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- How to Transform Workplace Bullies into Allies
- Radical Thoughts on Ethical Leadership
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- Ethics Training in Action
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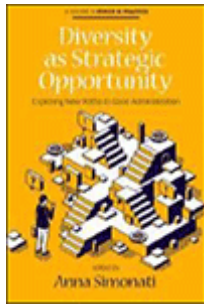
Diversity as Strategic Opportunity
Exploring New Paths to Good Administration

Anna Simonati, Università degli Studi di Trento

The principle of equality has always been considered as one of the fundamental values of modern societies; it compels administration to provide equal treatment to all subjects it enters in touch with, which is normally expressed as a general prohibition of discrimination. However, in recent times, the idea, according to which equality is not based only on protection against discrimination but also on promotion of diversity as a source of richness for society, is widely shared. This book gives a multidisciplinary overview of some of the possible methods and tools which are nowadays experimented by administration, in order to properly face the practical problems connected to diversity.

ENDORSEMENTS:

"*In this volume, Professor Anna Simonati has gathered a wide range of contributions which reflect on the nature of diversity, and its value in society today. Power structures are sticky. This volume reminds us that concepts as old as equality and equity, do not always manifest in ways that create diversity in these structures. The case studies within demonstrate that diversity will lead to empowerment - in other words, shifting the inherent power structures and opening opportunities for all. It is important for democracies to rebalance power structures, and deliberate administrative policies and practices aimed at diversity - as exemplified here - can make real differences for people. Critically, the volume also addresses diversity in education. Preparing the next generation for a world where diversity is a given, rather than a struggle is a worthy goal. This volume provides pathways for policy makers and those who deliver policy with a view to achieving this goal.*" — Adam Masters, The Australian National University

"*The book makes a substantive contribution to our understanding and appreciation of how diversity can and ought to be seen not only as something to be protected by means of non-discrimination rules and mechanisms, but also and indeed primarily as a major source of development and improvement for public administration and the public services. Diversity is indeed a strategic opportunity, and this collective work developed under the leadership of Professor Anna Simonati shows us why and how to make the most of such strategic opportunities for public organizations worldwide.*" — Edoardo Ongaro, The Open University

"*This Book is really precious because in its comparative approach, takes into account the legal provisions of many national Jurisdictions and the experience of many public Administrations all over the World. The Values of Diversity and Inclusion thus are considered non-only as general principles of Law, but in their action vis a vis the duty of Administrations to provide equal treatment to all subjects they enter in touch with. The aim of the Volume, as Anna Simonati explains, is not aimed at offering final and definite answers, nor a systemic study of the subject, but to address the various possible causes of discrimination and most importantly the possible remedies against it with a Case oriented Analysis. This collective work therefore it is extremely valuable to underline how the Public Policies and the Administrative Law tools can be fundamental -in many different ways- for the never ending struggle towards Equality and Justice.*" — Aristide Police, LUISS University

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Prologue, *Jean-Michel Eymeri-Douzans.* Foreword—Integrity and Diversity of Governance: Some Food for Thought, *L. W. J. C. Huberts.* Acknowledgements, *Anna Simonati.* Introduction, *Anna Simonati.* **SECTION I: GENDER DIVERSITY AND EMPOWERMENT.** Gender and Leadership: Issues and Implications for Women in Tyrol, Austria, *Wendy Farrell.* Leadership Development Programs for Women as a Means to Achieve Gender Equality: What Do Women Think? *Marjukka Mikkonen.* Reflections on Equal Democracy, Equal Opportunities and Pluralism: Against the Trivialization of Gender Quotas, *Giovanna Iacovone.* Muslim (Migrant) Women Wearing the Headscarf in the Workplaces: Does the 2021 WABE and MH Judgment of the EU Court of Justice Promote Equal Treatment in (Private) Employment and Occupation? *Arianna Pitino.* **SECTION II: DIVERSITY, POLICIES AND ADMINISTRATIVE ACTION.** Advancing Social Equity in Public Services: The Role of Artificial Intelligence, *Anna Maria Chiariello and Rocco Frondizi.* Equal Treatment and Law Relating to Right to Be Forgotten (RTBF); An Examination of Some Judicial Decisions With Special Reference to the European Union and India, *Jyoti Rattan and Vijay Rattan.*

