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Business Ethics

02/03



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02/03

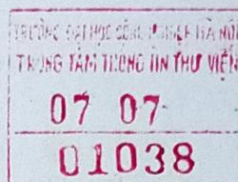
Fourteenth Edition

EDITOR

John E. Richardson

Pepperdine University

Dr. John E. Richardson is professor of marketing in the George L. Graziadio School of Business and Management at Pepperdine University. He is president of his own consulting firm and has consulted with organizations such as Bell and Howell, Dayton-Hudson, Epson, and the U.S. Navy, as well as with various service, nonprofit, and franchise organizations. Dr. Richardson is a member of the American Management Association, the American Marketing Association, the Society for Business Ethics, and Beta Gamma Sigma honorary business fraternity.



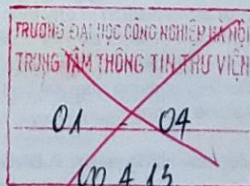
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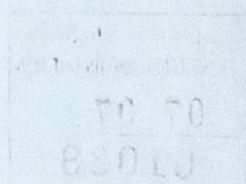
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Members of the Advisory Board are instrumental in the final selection of articles for each edition of ANNUAL EDITIONS. Their review of articles for content, level, currentness, and appropriateness provides critical direction to the editor and staff. We think that you will find their careful consideration well reflected in this volume.

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To the Reader

In publishing ANNUAL EDITIONS we recognize the enormous role played by the magazines, newspapers, and journals of the public press in providing current, first-rate educational information in a broad spectrum of interest areas. Many of these articles are appropriate for students, researchers, and professionals seeking accurate, current material to help bridge the gap between principles and theories and the real world. These articles, however, become more useful for study when those of lasting value are carefully collected, organized, indexed, and reproduced in a low-cost format, which provides easy and permanent access when the material is needed. That is the role played by ANNUAL EDITIONS.

Recent events have brought ethics to the forefront as a topic of discussion throughout our nation. And, undoubtedly, the area of society that is getting the closest scrutiny regarding its ethical practices is the business sector. Both the print and broadcast media have offered a constant stream of facts and opinions concerning recent unethical goings-on in the business world. Insider trading scandals on Wall Street, the marketing of unsafe products, money laundering, and questionable contracting practices are just a few examples of events that have recently tarnished the image of business.

As corporate America struggles to find its ethical identity in a business environment that grows increasingly complex, managers are confronted with some poignant questions that have definite ethical ramifications. Does a company have any obligation to help solve social problems such as poverty, pollution, and urban decay? What ethical responsibilities should a multinational corporation assume in foreign countries? What obligation does a manufacturer have to the consumer with respect to product defects and safety?

The recent Enron scandal raises important questions about the responsibility that executives have when running a publicly traded company. The fallout from the Enron bankruptcy will continue to unfold as government committees investigate how Enron, then the seventh largest company in the United States, ran its business into failure. There will undoubtedly be systemic changes in how accountants audit businesses, how executives are held to be ethically accountable, and how companies manage their investments. Not only will many practices in the business community be reassessed, but also the American government will be challenged with regard to the rules of political campaign financing.

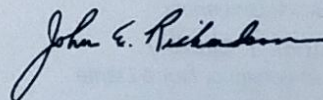
These are just a few of the issues that make the study of business ethics important and challenging. A significant goal of *Annual Editions: Business Ethics 02/03* is to present some different perspectives on understanding basic concepts and concerns of business ethics and to provide ideas on how to incorporate these concepts into the policies and decision-making processes of businesses. The articles reprinted in this publication have been carefully chosen from a variety of public press sources to furnish current information on business ethics.

This volume contains a number of features designed to make it useful for students, researchers, and profes-

sionals. These include a *topic guide* for locating articles on specific subjects related to business ethics, the *table of contents* with summaries of each article and key concepts in italics, and a comprehensive *index*. Also included in this edition are selected *World Wide Web* sites that can be used to further explore article topics.

The articles are organized into five units. Selections that focus on similar issues are concentrated into subsections within the broader units. Each unit is preceded by an overview, which provides background for informed reading of the articles, emphasizes critical issues, and presents key points to consider that focus on major themes running through the selections.

