

- Unit 1 Ethics, Values, and Social Responsibility in Business
- 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 Appreciating, Understanding, and Applying Universal Moral Principles, Judy Cohen, *Journal of Consumer Marketing* , Volume 18, Number 7, 2001
- This article explains and applies the universal moral imperative, rights, and justice to use in the marketplace. An appendix offers a worksheet for analyzing the ethics of marketing behavior and also includes common mistakes to avoid
- 3 Ethics: Time to Revisit the Basics, Gregory D. Foster, *The Humanist* , March/April 2003
- Gregory Foster believes that ethics can only be meaningfully discussed and applied when it is fully understood and that such understanding requires that we periodically revisit the basics
- 4 Corporate Values Aren't Just Wall Posters-They're Strategic Tools, Amie Devero, *M World* , Summer 2003
- Amie Devero discusses how organizations are discovering that they can use value-based strategies as tools, not just to avoid scandals and litigation, but also to achieve competitive advantage and profits
- 5 Best Resources for Corporate Social Responsibility, Karen McNichol, *Business Ethics* , Summer 2001
- In this article from *Business Ethics Journal*, Karen McNichol provides a list of some of the best Web sites on corporate social responsibility. She also provides addresses
- Unit 2 Ethical Issues and Dilemmas in the Workplace
- Part A Employee Rights and Duties
- 6 Brazen Bosses, Anne-Marie Cusac, *The Progressive* , February 2003
- According to Anne-Marie Cusac, the most basic labor right -the right to organize a union-does not exist in actual fact in many workplaces across the country
- 7 Up Against Wal-Mart, Karen Olsson, *Mother Jones* , March/April 2003
- Karen Olsson discloses how workers are fighting back at Wal-Mart because of alleged illegal business practices such as low wages, unpaid overtime, and union busting
- Part B Organizational Misconduct and Crime
- 8 Ethics and Employee Theft, William J. Kehoe, from *Reducing Employee Theft: A Guide to Financial and Organizational Controls* , Quorum Books, 1991
- Whether tangible or intangible, according to William Kehoe, employee theft occurs when an employee takes from the firm something to which he or she is not entitled and that, if known to the firm, would not be granted to the employee
- 9 Stolen Identity, Susan J. Wells, *HR Magazine* , December 2002
- When employees suffer from identity theft, employers also pay a price-especially if their treatment of employee records was part of the problem
- Part C Sexual Treatment of Employees
- 10 Sexual Harassment and Retaliation: A Double-Edged Sword, Ann C. Wendt and William M. Slonaker, *SAM Advanced Management Journal* , Autumn 2002
- Retaliation against a person who complains of sexual harassment -or other type of discrimination -is itself a new form of employment discrimination

- 11 Harassment Grows More Complex, Carole O'Blenes, 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'Blenes
- Part D Discriminatory and Prejudicial Employment Practices
- 12 Attitudes Toward Affirmative Action, Pamela Paul, American Demographics , May 2003
- Pamela Paul explains why opinions vary widely on affirmative action, depending on how the issue is presented in poll questions
- 13 Lonely at the Top, Jennifer Gilbert, Sales & Marketing Management , July 2003
- Jennifer Gilbert delineates the role of sales executive and tells why it is still largely reserved for men; very few women hold that title, despite the strides they have made in other areas
- Part E Downsizing of the Workforce
- 14 The Kindest Cut, Carolyn Hirschman, HR Magazine , April 2001
- Carolyn Hirschman advocates the importance of an organization having a policy for addressing the needs of laid-off workers before any announcements are made
- 15 Down and Out in White-Collar America, Nelson D. Schwartz, Fortune , June 23, 2003
Laid-off professionals have never had it tougher finding a job. It's not merely the economy, according to Nelson Schwartz, it is that the rules of the game are changing
- Part F Whistle-Blowing in the Organization
- 16 A Hero-and a Smoking-Gun Letter, Business Week , January 28, 2002
- When Sherron 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
- 17 Hall Monitors in the Workplace: Encouraging Employee Whistleblowers, Sharie A. Brown, M World , Winter 2003
- Sharie Brown describes how whistleblowers can help a company resolve problems before they become front-page fodder
- Part G Handling Ethical Dilemmas at Work
- 18 Academic Values and the Lure of Profit, Derek Bok, The Chronicle of Higher Education , April 4, 2003
- Derek Bok poses some thoughtful and challenging questions in this article: Just how far have individual sponsors gone in seeking to use higher-education institutions and professors for their own commercial ends? How willing have universities been to accept money at the cost of compromising values central to the academic enterprise?
- 19 Between Right and Right, Geoffrey Colvin, Fortune , November 11, 2002
- Geoffrey Colvin presents three specific ethical dilemmas, provoked by recent events, which he believes will be rethought in coming months
- 20 Pornography at Work, Willard P. Green, Business Ethics , Summer 2003
- This is a case from Business Ethics regarding an ethical dilemma : Is the use of pornography and the way management treats it an example of situation ethics ?
- 21 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