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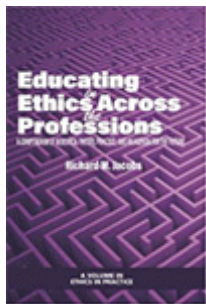
Educating in Ethics Across the Professions
A Compendium of Research, Theory, Practice, and an Agenda for the Future

Richard M. Jacobs, Villanova University

2022. Paperback 978-1-64802-983-7 $52.99. Hardcover 978-1-64802-984-4 $94.99. eBook 978-1-64802-985-1 $85.

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.

CONTENTS: Dedication. Acknowledgements. Foreword, *Stuart C. Gilman.* Prologue: Educating in Ethics across the Professions: The Present Reality and Desired Reality, *Richard M. Jacobs.* Introduction, *Carole L. Jurkiewicz.* **SECTION I: EDUCATING IN ETHICS: PROFESSIONS WITH A FOCUS UPON THE PERSON SERVED.** Teaching Legal Ethics, *Judith A. McMorrow.* Medical Ethics Education and the "Theory-Light" Approach, *Greg Moorlock.* Nursing Ethics Education: Enhancing Moral Agency for Individual and Social Good, *Pamela J. Grace.* **SECTION II: EDUCATING IN ETHICS PROFESSIONS WITH A FOCUS UPON THE COMMUNITY/ENTITY SERVED.** Teaching Ethics for the Engineering Profession: Theory, Practice, and Future Agenda, *José-Félix Lozano.* Urban Planning Ethics: Teaching a Practice of Hope, *Jeffrey K. H. Chan.* Teaching Business Ethics in the United States: Understanding How We Got to Where We Are, *Ronald R. Sims.* **SECTION III: EDUCATING IN ETHICS: PROFESSIONS WITH A FOCUS UPON THE PRESERVING/SUSTAINING THE SOCIETY SERVED.** Evolving Ethics Education in Public Administration: Past and Present, *Jonathan P. West.* Professional Military Ethics Education, *David Whetham and Andrew Corbett.* **SECTION IV: EDUCATING IN ETHICS: RECONCEIVING PROFESSIONAL ETHICS EDUCATION.** Teaching Applied Ethics Across the Professions: Educating the Spirit in Ethics, *Richard M. Jacobs.* The Core Values of the Service Professions and an Effective Curriculum to Help Students Internalize Them, *Neil Hamilton.* Epilogue: Educating in Ethics: Today's Desired Reality and Agenda for the Future, *Richard M. Jacobs.* Biographies.

How to Transform Workplace Bullies into Allies

Jacqueline A. Gilbert, Middle Tennessee State University

2020. Paperback 978-1-64113-960-1 $52.99. Hardcover 978-164113-961-8 $94.99. eBook 978-164113-962-5 $85.

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.

CONTENTS: INTRODUCTION: A New Organizational Mandate. **SECTION I: OVERVIEW OF BULLYING** CHAPTER 1: Introduction to Bullying—Impact: Recognizing Our Part in Problem Creation. CHAPTER 2: Bullying Versus Misbehavior. **SECTION II: WHAT'S BEHIND IT?** CHAPTER 3: Childhood Background. CHAPTER 4: Toxic Workplaces. CHAPTER 5: The Bystander Effect and Mobbing at Work. CHAPTER 6: The Importance of Effective Dialogue. **SECTION III: HOW TO FIX IT? COMMUNICATION** CHAPTER 7: Bullying and Electronic Communication. CHAPTER 8: Multiculturalism and Diversity Awareness. CHAPTER 9: Conflict and Top Leadership Support. Epilogue. References. Contributor Acknowledgements.
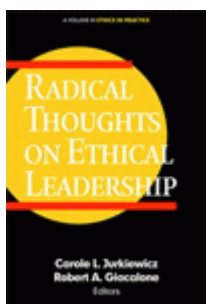
Radical Thoughts on Ethical Leadership

Carole L. Jurkiewicz, University of Massachusetts Boston; Robert A. Giacalone, Texas State University

2017. Paperback 9781681239880 $52.99. Hardcover 9781681239897 $94.99. eBook 9781681239903 $85.

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.