Your comments, opinions, and recommendations about *Annual Editions: Business Ethics 02/03* will be greatly appreciated and will help shape future editions. Please take a moment to complete and return the postage-paid *article rating form* on the last page of this book. Any book can be improved, and with your help this one will continue to be.



John E. Richardson
Editor

Contents

To the Reader

iv

Topic Guide

xi

Selected World Wide Web Sites

xiv



UNIT 1

Ethics, Values, and Social Responsibility in Business

Seven selections provide an introduction to business ethics and social responsibility.

Unit Overview

xvi

1. **Thinking Ethically: A Framework for Moral Decision Making**, Manuel Velasquez, Claire Andre, Thomas Shanks, and Michael J. Meyer, *Issues in Ethics*, Winter 1996

Outlined here are key steps and five different approaches to dealing with moral issues and helping to resolve **ethical dilemmas**.

2

2. **Managing by Values**, Ken Blanchard, *Executive Excellence*, May 2001

Ken Blanchard argues that when there is proper alignment between core **values** and common practices, financial results will follow.

5

3. **Defining Moments: When Managers Must Choose Between Right and Right**, Joseph L. Badaracco Jr., *strategy+business*, First Quarter, 1998

Joseph Badaracco discusses three basic types of right-versus-right problems: those that raise **questions about personal integrity** and moral identity; **conflicts** between responsibilities for others and important personal **values**; and those involving **responsibilities** that a company shares with other groups in society.

7

4. **Doing Well by Doing Good**, *The Economist*, April 22, 2000

The article points out that a company that is not trusted by its employees, partners, and **customers** will suffer.

10

5. **Doing the Right Thing**, Michael Barrier, *Nation's Business*, March 1998

A commitment to high **ethical standards** is not just a way to get out of trouble with the **law**, according to Michael Barrier, it's a fundamentally sound way of doing business.

14

Part A. Enron

6. **Crime in the Suites**, William Greider, *The Nation*, February 4, 2002
The Enron scandal has pointed out the **underlying flaws** in **America's financial system**. Alleged lying, cheating, and stealing were believed to be done on such a grand scale and in such a complex fashion that it seemed remote from ordinary criminality.

18

7. **When the Numbers Don't Add Up**, *The Economist*, February 9, 2002

For business markets to work successfully and be efficient, they need reliable information. With the demise of Enron, and as information begins to surface, **the ethics of an auditor's basic tools and the value of ethical business practices** comes into focus.

21



UNIT 2

Ethical Issues and Dilemmas in the Workplace

Nineteen selections organized within seven subsections examine crucial employee-related issues and their ethical implications for management's decision-making practices and policies.

Unit Overview

24

Part A. Employee Rights and Duties

8. **Cut Loose**, Anne-Marie Cusac, *The Progressive*, April 2001
Anne-Marie Cusac discloses some sad examples of how companies have tricked retiring **employees** out of their **health** benefits. 26
9. **Electronic Communication in the Workplace—Something's Got to Give**, Kenneth A. Kovach, Sandra J. Conner, Tamar Livneh, Kevin M. Scallan, and Roy L. Schwartz, *Business Horizons*, July/August 2000
The authors show how **employee privacy** is colliding with employer rights in the ongoing battle over e-mail at the office. 30

Part B. Employee Crime

10. **Cyber Crime**, *Business Week*, February 21, 2000
How cyber **crime** is becoming one of the Net's growth businesses is addressed in this essay. 35
11. **Are You Teaching Your Employees to Steal?**, Gary D. Zeune, *Strategic Finance*, August 2000
Employees' fraud and abuse cost the U.S. economy \$400 billion a year, which translates into 6 percent of revenue or \$9 per day, per employee. 41
12. **Guerrilla Warfare**, I. Perrin Weston, *Los Angeles Times*, February 4, 2001
Although employers don't like to admit it, **workplace sabotage** is a common and thorny problem in the side of American business. 45

