic Administration (NHSTA), 377
U.S. Sentencing Commission, 179, 222
Utilitarianism, 40

V
Value chain activities, 331
Values, 30–31, 249–250
definition, 28
disciplinary procedures, 250
importance of, 30–31
and mission statements, 175–177
statements, 235–236
at organizational level, 30
Valuing diversity, 122
Van Maanen, J., 213n8
Van Zaandt, J. D., 397n53
Vaughn, D., 396n23
Veil of ignorance, 45, 46, 54
Verizon, 175, 348
Versa Capital Management, 353
Verschoor, C., 360n78
Vickers, M., 214n33
Victor, B., 36, 293nn27
Virgo, J. M., 442n48
Virgo, K. S., 442n48
Virtue ethics, 47–53, 93
accurate and transparent reporting, 50
acting with integrity in the enterprise’s interest, 50
adherence to the law, 50
‘A Hippocratic Oath for Managers’ article, 50
balance multiple stakeholders’ interests, 50
character and, 48
intentions, 48
in legal profession, 49
motivations, 48
professional development, 50
respectful and unbiased decision making, 50
responsibility to protect the profession, 50
service to the public and society, 50
Vistica, G. L., 293n18
Vlasic, B., 65, 398nn63
Vogel, D., 443n56
Voicing personal values, 115–118
Volkswagen, 98, 374–376

W
Waddock, S. A., 360n84
Walker, R., 443n73
Walker, D. C., 292n16
Wall Street traders, 8, 169
Wal-Mart, 27, 159, 179, 281, 289, 338, 340, 341, 421, 426
Walsh, J. P., 360n83
Walter, F., 358n28
Wang, H., 360n86
Watergate 1972 break-in, 41, 279
Waterman, R. H. Jr., 256n25
Waters, J. A., 216n74, 294n41
Watkins, Sherron, 83
Watson, Thomas J., Jr., 270
Wealth of Nations, 3
Weaver, G. R., 71n10, 71n16, 215n48, 215n54, 215n56, 255n1, 255n8, 441n18
Webber, R., 154n23
Weber, J., 110n15, 360n72
Weber, James, 78
Weber, M., 215n57
Websites, as communication channels, 230
Wee, H., 154n22
Weill, Sandy, 171
Weinstein, M., 442n44
Welch, Jack, 165
Welles, C., 216n71
Welling, P., 397n53
Welsh, D., 111n35
Werhane, P. H., 397n53
*What Went Wrong at Enron*, 390
Whistle-blowing activity, 143–145
company's ethics officer or ombudsman, contacting, 146
going outside the chain of command, 147
going outside the company, 149–150
how to, 146–151
approaching immediate manager, 147
discussing with family, 147
leaving the company, 150–151
taking it to next level, 147
when to, 146
Wieczner, J., 155n31
Wilbanks, C., 397n47
Wilkins, A. L., 217n102
Wilson, J. Q., 153n3
Women and men difference, question of, 82
Wood, D. J., 396n22
Wood, J. A., 35n14
Woodward, Bob, 41
Work assignments, 298–299
WorldCom, 29, 51, 142, 347
World Federation for Ultrasound in Medicine and Biology (WFUMB), 434
Wyeth Ayerst, 348
X
Xerox, 343
XYZ Drug Company, 130, 133
Y
Yahoo!, 438
Yardley, J., 444n102
Yavitz, Boris, 316
Youngblood, A., 35n21
Yum Brands company, 328
Z
Zakariah, F., 35n12
Zhou, P., 255n19
Zimbardo, P. G., 29, 30, 293nn28
Zimbardo prison experiment, 275–277