CONTENTS: Foreword. Preface. You Can Lead a Man to Oughta, But You Can't Make Him Think: The Disparity Between Knowing What is Right and Doing it, *Carole L. Jurkiewicz and Robert A. Giacalone.* Public Virtue and the Ethical Dimensions of Leading, *J. Patrick Dobel.* Shamans, Memes, and Ethical Leadership: The Transformational Role of Shamanic Leadership in Healing the World, *Sandra Waddock.* The Restorative Potential of Discovery Leadership: Corporate Responsibility as Values-Informed Participating Consciousness, *Diane L. Swanson.* Challenges of Decision-Making for Ethical Leaders in Developmental States, *W. N. Webb.* Ethical Leadership, Virtue Theory, and Generic Strategies: When the Timeless Becomes Timely, *Geoffrey G. Bell, Bruno Dyck, and Mitchell J. Neubert.* Ethical Leadership: A Complex and Messy Phenomenon, *Leonie Heres, Leo Huberts, and Karin Lasthuizen.* Radical Heroic Leadership: Implications for Transformative Growth in the Workplace, *Scott T. Allison and Allison Toner.* Rethinking Ethical Leadership Using Process Metaphysics, *Mark Dibben, Martin Wood, Rob Macklin, and Ronald E. Riggio.* Ethics and Accountability in the Age of Predatory Globalization: An Impossibility Theorem? *Ali Farazmand.* About the Editors.
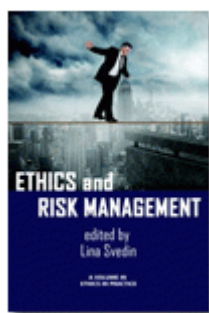
Ethics and Risk Management

Lina Svedin, University of Utah

2015. Paperback 978-1-68123-093-1 $52.99. Hardcover 978-1-68123-094-8 $94.99. eBook 978-1-68123-095-5 $85.

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.

CONTENTS: Foreword, *Brendon Swedlow.* Acknowledgments, *Lina Svedin.* Introduction, *Lina Svedin.* The Ethical Value of Risk Reduction: Utilitarianism, Prioritarianism and Cost-Benefit Analysis, *Matthew D. Adler.* The Ethics of Risk Management in the European Union and The United States: A Comparative Perspective, *David Vogel.* Risk Management and Conflicts of Interest, *Leslie Francis.* The Social and Environmental Costs of Energy Development: Risks and Ethical Considerations, *Christopher A. Simon.* Managing Biomass Risks: Flawed Science, Flawed Ethics, and Flawed Regulations, *Kristin Shrader-Frechette.* Ethics and Risk Management: The Cultural Perspective, *Ásthildur E. Bernharðsdóttir.* Civil Society Organiations and Risk Management: The Case of Japan, *Aya Okada.* Ethical Perspectives on Volunteer Participation: Training CBRN Incidents Live, *Erna Danielsson, Erika Wall, and Susanna Öhman.* The Ethics of a Global Response to the Governance of Migration, *Adam Luedtke.* Conclusions, *Lina Svedin.* About the Authors.