Part C. Sexual Treatment of Employees

13. **Harassment Grows More Complex**, Carole O'Brien, *Management Review*, June 1999
Today **employees** are basing **harassment** claims on a variety of "protected" characteristics, including race, religion, age, disability, and national origin, discloses Carole O'Brien. 48
14. **Wage Gap Continues to Vex Women**, Lisa Girion, *Los Angeles Times*, February 11, 2001
A report in the *Los Angeles Times* reveals that **women's weekly earnings** were closer to men's in 1993 than they were in 2000. 52

Part D. Discriminatory and Prejudicial Employment Practices

15. **Racism in the Workplace**, Aaron Bernstein, *Business Week*, July 30, 2001
Racial harassment in the age of multiculturalism, according to Aaron Bernstein, is on the rise. 55
16. **Older TV Writers Press Case**, Lisa Girion, *Los Angeles Times*, November 12, 2000
A **class-action lawsuit** alleges that in youth-obsessed Hollywood, older TV writers are "graylisted" after age 40. 59

Part E. Downsizing of the Workforce

17. **The Not-So-Fine Art of the Layoff**, Matthew Boyle, *Fortune*, March 19, 2001
Layoffs, like ghosts, can haunt a company for years. If *management* fails to appreciate the art of the layoff, according to Matthew Boyle, the thing that goes bump in the night might be the company's reputation. 63
18. **Termination With Dignity**, Richard Bayer, *Business Horizons*, September/October 2000
Employment separation must be handled in such a way that both the *employee* and the firm are empowered to move forward. 65
19. **Sorrow and Guilt: An Ethical Analysis of Layoffs**, Joseph T. Gilbert, *SAM Advanced Management Journal*, Spring 2000
Joseph Gilbert analyzes various ethical approaches to *layoffs* and critiques their application. 72

Part F. Whistleblowing in the Organization

20. **A Hero—and a Smoking-Gun Letter**, *Business Week*, January 28, 2002
When Sherron S. Watkins wrote a letter *warning Enron executives that the company might* "implode in a wave of accounting scandals," the total lack of response amazed her. After she sent the letter on August 15, 2001, she followed up by taking her concerns to an audit partner in their accounting firm, Arthur Andersen, again to no avail. 81
21. **Blowing Whistles, Blowing Smoke**, Dan Seligman, *Forbes*, September 6, 1999
Although in the halls of Congress and the columns of newspapers all *whistle-blowers* are saints, the truth is a little more complicated, reflects Dan Seligman. 83

Part G. Handling Ethical Dilemmas at Work

22. **Intentional Integrity**, Scott W. Ventrella, *Executive Excellence*, May 2001
Scott Ventrella writes that "while there are many things that might be *legal* or in line with policy, they might be wrong *ethically*." 85
23. **Excuses, Excuses: Moral Slippage in the Workplace**, Kevin Gibson, *Business Horizons*, November/December 2000
"The 1991 Federal Sentencing Guidelines have brought new urgency to questions of morality in the *workplace*. Under these guidelines," according to Kevin Gibson, "a corporation faces liability if it has demonstrated a pattern of noncompliance with a *code of conduct*, or improper behavior." 86
24. **Gold Mine or Fool's Gold?**, Kent Weber, *Business Ethics*, January/February 2001
Kent Weber explores the *ethical dilemma* faced by a new *product manager* when given "proprietary and confidential" documents of his closest competitor. 94
25. **Leaders as Value Shapers**, Kevin Freiberg, *Executive Excellence*, November 1998
Kevin Freiberg explains how leaders who are faithful to a strong *value system* lay a foundation for trust and credibility in their companies. 96
26. **The Parable of the Sadhu**, Bowen H. McCoy, *Harvard Business Review*, May/June 1997
The parable presented in this reading has significance for managers as they encounter *ethical dilemmas* that involve merging the individual ethic (*personal values*) and the corporate ethic (*organizational values*) to make the best decisions within the *corporate culture*. Bowen McCoy stresses the importance of management's agreeing on a process for dealing with dilemmas and *conflicts of interest*. 99



UNIT 3

Business and Society: Contemporary Ethical, Social, and Environmental Issues

Ten articles organized within three subsections provide an analysis of important ethical, social, and environmental issues affecting both domestic and global workplaces.

