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*Ethics in Practice*

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- Educating in Ethics Across the Professions
- How to Transform Workplace Bullies into Allies
- Radical Thoughts on Ethical Leadership
- Ethics and Risk Management
- Organizational Ethics and Stakeholder Well-Being in the Business Environment
- Ethics Training in Action
- Ethics and Crisis Management
- Toward Assessing Business Ethics Education
- Doing Well and Good
- Critical Theory Ethics for Business and Public Administration
- Advancing Business Ethics Education
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- Positive Psychology in Business Ethics and Corporate Responsibility

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Educating in Ethics Across the Professions
A Compendium of Research, Theory, Practice, and an Agenda for the Future

Richard M. Jacobs, Villanova University


Educating in Ethics for the Professions: A Compendium of Research, Theory, Practice, and an Agenda for the Future offers a state-of-the-art discussion on the part of applied (“professional”) ethics educators who describe the teaching of ethics for their professions and who collectively represent a wide-ranging array of professions.

The volume begins with an overview of the topics, contested ideas, and challenges confronting applied ethics educators, across the generations, providing a foundation from which the concept of ethics education as an integral formation frames each contributor’s historical overview identifying how research, theory, and practice have evolved in each profession to this day. These discussions then turn to the topics, contested ideas, and challenges emerging in contemporary discourse. Each discussion culminates with suggestions regarding what ethics educators must consider for the future. The volume closes with a synthesis of the commonalities among and differences between the discussions representing diverse professional perspectives, yet framing this history as well as identifying an agenda for teaching applied ethics in the future.


How to Transform Workplace Bullies into Allies

Jacqueline A. Gilbert, Middle Tennessee State University


The rash of bullying incidents within schools, universities, and workplaces has prompted a public outcry and a call to action. To address the growing problem of interpersonal violence, schools have engaged in anti-bullying rallies, businesses have enacted civility policies, states have passed legislation, and efforts have been made to educate individuals on what constitutes good behavior. Increasingly, institutions are realizing from a cost/benefit perspective that a hurtful environment can negatively impact their bottom line. Correspondingly, the rising number of climate surveys to address bullying at work is a testament to the importance of this topic and its potential negative impact.

Colleges and universities confirm the need to create a more welcoming culture, as reflected in the current dialogue to promote civility. Publisher offerings in business ethics are inadequate to address this issue, as they focus on the importance of social responsibility and the fallout from moral turpitude. There is a pressing need for materials that will educate students on “civil” concepts and provide them with applied learning. Institutions of higher education would like to inform students about bullying, its ramifications, and how it can be avoided, but a compendium of related exercises is in most cases non-existent.
To solidify student learning about positive citizenship, an established author (and anti-bullying activist) has proposed How to Transform Workplace Bullies into Allies. This unique groundbreaking text will provide hands-on, experiential exercises that will engage students with the material, and create a multi-dimensional focus to enable concept retention. Considered a hallmark of applied education, “learning by doing” will be this book’s primary emphasis. Exercises are designed to sharpen critical thinking, immerse students in real world dilemmas, and provide them with tools for conflict resolution. The emotional intelligence promoted by working through in-text scenarios is a soughtafter employee trait—one that is desired by classmates and career centers alike. Unfortunately, people skills at work have long been ignored in traditional college curricula. As a result, schools are creating graduates who possess technical know-how but not the skill set to effectively navigate personal encounters. The “soft skills” of people savvy, which have been deemed crucial to employee success, are in large part absent from college offerings.

By navigating carefully constructed scenarios, web quests, learning modules, and “teachable moments,” readers will develop a keen awareness of what it takes to be a respectful person. Moreover, they will gain expertise in what has been deemed a critical skill set by many organizations, including the Society for Human Resource Management. Exercises to strengthen incivility awareness are designed not only to prevent potential conflict, but to create change agents within the business arena. Completion of this workbook will provide people with a competitive advantage—and their institution and workplace with a more courteous populace.


Radical Thoughts on Ethical Leadership provides contributions from established scholars with fresh perspectives on ethical leadership, with challenging viewpoints that have been given little coverage in the literature to date. Radical Thoughts on Ethical Leadership includes theoretical perspectives that are founded on unconventional approaches—radical, “outside the box” ideas that would be difficult to get through the conventional journal review process.

The volume brings together noted researchers from a variety of disciplines and explore non-mainstream approaches to ethics and social responsibility theory, research, and practice in both business and public administration. Grounded in the established literature and providing insight for researchers, managers/ administrators, or organizations at large, the volume establishes new paradigms for the field of ethical leadership.