Organizational Ethics and Stakeholder Well-Being in the Business Environment

Sean Valentine, University ofNorth Dakota

2014. Paperback 9781623966348 $52.99. Hardcover 9781623966355 $94.99. eBook 9781623966362 $85.

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 ofbusiness 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: Foreword, *Robert A. Giacalone and Carole Jurkiewicz.* Organizational Ethics and Stakeholder Well-Being in the Business Environment: A Primer for Moving Forward, *Sean Valentine.* **PART I: ORGANIZATIONAL ETHICS AND THE WELLBEING OF WORKERS.** Ethics Institutionalization and Its Impact on Quality of Work Life and Employee Job-Related Outcomes: A Review With Managerial and Research Implications, *Anusorn Singhapakdi, M. Joseph Sirgy, and Dong-Jin Lee.* The Relationship Between Business Ethics and Job-Related Well-Being, *Ronald R. Sims and William I. Sauser, Jr.* **PART II: LEADERSHIP, MANAGEMENT, AND ORGANIZATIONAL ETHICS.** Employee-Centered Ethical Leadership, *O.C. Ferrell, Linda Ferrell, and Jennifer Sawayda.* Damage Control After Breaches of Ethical Conduct: An Attributional Approach to Accounting for Unethical Behavior, *Jeremy Brees, Jeremy Mackey, Mark Martinko, and Paul Harvey.* Factors Impacting Employee Performance in a Chinese State-Owned Company, *Weihui Fu and Satish P. Deshpande.* Ethical Decision-Making in the Operations Function of Organizations: Managerial Challenges and Opportunities, *David Hollingworth.* **PART III: CORPORATE SOCIAL RESPONSIBILITY AND WELL-BEING.** Employee Well-Being and Engagement in Corporate Social Responsibility, *Lynn Godkin.* CSR Costs Versus Benefits for Firms in the Extractive Energy Industry: A Commentary, *Gary Fleischman.* **PART IV: SMALL BUSINESS ETHICS AND EMPLOYEES.** A Social Exchange Perspective on the Ethical Context in Family Firms, *Tim Barnett and Rebecca Long.* Ethics and the Family Firm: A Climate for Healthy Families and Healthy Employees, *Roland E. Kidwell, John J. Cater III, and Linda A. Kidwell.* **PART V: MARKETING ETHICS AND WELLBEING.** Millennials as New Salespeople: Moral Reasoning and Implications for Employee Well-Being, *Scott K. Radford, David M. Hunt, and Terri L. Rittenburg.* Institutionalizing Well-Being Marketing Into Employer Brand Management: A Normative Framework Impacting Employee Engagement and Outcomes, *Connie Bateman.* About the Authors.
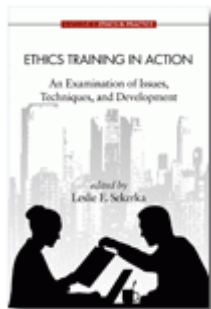
Ethics Training in Action
An Examination of Issues, Techniques, and Development

Leslie E. Sekerka, Menlo College

2013. Paperback 9781623964634 $52.99. Hardcover 9781623964641 $94.99. eBook 9781623964658 $85.

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 decisionmaking within their organizations. Academic scholars will find this book useful, providing insight as to where additional research and empirical work is needed.

CONTENTS: Preface, *Leslie E. Sekerka.* **Section I: Overview.** Enhancing Business Ethics: Prescriptions for Building Better Ethics Training, *Lauren E. Benishek and Eduardo Salas.* Best Practices in Ethics Training: A Focus on Content and Context, *Leslie E. Sekerka.* **Section II: Current Issues.** The Tall Order of Tackling Relativism in Ethics Training for International Firms, *Marianne M. Jennings.* Cross-Cultural Challenges with Ethics Training in China, *Stephan Rothlin and Dennis McCann.* Ethics Training and the Prevention of Workplace Bullying: Creating a Healthy Work Environment, *Denise Salin.* Embedded Sustainability: Creating Ethical Habits through Personal Engagement, *Lindsey N. Godwin and Nicole S. Morris.* **Section III: Techniques and Assessment.** Organizational Ethics Process and Assessment: Intervening to Improve Interventions, *Richard Charnigo and Leslie E. Sekerka.* Giving Voice To Values in the Workplace: A Practical Approach to Building Moral Competence, *Mary Gentile.* From Theory to Application: What's Behind Case-Based Ethics Training? *Zhanna Bagdasarov, James F. Johnson, and Shane Connelly.* Strengthening Moral Competencies at Work through Integrity Capacity Cultivation, *Joseph A. Petrick.* **Section IV: Field Applications.** Integrity in Public Administration: Lessons Learned, *André Van Montfort, Laura Beck, and Anneke Twijnstram.* Exploring Business Ethics Training Practices in Small Firms, *Cathy Driscoll, Margaret C. McKee, and Wendy Carroll.* **Section V: Leadership and Development.** Developing Ethical Leaders: A Servant Leadership Approach, *Charmine E. J. Härtel, Ivan Butarbutar, Sen Sendjaya, Andre Pekerti, Giles Hirst, and Neal M. Ashkanasy.* Appreciative Inquiry and Ethical Awareness: Encouraging Morally Driven Organizational Goals, *David S. Bright, Ilma Barros, and Veer Raghava Kumar Marthy.* Embodied Ethics: A Mentoring and Modeling Approach to Ethics Training, *Emi Makino and Jeanne Nakamura.* About the Authors.