Unit Overview

104

Part A. Changing Perspectives in Business and Society

27. **Trust in the Marketplace**, John E. Richardson and Linnea Bernard McCord, *McGraw-Hill/Dushkin*, 2000

The authors scrutinize the significance of companies that are cognizant of the precarious nature and powerful advantages of gaining and maintaining **trust** with their **customers** in the **marketplace**.

106

28. **Can Business Still Save the World?**, Thea Singer, *Inc.*, April 30, 2001

The pioneers of some **socially responsible** companies, according to Thea Singer, had big hearts and even bigger mouths. They hated capitalism but loved what it could help them to do. Now they have the new generation of activist entrepreneurs as their quasi-followers.

109

29. **As Leaders, Women Rule**, *Business Week*, November 20, 2000

New studies reveal that **female managers** outperform men in almost every measure.

118

30. **Crimes and Misdemeanors**, Daniel Kadlec, *Time*, October 2, 2000

A teenager conveys how easy it is to **manipulate stocks** and how hard it is to get away with it. So why are so many hailing him as a genius?

123

Part B. Contemporary Ethical Issues

31. **Virtual Morality: A New Workplace Quandary**, Michael J. McCarthy, *Wall Street Journal*, October 21, 1999

In a series of articles, Michael McCarthy lucidly examines some key **ethical** aspects related to the spread of technology into the **workplace**.

126

32. **Mixed Signals**, Pamela Paul, *American Demographics*, July 2001

Businesses often fail to grasp the contradictory nature of **consumer privacy concerns**. Yet, according to Pamela Paul, the more that companies understand consumer fears, and the more that consumers are educated about **corporate privacy practices** and security provisions, the less likely that privacy will be an issue.

132

33. **Diversity Worst Practices**, Delyte D. Frost, *Diversity & the Bar*, March 2001

Delyte Frost describes why relying on cookie-cutter replications of others' actions in **diversity practice** is risky business.

137

Part C. Global Ethics

34. **Values in Tension: Ethics Away From Home**, Thomas Donaldson, *Harvard Business Review*, September/October 1996

Thomas Donaldson believes that even the best-informed, best-intentioned executives must rethink their assumptions about business practices in **foreign settings**.

140

35. **Global Standards, Local Problems**, Meryl Davids, *Journal of Business Strategy*, January/February 1999

"When in Rome" doesn't work anymore. Meryl Davids discusses how more and more **global** firms are finding a correlation between ethical standards and economic success.

148

The concepts in bold italics are developed in the article. For further expansion, please refer to the Topic Guide and the Index.

36. **Privacy as Global Policy**, P. J. Connolly, *InfoWorld*, September 11, 2000
Differing cultural and **legal** standards complicate policies in today's business world, but surviving means respecting **customers' privacy**.

153



UNIT 4

Ethics and Social Responsibility in the Marketplace

Six selections organized within two subsections describe the practice of incorporating ethics into the marketplace.

Unit Overview

156

Part A. Marketing Strategy and Ethics

37. **Companies Are Discovering the Value of Ethics**, Norman E. Bowie, *USA Today Magazine (Society for the Advancement of Education)*, January 1998

Norman Bowie argues that **ethical behavior** can lower costs, increase productivity, and preserve the social capital that makes capitalism possible.

158

38. **The Perils of Doing the Right Thing**, Andrew W. Singer, *Across the Board*, October 2000

Andrew Singer discusses why a number of companies have discovered how difficult it is to do well by doing good. Some question whether **ethical behavior** makes any economic sense at all.

161

39. **Too Close for Comfort**, Mark McMaster, *Sales & Marketing Management*, July 2001

Can a company know too much about its **customers**? Mark McMaster believes that it can. Information collection is a potential new source of **legal liability**, and the ways one uses personal data may already be alienating one's customers.

166

Part B. Ethical Practices in the Marketplace

40. **Managing for Organizational Integrity**, Lynn Sharp Paine, *Harvard Business Review*, March/April 1994

Lynn Paine advocates the idea that by supporting ethically sound behavior, **managers** can strengthen the relationships and **reputations** that their companies depend on.

171

41. **A Good Start**, Kirk O. Hanson, *Issues in Ethics*, Spring 2001

Kirk Hanson examines the best **practices** of start-up companies, and he reveals several key steps that new ventures can take to make **ethics** a distinguishing mark of their start-ups' culture.

