

## Index

- Abbott, A., 146–147, 151  
 absolutism, 308–310, 324–325.  
*See also* moral self-concept  
 academic scholarship. *See* scientific misconduct  
*Academy of Management Journal*, 19  
 accounting/accountancy firms,  
 142–143, 151, 152–153, 155, 156.  
*See also* professional misconduct;  
 professions  
 activism, 257–258  
 Adler, P., 249  
*Administrative Science Quarterly*,  
 1–2, 19  
 Adut, A., 439, 440  
 Audt, A., 256  
 African-American activism, 257–258,  
 380  
 African countries. *See also specific countries*  
 corruption/underdevelopment link,  
 120–121  
 government hospitals in, 59–62,  
 64–66  
 justice systems, 57–58  
 moral orders in, 51  
 agency theory, on punishment,  
 374–375. *See also* punishment  
 Agrawal, A., 417  
 Ahern, K. R., 214  
 AirBnB, 246. *See also* celebrity firms  
 Allen, M., 449  
 ambiguity, punishment and, 383–384.  
*See also* punishment  
 American Society of Fraud Examiners  
 (ASFE), 5  
 Anteby, Michel, xiv, 8–9, 10, 40  
 Apple, 245. *See also* celebrity firms  
 Arbuckle, Fatty, 257  
 Archer Daniels Midland, 37–38  
 Argyris, C., 480  
 Armstrong, Lance, 37–38  
 Arnold, P. J., 149  
 Arthaud-Day, M. L., 418  
 Arthur Andersen, 2, 37–38, 141–142,  
 150, 379–380. *See also*  
 professional misconduct  
 Ashforth, Blake, xiv, 2–3, 7, 309–310,  
 311  
 assembling, moral, 57–59, 69. *See also*  
 moral pursuits  
 assurance, punishment as, 390–391.  
*See also* punishment  
 asymmetrical ties, 206–207. *See also*  
 social networks  
 Augier, Mie, 8  
 Aven, B., 187, 215, 216–217  
 backdating options, 414, 415–416,  
 419. *See also* organizational  
 wrongdoing  
 “bad apple” hypothesis, 144, 162–163,  
 176, 183, 186, 305, 487  
 “bad barrel” hypothesis, 145, 162–163,  
 305, 487  
 “bad cellar” hypothesis, 147, 162–163  
 Baker, W. E.  
 on conspiracies, 215–217, 222  
 data analyses, 225, 229  
 on Fountain Oil & Gas fraud,  
 210–211, 217–218, 223  
 on price-fixing scandals, 187, 193,  
 218–219  
 on social networks, 203  
 Banking Act (1933), 82, 97. *See also*  
 financial wrongdoing  
 bankruptcy proceedings, 410  
 Barnes, C. M., 41  
 Baron, James, xiv, 6  
 Bartels, D. M., 30

- Bartley, T., 385  
 Baumeister, R. F., 308, 349–350  
 Bazerman, M. H., 29–30, 32  
 Beasley, Malcom, 183  
 Becker, J. C., 342  
 Beer, J. S., 27–28  
 behavioral ethics. *See also* theoretical  
   substance of outcome variables  
   automaticity and, 480  
   conversations on, 18  
   in literature review, 18–19, 41  
   moral dilemmas and, 40  
   moral standards and, 348–349  
   research on, 17, 22, 487  
 “Behind the Music effect,” 258–261  
 Bell Labs, 182–183  
 Beneish, M. D., 416–417  
 Bennis, W. M., 30  
 Bernanke, Ben, 116  
 Biggart, N. W., 206  
 Black, D., 239, 241  
 Blanz, M., 426  
 Bloom, P., 10  
 Boeker, W., 415  
 Boivie, S., 420  
 Bose, A., 289  
 Bothner, M., 290  
 Boulding, Kenneth, 1–2, 8  
 bounded ethicality, 474–475, 495.  
   *See also* ethical behavior; ethical  
   learning  
 Bowal, P., 154  
 Brady, Nicholas, 96  
 Braga A., 225  
 Braithwaite, J., 228  
 Brass, D. J.  
   on group misconduct, 208–209  
   on individual misconduct, 206–208,  
   220–221  
   on perpetrators, 211–217, 218–219  
   role of social networks, 203, 229  
   on victims, 209–211, 217–218  
 Buchan, N. R., 125  
 “burden of knowledge,” 189. *See also*  
   scientific misconduct  
 Burger, E. S., 154  
 Burke, K., 343  
 Burks, J. J., 419  
 burnout risk, 312–314, 324–325.  
   *See also* moral self-concept  
 Burt, R. S., 206  
 business schools, 11. *See also* Harvard  
   Business School  
 Butterfield, K. D., 204  
 Cain, D. M., 315–316  
 Calciopoli (media bias example)  
   process model, 450  
   reconstruction period, 458–459  
   scandal discovery/exposure, 455–456  
   setting/context, 452–453  
   social construction/stigmatization,  
   456–458  
   specialized media’s role, 453–455  
 Campana, P., 227  
 Caramanis, C. V., 155–156  
 Carr-Saunders, A. M., 144  
 celebrity firms. *See also* social control  
   agents  
   behavioral changes by, 248–253  
   constituency/societal norms and,  
   243–248, 249–250  
   described, 235–237  
   dynamics of, 261–262  
   exemplars, 242–243  
   extreme behaviors by, 248  
   future research directions, 262–264  
   icons, 245  
   normative changes/shifts, 253–258  
   rebels, 242–243, 245–246, 251  
   redemption of, 258–261  
   self-aggrandizement, 249  
   sell-outs, 246–247, 252–253  
   stakeholder audiences, 239  
 Cellar-Kefauver Act, 37  
 CEO turnover/dismissal, 411, 413–414,  
   415, 419. *See also* organizational  
   wrongdoing  
 Ceranic, T. L., 482  
 Chan, T., 286  
 Chavagneux, C., 153  
 cheating, 19, 33–34, 281, 284, 356–357  
 Chen, C. X., 285–286  
 Cheney, E. R., 219  
 Chick-Fil-A, 251. *See also* celebrity  
   firms  
 Child, C., 385  
 Chugh, Dolly, xiv–xv, 4, 12  
 Clemente, Marco, xv, 8–9, 10  
 client capture, 156–158, 161