Ethics and Crisis Management

Lina Svedin, University of Utah

2011. Paperback 978-1-61735-496-0 $52.99. Hardcover 978-1-61735-497-7 $94.99. eBook 9781617354984 $85.

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, timepressure, 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 matters 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 Dan Hansén.* Value Conflicts in Foreign Policy Crises: How the United States and the U.K. Wrestled with the Ethical Dilemma of Going to War in Iraq, *Fredrik Bynander.* International Humanitarian Assistance: Legitimate Intervention or Illegitimate Interference? *Lieuwe Zijlstra, Andrej Zwitter, and Liesbet Heyse.* Drowning in Discretion: Crisis Management Ethics and the Problem of Aporia, *Arjen Boin and Paul Nieuwenburg.* The Ethical Dilemmas of Straddling the Public–Private Divide in Economic Crises, *Lina Svedin. Chasing Evil,* Defending Atrocities: Blame Avoidance and Prisoner Abuse During the War in Iraq, *Sanneke Kuipers, Kasia Kochanska, and Annika Brändström.* Communication in Crises of Public Diplomacy: The Quest for Ethical Capital, *Eva-Karin Olsson.* The Politics-Administration Dichotomy and the Failure of Symmetrical Responsibility Doctrines, *Helena Wockelberg.* The Purpose, Functions, and Ethical Dimensions of Postcrisis Investigations: The Case of the 9/11 Commission, *Charles F. Parker.* Uncertainty, Accountability, and the Conduct of Postcrisis Inquiries, *Daniel Nohrstedt.* Conclusions, *Lina Svedin.* About the Editor. Contributors List.
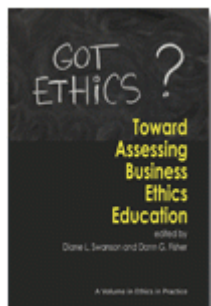
Toward Assessing Business Ethics Education

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

2010. Paperback 978-1-61735-162-4 $72.99. Hardcover 978-1-61735-163-1 $104.99. eBook 9781617351648 $85.

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.