180

42. **The 100 Best Corporate Citizens**, *Business Ethics*, March/April 2001

Here is *Business Ethics'* ranking of America's most profitable and **socially responsible** public companies.

183



UNIT 5

Developing the Future Ethos and Social Responsibility of Business

Seven selections consider guidelines and principles for developing the future ethos and social responsibility of business.

Unit Overview

188

43. **Ethical Challenges for Business in the New Millennium: Corporate Social Responsibility and Models of Management** Mor, Archie B. Carroll, *Business Ethics Quarterly*, January 2000

Archie Carroll predicts some of the **ethical challenges** that will be faced in the new millennium.

190

44. **Old Ethical Principles: The New Corporate Culture**, William J. Byron, *Vital Speeches of the Day*, July 1, 1999

William Byron applies 10 old **ethical** principles to the new corporate culture.

196

45. **Profits From Principle: Five Forces Redefining Business**, Bennett Daviss, *The Futurist*, March 1999

Corporations are finding that **social responsibility** pays off, and Bennett Daviss believes this realization will change the very nature of business.

200

46. **Learning IT Right From Wrong**, Linda Pliagas, *InfoWorld*, October 2, 2000

As universities add **computer ethics** to the curriculum, observers want to know how the new ethically enriched computer science grads might change the industry.

207

47. **Tech Executives Devote Energy to Green Causes**, Jim Carlton, *Wall Street Journal*, December 27, 2000

Jim Carlton discloses how a growing number of high-tech titans are giving financial support to **environmental** causes.

210

48. **Child Care Comes to Work**, Bonnie Harris, *Los Angeles Times*, November 19, 2000

Bonnie Harris investigates an Irvine, California, office that demonstrates how an on-site **child care center** can be beneficial.

212

49. **Mental Illness: A Rising Workplace Cost**, Elyse Tanouye, *Wall Street Journal*, June 13, 2001

While depression's symptoms and severity can vary widely, the disease is particularly debilitating at the **workplace**. It often causes workers to lose interest in their jobs and other aspects of their lives, to withdraw from social contact, and to be overcome by feelings of worthlessness, guilt, and hopelessness.

214

Index

219

Test Your Knowledge Form

222

Article Rating Form

223

Topic Guide

This topic guide suggests how the selections in this book relate to the subjects covered in your course. You may want to use the topics listed on these pages to search the Web more easily.

On the following pages a number of Web sites have been gathered specifically for this book. They are arranged to reflect the units of this *Annual Edition*. You can link to these sites by going to the DUSHKIN ONLINE support site at <http://www.dushkin.com/online/>.

ALL THE ARTICLES THAT RELATE TO EACH TOPIC ARE LISTED BELOW THE BOLD-FACED TERM.

Acquisitions

- 18. Termination With Dignity
- 19. Sorrow and Guilt: An Ethical Analysis of Layoffs

Codes of ethics

- 4. Doing Well by Doing Good
- 5. Doing the Right Thing
- 23. Excuses, Excuses: Moral Slippage in the Workplace
- 24. Gold Mine or Fool's Gold?
- 34. Values in Tension: Ethics Away From Home
- 35. Global Standards, Local Problems
- 40. Managing for Organizational Integrity

Conflicts of Interest

- 3. Defining Moments: When Managers Must Choose Between Right and Right
- 19. Sorrow and Guilt: An Ethical Analysis of Layoffs
- 22. Intentional Integrity
- 26. The Parable of the Sadhu
- 27. Trust in the Marketplace
- 41. A Good Start

Consumer protection

- 4. Doing Well by Doing Good
- 10. Cyber Crime
- 31. Virtual Morality: A New Workplace Quandary
- 32. Mixed Signals
- 36. Privacy as Global Policy
- 38. The Perils of Doing the Right Thing
- 39. Too Close for Comfort
- 45. Profits From Principle: Five Forces Redefining Business

Discrimination

- 14. Wage Gap Continues to Vex Women
- 15. Racism in the Workplace
- 16. Older TV Writers Press Case
- 19. Sorrow and Guilt: An Ethical Analysis of Layoffs
- 23. Excuses, Excuses: Moral Slippage in the Workplace
- 27. Trust in the Marketplace
- 29. As Leaders, Women Rule
- 33. Diversity Worst Practices
- 34. Values in Tension: Ethics Away From Home