The underlying rationale for this book is to present research that a) highlights the explosively political and deeply divisive issues involved in managing risk and b) address the empirical deficit and theoretical challenges related to managing societal risk ethically. Extant risk management research borrows heavily from engineering, systems theory and business management, and is primarily focused on probabilities, modeling, and abstractions of the value of mitigative action. This research engenders a false sense of objectivity and it de-politicizes fundamental political and democratic questions about the allocation of society’s scarce resources and about the balance of responsibilities between governing institutions and individuals with regard to risk. The quantitative and hard-science focus on risk also keeps a discussion of the consequences of the distribution of risk, resources and responsibilities for real people out of the lime light. The contributors to this book are experts in a wide range of academic fields and in this book they take on the challenge of examining their core research with a specific ethics perspective. They explore the ethics of risk management using theory, cases and data from a range of policy areas, countries and philosophical traditions.

This book should be of interest to scholars and practitioners working in fields that deal either implicitly or explicitly with risk. This would include, but is not limited to, scholars and students of public management, public sector ethics, public policy, risk regulation, and risk management. The book deals directly with core problems of management in the public sector, value-conflicts, multiple principals and stakeholders, as well as information analysis and the application of sound and valid decision-making processes. The book can be adopted as a core text for graduate courses in public management, public policy, public administration ethics, and comparative politics. It would also work well as an applied theory text in comparative politics; ethics centered courses in political science, as well as more narrowly focused courses on risk, crisis and disaster management.

For the practitioner audience, this book pin-points the ethical stakes, the analytical and managerial challenges, and the necessary tools to meet the many risks that societies face. This book, Ethics and Risk Management, provides a unique take on the realities of cost-benefit analysis, efforts to control and regulate risk and risky behavior, as well as the decidedly bounded rationality with which we, as decision-makers and citizens, perceive and take risks. The work of identifying, understanding, prioritizing and designing effective tools to mitigate and manage risk is an inherently analytical and strategic process best suited to take place before and between crises. Successful risk analysis and management reduces the general occurrence of crises, while the ethical analysis and management of risk serves to reduce the likelihood of subsequent socio-political turmoil should a crisis occur. Thus, the investment that any practitioner makes in risk management has the potential to yield both social and political benefits if the analysis and work is done with an eye toward ethics and stakeholder analysis.

Organizational ethics involves the institutionalized principles, guidelines, and norms that influence how a company and its employees function in an ethical manner. Ultimately, these processes collectively influence a firm’s 1) overall sense of business ethics, 2) management of employees, and 3) interactions with partners outside of the immediate work environment. Researcher and practitioners are interested in organizational ethics because the different approaches used to develop such a context generate many other positive business outcomes.

While the connection between organizational ethics and employee/stakeholder well-being has been explored, moving forward with a number of new investigations should push the literature forward. This book seeks to explore these important topics and present a more comprehensive overview of organizational ethics and stakeholder well-being in the business environment. Such inquiry is important because the linkages between business ethics and stakeholders, if wellmanaged, have the capacity to benefit both companies and employees. In addition, the content of this book should serve to guide future investigations within this area of business ethics.

CONTENTS:

Ethics Training in Action
An Examination of Issues, Techniques, and Development

Leslie E. Sekerka, Menlo College


Making sure that performance in business enterprise is achieved ethically is no small task. Leaders, managers, and employees at every level of the organization need to utilize systems and processes that support ethical strength, establishing a workplace where responsibility, accountability, and doing the right thing are genuinely valued and practiced. Management can help support ethical performance in workers’ daily task actions by underscoring the importance of rules and regulations, while also moving to ensure that employees understand and care about doing what’s right. Given that most firms only emphasize compliance in ethics training, there is vast room for additional development. Training people to be less bad is not good enough. With the infusion of mandatory requirements for ethics training
programs in some firms and self-imposed initiatives in others, we see a range of deliverables. To advance ethics in practice, a closer look at ethics training in the workplace is warranted.

This volume attempts to better understand ethics in organizational settings by taking a focused look at the science of ethics training and best practices, areas for concern, specific techniques, application outcomes, how to cultivate an ethical work environment, and considering where opportunities for additional inquiry reside. Managers and practitioners reading this book will garner specific trends and useful techniques that can inform, guide, and improve their efforts to build ethical awareness and effective ethical decision-making within their organizations. Academic scholars will find this book useful, providing insight as to where additional research and empirical work is needed.