CONTENTS: Foreword, *Robert A. Giacalone and Carole L. Jurkiewicz.* Assessing Business Ethics Education: Starting the Conversation in Earnest, *Diane L. Swanson and Dann G. Fisher.* The Principles for Responsible Management Education: Implications for Implementation and Assessment, *Sandra Waddock, Andreas Rasche, Patricia H. Werhane, and Gregory Unruh.* Assessing Business Education in Relation to an Ethic of Service, *Rogene A. Buchholz.* Assessing Business Ethics Education: Assessment From Where and For What? *Lisa A. Stewart and R. Edward Freeman.* Assessing MBA Attitudes About Business and Society: Implications for Business Education, *Nancy McGaw.* Assessing a Virtuous Circle for Socially Responsible Business Schools, *Janette Martell and Ángel Castiñeira.* Assessing What it Takes to Earn a Beyond Grey Pinstripes Ranking, *Janette Martell and Ángel Castiñeira.* Assessing Business Ethics Coverage at Top U.S. Business Schools, *Barrie E. Litzky and Tammy L. MacLean.* Assessing Corporate Social Responsibility Education in Europe: Trends and Comparisons, *Marc Orlitzky and Jeremy Moon.* Assessing the Integration of Ethics Across Two Business Schools' Curricula: A Longitudinal Assessment, *James Weber.* An Integrative Approach to Teaching and Assessing Ethics, *Richard P. Mandel and Diane C. Chase.* Lessons Learned as Chair of a College Assessment Committee: Implications for Assessing Ethical Reasoning, *Brian P. Niehoff.* Planning and Personalizing Course Assessment, *Steve Payne.* A Holistic Method for Assessing Student Performance in a Business Ethics and Society Course, *Denis Collins.* Assessing Ethics Education in a Business, Government, and Society Course Context, *Archie Carroll and Ann Buchholtz.* The Case for Assessing Ethics in a Standalone Course and Results From a Pilot Study, *Diane L. Swanson, Dann G. Fisher, and Brian Niehoff.* Core Knowledge Learning Objectives for Accounting Ethics Education Based on Bloom's Taxonomy, *Linda Kidwell, Dann Fisher, Robert Braun, and Diane Swanson.* The Measured Impact of the Transtheoretical Model of Educational Change on Advancing Business Ethics Education, *Joseph A. Petrick.* Character Assessment in Business Ethics Education, *Thomas A. Wright.* The Character Journal: An Assessment Tool for Advancing Character Learning, *Martin Stuebs.* About the Authors.
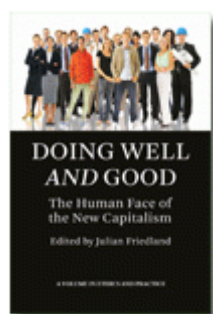
Doing Well and Good
The Human Face of the New Capitalism

Julian Friedland, Fordham University

2009. Paperback 978-1-59311-787-0 $52.99. Hardcover 978-1-59311-788-7 $94.99. eBook 9781607521761 $85.

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.

CONTENTS: Introduction: Ushering in the New Capitalism, *Julian Friedland.* **PART I: THE ROLE OF CORPORATE CULTURE.** Getting Business Off Steroids, *Maximilian B. Torres.* Does Corporate Social Responsibility Affect Consumer Behavior? *Larry Howard.* Facing the Stakeholder Trust Gap, *Michael Pirson.* **PART II: A NEW FOR-PROFIT PARADIGM.** Being Serious About Being Good, *Eugene Heath.* Transforming the Ethical Culture of Organizations, *Steve May.* Beyond the Invisible Hand, *William H. Shaw.* Beyond The Bottom Line: A Shifting Paradigm for Business? *Mark S. Schwartz.* **PART III: MAKING THE CHANGE HAPPEN: VOLUNTARY AND REGULATORY EXAMPLES.** The Integrity Dividend and "Doing Good", *Tony Simons.* Determining a Job Candidate's Ethics Profile: Integrity, Personality, and Moral Reasoning

Level Tests, *Denis Collins.* Multinational Corporations and Basic Health Services, *Duane Windsor.* Legislative Excess or Regulatory Brilliance? Corporate Governance After Sarbanes-Oxley, *Gwendolyn Yvonne Alexis.*
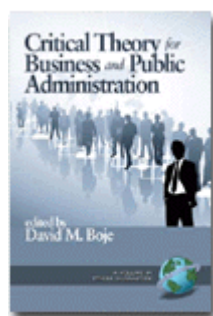
Critical Theory Ethics for Business and Public Administration

David M. Boje, New Mexico State University

2008. Paperback 978-1-59311-785-6 $72.99. Hardcover 978-1-59311-786-3 $104.99. eBook 9781607528418 $85.

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.