Diversity

- 15. Racism in the Workplace
- 18. Termination With Dignity
- 33. Diversity Worst Practices
- 42. The 100 Best Corporate Citizens
- 44. Old Ethical Principles: The New Corporate Culture

Downsizing

- 11. Are You Teaching Your Employees to Steal?
- 17. The Not-So-Fine Art of the Layoff
- 18. Termination With Dignity
- 19. Sorrow and Guilt: An Ethical Analysis of Layoffs
- 45. Profits From Principle: Five Forces Redefining Business

Employee responsibility

- 5. Doing the Right Thing

- 10. Cyber Crime
- 11. Are You Teaching Your Employees to Steal?
- 12. Guerrilla Warfare
- 15. Racism in the Workplace
- 22. Intentional Integrity
- 23. Excuses, Excuses: Moral Slippage in the Workplace
- 29. As Leaders, Women Rule
- 31. Virtual Morality: A New Workplace Quandary
- 41. A Good Start
- 42. The 100 Best Corporate Citizens

Employee rights

- 1. Thinking Ethically: A Framework for Moral Decision Making
- 2. Managing by Values
- 3. Defining Moments: When Managers Must Choose Between Right and Right
- 8. Cut Loose
- 9. Electronic Communication in the Workplace—Something's Got to Give
- 14. Wage Gap Continues to Vex Women
- 17. The Not-So-Fine Art of the Layoff
- 18. Termination With Dignity
- 19. Sorrow and Guilt: An Ethical Analysis of Layoffs
- 21. Blowing Whistles, Blowing Smoke
- 31. Virtual Morality: A New Workplace Quandary
- 35. Global Standards, Local Problems
- 42. The 100 Best Corporate Citizens
- 45. Profits From Principle: Five Forces Redefining Business
- 48. Child Care Comes to Work
- 49. Mental Illness: A Rising Workplace Cost

Enron

- 6. Crime in the Suites
- 7. When the Numbers Don't Add Up
- 20. A Hero—and a Smoking-Gun Letter

Environmental disregard

- 4. Doing Well by Doing Good
- 27. Trust in the Marketplace
- 28. Can Business Still Save the World?
- 34. Values in Tension: Ethics Away From Home
- 35. Global Standards, Local Problems
- 38. The Perils of Doing the Right Thing
- 40. Managing for Organizational Integrity
- 42. The 100 Best Corporate Citizens
- 45. Profits From Principle: Five Forces Redefining Business
- 47. Tech Executives Devote Energy to Green Causes

Environmental pollution

- 4. Doing Well by Doing Good
- 27. Trust in the Marketplace
- 34. Values in Tension: Ethics Away From Home
- 35. Global Standards, Local Problems
- 40. Managing for Organizational Integrity

Equal employment opportunities

- 13. Harassment Grows More Complex
- 14. Wage Gap Continues to Vex Women
- 15. Racism in the Workplace

Ethical dilemmas

1. Thinking Ethically: A Framework for Moral Decision Making
3. Defining Moments: When Managers Must Choose Between Right and Right
15. Racism in the Workplace
19. Sorrow and Guilt: An Ethical Analysis of Layoffs
22. Intentional Integrity
23. Excuses, Excuses: Moral Slippage in the Workplace
24. Gold Mine or Fool's Gold?
25. Leaders as Value Shapers
26. The Parable of the Sadhu
27. Trust in the Marketplace
31. Virtual Morality: A New Workplace Quandary
32. Mixed Signals
38. The Perils of Doing the Right Thing
41. A Good Start
46. Learning IT Right From Wrong

Ethical training

1. Thinking Ethically: A Framework for Moral Decision Making
4. Doing Well by Doing Good
5. Doing the Right Thing
13. Harassment Grows More Complex
18. Termination With Dignity
31. Virtual Morality: A New Workplace Quandary
37. Companies Are Discovering the Value of Ethics
41. A Good Start
46. Learning IT Right From Wrong