**Ethics and Crisis Management**

Lina Svedin, University of Utah


The daily process of public service provision and administration is filled with value judgments and value trade-offs, and the safeguarding of just and fair processes is key to the public’s trust in governing institutions. In crises, public decision-makers face complex ethical judgments under great uncertainty, time pressure, and heightened public scrutiny. A lack of attention to the ethical dimensions of crises has lead decision-makers to long-shadow crises that never reach closure. Furthermore, crises triggered by unethical conduct by public officials steadily feed people’s cynicism about politicians and bureaucracy. The fact that decision-makers often are judged on how they dealt with ethical issues in crises further underlines the importance of this topic.

Little scholarly attention had been paid to how ethics play into and are dealt with in situations when they matter most - in crises. In order to improve government performance we need to analyze the ethical dilemmas and normative challenges that face practitioners in crises. This book meets this challenge by presenting a public policy framework for analyzing the ethical dilemmas in crises and introduces ten empirical chapters written by prominent public administration and crisis management scholars. The cases reviewed include Abu Ghraib, the 9/11 Commission, the 2008 Financial Crisis and the Memorial Hospital Tragedy during Hurricane Katrina. Building off the empirical focus on inherent ethical challenges in crises and actor ethics in evaluation and judgment, the concluding chapter outlines important lessons about criteria for crisis decision-making and strategies, the poisoned apple of bureaucratic discretion, and the nature of post-crisis evaluations.

The book is geared toward students, scholars, and practitioners concerned with public management, public sector ethics, public policy, crisis management, and the implication of these factors on business and corporate crisis management.

**CONTENTS:** Foreword, Mary C. Gentile. Preface. Acknowledgements. Introduction, Lina Svedin. Inherent Ethical Challenges in Bureaucratic Crisis Management: The Swedish Experience with the 2004 Tsunami Disaster, Pär Daléus and
Toward Assessing Business Ethics Education

Diane L. Swanson, Kansas State University; Dann G. Fisher, Kansas State University


Toward Assessing Business Ethics Education, edited by Diane L. Swanson and Dann G. Fisher of Kansas State University, is a sequel to their book Advancing Business Ethics Education in the Ethics in Practice IAP book series. The focus on assessment in this second book is a timely response to the urgent search among business schools for ways to teach and assess ethics at a time when the public’s faith in corporations and business schools has been undermined greatly by the failure of both to respond to widespread corruption and scandals in the business sector. Although no one expects business education alone to resolve these problems, the distinguished scholars represented in this book advocate that business schools should at least do their part by exposing their students to decision models that incorporate ethical dimensions on behalf of corporate stakeholders and society at large. As the book’s title conveys, it is then important to assess key learning objectives to insure that business students graduate knowing ethics fundamentals and armed with the ability to recognize ethical dilemmas and possible solutions during the course of their careers.

This book will speak to all who are interested in accountability for business ethics education, especially business school deans, university administrators, faculty members, students, and prospective employers. This audience will find that the enterprise of assessing business ethics education is advanced in three ways. First, the book functions as a venue for distinguished scholars to share the innovative ways that they are assessing ethics coverage in courses and degree programs. Second, these authors identify what needs to be assessed and the means for doing so. Third, the book serves not only as a guide to assessment, but also as a platform for expanding and improving ethics coverage in business schools. Moreover, an important take away for readers is the provision of a simple formula, first advocated by Diane L. Swanson and William C. Frederick (University of Pittsburgh) in 2005, for delivering ethics education that minimizes assessment errors. By following this formula, business schools can provide assurances that ethics will not be assessed as being sufficient when it is woefully inadequate or even missing in the curriculum and that it cannot be distorted, diluted, or trivialized by uninformed coverage and still pass inspection. Avoiding these assessment errors is critical in an educational environment in which weak accrediting standards for ethics go hand in hand with spotty, uniformed coverage that would not be tolerated for other business disciplines.

Doing Well and Good
The Human Face of the New Capitalism

Julian Friedland, Fordham University


Ethical business creates social value. That's the theme of this bold new volume, heralding and defending this rapidly-growing new conception of capitalism making its way into the mainstream. It provides clear and succinct guidelines for how to evaluate what counts as an ethical business as well as how and why ethical businesses tend to succeed better over the long term. The book is jargon-free and targeted primarily at thought leaders and academics in business and philosophy who will want to use it in their business ethics classes. Each chapter has been selected for its ability to engage a wide audience without oversimplifying the content.