CONTENTS: Series Editors' Preface. Foreword: Critical Theory, Ethics, and the Critique of Business, *Douglas Kellner.* PART I: INTRODUCTION TO CT ETHICS IN BUSINESS AND PUBLIC ADMINISTRATION. Contributions of Critical Theory Ethics for Business and Public Administration, *David M. Boje.* Ethics in the World of Management?: Making the Case with Critical Theory, *Adrian N. Carr.* Practicing Critical Theory in Public Administration, Lisa A. Zanetti. Business Ethics and Its World, Martin Fuglsang and Ole Fogh Kirkeby. PART I I: CT ETHICAL ANSWERABILITY AND ACCOUNTABILITY. Story Ethics, David M. Boje. No Alibi in Ethics: Bakhtin's Philosophy of the Act and the Question of Answerability in Business, Olga Belova. The Critical Issue of Accountability, Harro M. Höpfl. PART I I I: CT ETHICS FOR ORGANIZATIONAL CONTEXTS. Legal Fictions: Critical Theory Criticality and the State of Economics and Management, Robin Matthews. Monsters of Accounting: An Ante-Ethics Approach, Alexis A. Downs, Rita A. Durant, and William L. Smith. Strategy and Critical Theory Ethics, David M. Boje and Usha C. V. Haley. International Business and Critical Ethics, George Cairns and Martyna Sliwa. Techno-Futurist Ethics, Stewart Clegg and Nelson Phillips. PART IV: CT ETHICS FOR SOCIAL ISSUES. Morality in Context: Reflections on Voice and Exclusion, Gabrielle Durepos and Albert J. Mills. Ethics of Recognition: I / you (thou) / they, Hugo Letiche. Good Order: Ethics and Disposition, Heather Höpfl. Critical Spirituality, Moral Philosophy, and Business Ethics, Michael Whitty and Jerry Biberman. Critical Pedagogy and Ethics: An Epic Four-Quadrant Model, Grace Ann Rosile, Mark Horowitz, Stephen DeGiulio, and Janet Marta. Environmental Ethics and Business: Toward a Habermasian Perspective, Robert P. Gephart, Jr. and Michael Kulicki.
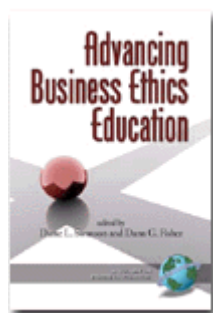
Advancing Business Ethics Education

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

2008. Paperback 978-1-59311-543-2 $52.99. Hardcover 978-1-59311-544-9 $94.99. eBook 9781607527893 $85.

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.

CONTENTS: Foreword. Business Ethics Education: If We Don't Know Where We're Going, Any Road Will Take Us There, *Diane L. Swanson and Dann G. Fisher*. The Business Schools' Moral Dilemma, *William C. Frederick*. Views on the Importance of Ethics in Business Education: Survey Results From AACSB Deans, CEOs, and Faculty, *Fred J. Evans and Earl J. Weiss*. Architectures of Excellence: Building Business School Reputation by Meeting the Ethics Challenge, *Deborah Vidaver-Cohen*. A Blueprint for Designing an Ethics Program in an Academic Setting, *James Weber, Virginia W. Gerde, and David M. Wasieleski*. Using the Business Integrity Capacity Model to Advance Business Ethics Education, *Joseph A. Petrick*. Considering the Emotional Side of Business Ethics, *Richard O. Mason*. Learning to Teach Ethics From the Heart: A Journey of Discovery from the Inside Out, *Jerry Calton, Steve Payne, and Sandra Waddock*. Moral Imagining: Toward Using Cognitive Science in Teaching Business Ethics, *Sue Ravenscroft and Jesse Dillard*. Toward an Ethical Sense of Self for Business Education, *Diane L. Swanson and Peter Dahler-Larsen*. A Decision Making Framework for Business Ethics Education, *O.C. Ferrell and Linda Ferrell*. Creating Environmental Change Through Business Ethics and Society Courses, *Denis Collins*. Educating Managers for Global Business Citizenship, *Donna J. Wood and Jeanne M. Logsdon*. Educating Students in Corporate Governance and Ethics, *Archie Carroll and Ann Buchholtz.* Beyond Agency Theory: Common Values for Accounting Ethics Education, *Michael K. Shaub and Dann G. Fisher*. Business Ethics and Social Responsibility in the Human Resource Management Curriculum, *Marc Orlitzky.*
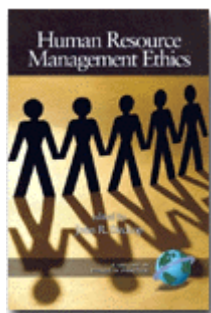
Human Resource Management Ethics

John R. Deckop, Temple University

2006. Paperback 978-1-59311-527-2 $52.99. Hardcover 978-1-59311-528-9 $94.99. eBook 9781607525684 $85.

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.