Global business ethics

3. Defining Moments: When Managers Must Choose Between Right and Right
4. Doing Well by Doing Good
26. The Parable of the Sadhu
34. Values in Tension: Ethics Away From Home
35. Global Standards, Local Problems
36. Privacy as Global Policy
43. Ethical Challenges for Business in the New Millennium: Corporate Social Responsibility and Models of Management Mor
47. Tech Executives Devote Energy to Green Causes

Illegal business practices

4. Doing Well by Doing Good
5. Doing the Right Thing
6. Crime in the Suites
7. When the Numbers Don't Add Up
8. Cut Loose
10. Cyber Crime
16. Older TV Writers Press Case
20. A Hero—and a Smoking-Gun Letter
22. Intentional Integrity
23. Excuses, Excuses: Moral Slippage in the Workplace
24. Gold Mine or Fool's Gold?
30. Crimes and Misdemeanors
35. Global Standards, Local Problems
46. Learning IT Right From Wrong

Insider trading

30. Crimes and Misdemeanors

Legal environment

4. Doing Well by Doing Good
5. Doing the Right Thing
8. Cut Loose
9. Electronic Communication in the Workplace—Something's Gave to Give
12. Guerrilla Warfare
13. Harassment Grows More Complex
14. Wage Gap Continues to Vex Women
15. Racism in the Workplace
16. Older TV Writers Press Case

21. Blowing Whistles, Blowing Smoke
22. Intentional Integrity
27. Trust in the Marketplace
30. Crimes and Misdemeanors
31. Virtual Morality: A New Workplace Quandary
33. Diversity Worst Practices
35. Global Standards, Local Problems
36. Privacy as Global Policy
38. The Perils of Doing the Right Thing
39. Too Close for Comfort
40. Managing for Organizational Integrity
42. The 100 Best Corporate Citizens
43. Ethical Challenges for Business in the New Millennium: Corporate Social Responsibility and Models of Management Mor
49. Mental Illness: A Rising Workplace Cost

Management practices

5. Doing the Right Thing
6. Crime in the Suites
7. When the Numbers Don't Add Up
11. Are You Teaching Your Employees to Steal?
12. Guerrilla Warfare
15. Racism in the Workplace
17. The Not-So-Fine Art of the Layoff
18. Termination With Dignity
19. Sorrow and Guilt: An Ethical Analysis of Layoffs
21. Blowing Whistles, Blowing Smoke
23. Excuses, Excuses: Moral Slippage in the Workplace
24. Gold Mine or Fool's Gold?
25. Leaders as Value Shapers
26. The Parable of the Sadhu
27. Trust in the Marketplace
29. As Leaders, Women Rule
31. Virtual Morality: A New Workplace Quandary
32. Mixed Signals
33. Diversity Worst Practices
34. Values in Tension: Ethics Away From Home
38. The Perils of Doing the Right Thing
41. A Good Start
44. Old Ethical Principles: The New Corporate Culture
46. Learning IT Right From Wrong
47. Tech Executives Devote Energy to Green Causes
48. Child Care Comes to Work
49. Mental Illness: A Rising Workplace Cost

Management responsibilities

5. Doing the Right Thing
11. Are You Teaching Your Employees to Steal?
12. Guerrilla Warfare
15. Racism in the Workplace
17. The Not-So-Fine Art of the Layoff
18. Termination With Dignity
19. Sorrow and Guilt: An Ethical Analysis of Layoffs
21. Blowing Whistles, Blowing Smoke
23. Excuses, Excuses: Moral Slippage in the Workplace
24. Gold Mine or Fool's Gold?
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31. Virtual Morality: A New Workplace Quandary
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41. A Good Start
44. Old Ethical Principles: The New Corporate Culture
46. Learning IT Right From Wrong
47. Tech Executives Devote Energy to Green Causes
48. Child Care Comes to Work
49. Mental Illness: A Rising Workplace Cost

Marketing ethics

- 39. Too Close for Comfort

Marketing practices

- 2. Managing by Values
- 27. Trust in the Marketplace
- 28. Can Business Still Save the World?
- 32. Mixed Signals
- 34. Values in Tension: Ethics Away From Home
- 36. Privacy as Global Policy
- 37. Companies Are Discovering the Value of Ethics
- 38. The Perils of Doing the Right Thing
- 40. Managing for Organizational Integrity
- 42. The 100 Best Corporate Citizens