All twelve chapters are original and authored by leading business ethicists including William Shaw, Tony Simons, Duane Windsor, and Mark Schwartz. Each piece makes use of recent empirical evidence or ethical theory (or both) in order to present a detailed yet overarching picture of what ethical business looks like--and how to achieve it--in today's global environment. It is thus divided into three subsections:

1. The Role of Corporate Culture
2. A New For-Profit Paradigm
3. Making the Change Happen: Voluntary and Regulatory Examples

Perhaps the book's greatest strength is its blending of cutting-edge philosophy, psychology, and management theory into a cohesive, provocative, and accessible format. Hence, it promises to launch a wide discussion of what exactly we should expect the moral duty of business to be.


Critical Theory Ethics for Business and Public Administration

David M. Boje, New Mexico State University


The purpose of this book is to develop those ethical traditions. For example, Horkheimer's books Eclipse of Reason and Critique of Instrumental Reason, and his early and now classic essay Materialism and Morality ask for a reformation of Kantian ethics. The reform sought is that categorical imperative in an individualism capitalism serves to worsen the
difference between business ethics and moral philosophy. That is, it is not enough to try to be good or ethical as individuals when it is the systemic processes that must be dealt with. Therefore, Horkheimer asks that the maxim that would be made universal be done at the level of people organizing with others to change the social system that is producing the unethical behaviors. The book is organized into several sections. The first section sets the stages, beginning with a challenge to the field of social responsibility in business and public administration (Jones, Ten bos, & Parker have a new book out that is smashing). Then, we turn to Carr and to Zanettic who each have done critical theory work in public administration. This is followed by Heather Hopfl, who edited an issue on ethics of goodness, and does the kind of writing that makes deep connections. The next set of chapters make topic connections: rhizomatics, dialogics of co experience, story/narrative, and postmodern. The third set of topics focus on application: technofuturist, international business, economics, university, environment, accounting, spirituality, strategy, and ending with Mills’ work on silence of race/ethnicity in business (and public administration) ethics writing.


Advancing Business Ethics Education
Diane L. Swanson, Kansas State University; Dann G. Fisher, Kansas State University

This book features sixteen chapters written by distinguished scholars who collectively point to a roadmap for advancing business ethics education at a critical juncture in the history of corporate America. The editors frame the book with an introductory chapter that details a gold standard for delivering ethics in the business school curriculum that signals to students that ethics matters, provides an adequate counterbalance to the amoral subtext that dominates much of business education, remedies assessment problems associated with current accrediting standards, and prepares students for newly minted and fast-growing careers in ethics compliance, risk management, and corporate social responsibility.

The chapters that follow lay out some challenges and opportunities that administrators and educators need to address in order to improve business ethics education and business school reputations in a post-Enron climate. Both traditional and experimental perspectives on delivering ethics in the curriculum are covered in conjunction with research that substantiates the potential for improving student ethics competencies after exposure to ethics coursework. Methods for incorporating ethics in various subjects, including accounting, corporate governance, environmentalism, global business, managerial decision making, and human resource management are also given as part of the roadmap for advancing business ethics education.


Human Resource Management Ethics

John R. Deckop, Temple University


HRM ethics is a root cause of many important problems in business ethics, and may represent the solution to even more. This volume defines, analyzes, and proposes solutions to ethical problems related to both the executive levels of the organization, and the organization as a whole.

This book contains a fascinating range of scholarship from highly regarded authors. Macro and micro perspectives are presented, including perspectives from psychology, social psychology, organizational behavior, strategy, law, spirituality, critical studies, public/nonprofit management, and a variety of functional areas within the field of HRM.


Positive Psychology in Business Ethics and Corporate Responsibility

Craig Dunn, San Diego State University; Carole L. Jurkiewicz, Louisiana State University; Robert A. Giacalone, Temple University


The goal of this volume is to begin to create those critical linkages between positive psychological attributes and relevant research areas. Undoubtedly, there are many topics in positive psychology that could not be covered in just one volume, and many more topical linkages to business ethics and social responsibility that need to be made. While much research yet needs to be done in this nascent area, we hope that much as other volumes on positive psychology served as an impetus for research in social psychology (see Snyder & Lopez, 2002) and organizational behavior (Cameron, Dutton, & Quinn, 2003), this volume will ignite scientific interest in the role positive psychology plays in key areas such as ethics and social responsibility. As the study of positive psychology continues to emerge more fully, it may well help us to better comprehend the impact of this paradigm on predicting ethical decision making, organizational citizenship, and social
responsibility toward the end of creating more positive and productive workplaces in general.

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