CONTENTS: Foreword. **Part I: Broad-Based Perspectives.** Socially Responsible Human Resource Management: Charting New Territory, *Marc Orlitzky and Diane L. Swanson.* Ethics and Strategic Human Resource Management , *Dave Lepak and Saba Colakoglu.* Wisdom and Human Resource Management Ethics: An Initial Discourse, *Robert W. Kolodinsky.* Beyond Rhetoric and Bureaucracy: Using HRM to Add Ethical Value, *Robert L. Cardy and T.T. Selvarajan.* An Examination of the Potential of Human Resource Development (HRD) to Improve Organizational Ethics, *Tim Hatcher.* The Role of Moral Development in Motivating Ethical Behavior by Employees, *Paul L. Schumann.* Caring for Workers, Caring for Clients: Everyday Ethics in Assisted Living, *Carol C. Cirka and Carla M. Messikomer.* **Part II: Focused Perspectives.** Re-evaluating Drug Testing: Questions of Moral and Symbolic Control, *Michelle R. Greenwood, Peter Holland, and Karen Choong.* The Persistence of Sexual Harassment, *Nancy Hauserman.* Fairness and Reciprocity – Norms to Enhance the Ethical Quality of Compensation Scholarship and Practice, *Edilberto F. Montemayor.* Religion and Pay: Implications for Compensation, *Nancy E. Day.* Ethics and Economic Justice: Justice in the Public Sector and Nonprofit Sectors, *Joan E. Pynes.* Consequences and Challenges of Union Decline: An Ethical Perspective, *John McClendon.* The Ethical Problems of a Materialist Value Orientation for Business, *Tim Kasser, Maarten Vansteenkiste, and John R. Deckop.*
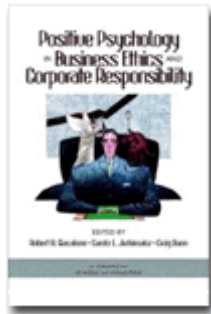
Positive Psychology in Business Ethics and Corporate Responsibility

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.

CONTENTS: Foreword. A Positive Organizational Behavior Approach to Ethical Performance, *Carolyn M. Youssef and Fred Luthans.* Positive Psychology of Leading Corporate Citizenship, *Sandra Waddock.* Toward a Theory of Ethical and Spiritual Well-Being, and Corporate Social Responsibility through Spiritual Leadership, *Louis W. Fry.* Whistle-Blowing and Positive Psychology, *Marcia P. Miceli and Janet P. Near.* Executive Influence on Ethical Culture: Self Transcendence, Differentiation, and Integration, *Jeanne M. Logsdon and John E. Young.* Leading through Positive Deviance: A Developmental Action Learning Perspective on Institutional Change, *Pacey C. Foster and William R. Torbert.* Phoenix Rising: Positive Consequences Arising from Organizational Crisis, *Judith A. Clair and Ronald L. Dufresne.* Positive Agency, *Barry M. Mitnick.* "That at Which All Things Aim": Happiness, Wellness and the Ethics of Organizational Life, *James O. Pawelski and Isaac Prilleltensky.* The Role of Emotional Intelligence in Ethical Decision Making at Work, *Robert S. Rubin and Ronald E. Riggio.* Self-Control and Business Ethics: How Strengthening the Self Benefits the Corporation and the Individual, *Matthew T. Gailliot and Roy F. Baumeister.* The Ethics of Hope: A Guide for Social Responsibility in Contemporary Business, *Hal S. Shorey, Kevin L. Rand and C. R. Snyder.* Forgiveness and Positive Psychology in Business Ethics and Corporate Social Responsibility, *Everett L. Worthington Jr., Jack W. Berry, Victoria A. Shivy and Evan Browstein.*

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