Mergers

- 18. Termination With Dignity
- 19. Sorrow and Guilt: An Ethical Analysis of Layoffs

Multinational corporations

- 3. Defining Moments: When Managers Must Choose Between Right and Right
- 4. Doing Well by Doing Good
- 26. The Parable of the Sadhu
- 34. Values in Tension: Ethics Away From Home
- 35. Global Standards, Local Problems
- 36. Privacy as Global Policy
- 43. Ethical Challenges for Business in the New Millennium: Corporate Social Responsibility and Models of Management
- 47. Tech Executives Devote Energy to Green Causes

Product quality

- 21. Blowing Whistles, Blowing Smoke
- 27. Trust in the Marketplace
- 34. Values in Tension: Ethics Away From Home
- 40. Managing for Organizational Integrity

Product safety

- 2. Managing by Values
- 5. Doing the Right Thing
- 12. Guerrilla Warfare
- 21. Blowing Whistles, Blowing Smoke
- 27. Trust in the Marketplace
- 28. Can Business Still Save the World?
- 34. Values in Tension: Ethics Away From Home
- 40. Managing for Organizational Integrity
- 42. The 100 Best Corporate Citizens

Sexual harassment

- 13. Harassment Grows More Complex
- 15. Racism in the Workplace
- 33. Diversity Worst Practices

Situation ethics

- 3. Defining Moments: When Managers Must Choose Between Right and Right
- 11. Are You Teaching Your Employees to Steal?
- 19. Sorrow and Guilt: An Ethical Analysis of Layoffs
- 22. Intentional Integrity
- 23. Excuses, Excuses: Moral Slippage in the Workplace
- 30. Crimes and Misdemeanors

Social responsibility

- 2. Managing by Values
- 3. Defining Moments: When Managers Must Choose Between Right and Right
- 8. Cut Loose
- 17. The Not-So-Fine Art of the Layoff
- 21. Blowing Whistles, Blowing Smoke
- 27. Trust in the Marketplace

- 28. Can Business Still Save the World?
- 31. Virtual Morality: A New Workplace Quandary
- 38. The Perils of Doing the Right Thing
- 39. Too Close for Comfort
- 42. The 100 Best Corporate Citizens
- 43. Ethical Challenges for Business in the New Millennium: Corporate Social Responsibility and Models of Management
- 44. Old Ethical Principles: The New Corporate Culture
- 48. Child Care Comes to Work
- 49. Mental Illness: A Rising Workplace Cost

Utilitarianism

- 14. Wage Gap Continues to Vex Women
- 18. Termination With Dignity
- 19. Sorrow and Guilt: An Ethical Analysis of Layoffs
- 44. Old Ethical Principles: The New Corporate Culture

Whistle-blowing

- 20. A Hero—and a Smoking-Gun Letter
- 21. Blowing Whistles, Blowing Smoke

White-collar crime

- 9. Electronic Communication in the Workplace—Something's Got to Give
- 10. Cyber Crime
- 11. Are You Teaching Your Employees to Steal?
- 12. Guerrilla Warfare
- 24. Gold Mine or Fool's Gold?
- 30. Crimes and Misdemeanors
- 32. Mixed Signals

Women working

- 13. Harassment Grows More Complex
- 29. As Leaders, Women Rule
- 42. The 100 Best Corporate Citizens
- 48. Child Care Comes to Work

Working conditions

- 2. Managing by Values
- 11. Are You Teaching Your Employees to Steal?
- 12. Guerrilla Warfare
- 13. Harassment Grows More Complex
- 14. Wage Gap Continues to Vex Women
- 15. Racism in the Workplace
- 16. Older TV Writers Press Case
- 17. The Not-So-Fine Art of the Layoff
- 23. Excuses, Excuses: Moral Slippage in the Workplace
- 25. Leaders as Value Shapers
- 29. As Leaders, Women Rule
- 44. Old Ethical Principles: The New Corporate Culture
- 48. Child Care Comes to Work
- 49. Mental Illness: A Rising Workplace Cost