- Clinton Administration, 98, 99–100, 101, 107, 441, 450. *See also* financial wrongdoing
- coactivated multiple role identities  
 active disengagement and, 360–361  
 future research avenues, 356–360  
 “institutional roots” in, 362  
 kinship identities, 353–355  
 management of moral behavior, 362–363  
 organizational identification and, 340–343  
 personalization of space and, 360–361  
 professional identity, 351–353  
 religious identity and, 348–351, 361  
 in workplace crimes, 337–340
- Coby, A., 25
- Coffee, J. C., 164
- cognitive-developmental stage theory of moral development, 24–27
- cognitive processes  
 automaticity and, 479  
 punishment and, 372  
 stigma and, 426  
 unethical behavior and, 3–4
- Cohen, G., 125
- Coles, J. L., 411–412
- Commodity Futures Modernization Act, 103–104. *See also* financial wrongdoing
- Common Ingroup Identity Model, 345
- compensation systems  
 classes of, 272–273  
 competition and, 277–278  
 cooperation levels and, 276–277, 286–287  
 counterproductive behaviors in, 293–294  
 crowding out, demotivation from, 279–281  
 effort level in, 274–276  
 employee actions and, 274, 279  
 employee learning and, 291–292  
 excessive risk-taking, 289–291  
 fairness perceptions, 278, 281  
 feedback loops in, 292  
 fraud/theft and, 282–286  
 free-rider problem, 275  
 multi-tasking theory, 281–282  
 organizational-level effects, 290  
 organizational role of, 270–272  
 psychological factors in, 294–295  
 sabotage and, 288–289  
 sorting and, 276, 287–288, 292  
 wrongful behavior and, 2, 5  
 conflict theory, 144–145
- Conrads, J., 283
- conspiracies/conspirators, 214–217
- Cook, K. S., 123–124
- Corley, K. G., 311, 420
- corporate crime. *See* workplace crime
- corporate governance, 411–412, 416. *See also* organizational wrongdoing
- corporate social responsibility, 306–307. *See also* moral self-concept
- corporate wrongdoing. *See* organizational wrongdoing
- corruption  
 corporate, 142–143  
 link to underdevelopment, 120–121  
 performance strain and, 132–133  
 process theories of, 6–7  
 role of social proximity, 124–129
- cost-benefit analysis  
 in financial fraud, 122  
 financial motives and, 449  
 in moral decision-making, 30–32  
 normative violations and, 123  
 role of sanctions in, 322  
 in scientific fraud, 178
- Coughlan, A. T., 410
- Cowen, A. P., 420
- credit rating agencies. *See also* Enron; professional misconduct
- corporate governance and, 420  
 financial fraud and, 149  
 implicit guarantees of, 86  
 independence of, 157–158  
 as market participants, 94–95  
 on MBSs, 104  
 reliance on, 149–150
- Crosina, E., 352
- Croson, R. T. A., 125
- Cullum, J., 309
- D’Alessio, D., 449
- Dawes, R. M., 125

- Day, M. V., 34–35  
 deception, moral status of, 35–36  
 deception game, 20–21  
 decision contexts, 3–4  
 decision-maker attributes, 3, 31  
 Deloitte, 141, 149  
 Department of Justice (DOJ), 214  
 derivative trading, 103–104. *See also*  
 financial wrongdoing  
 Desai, H., 412–413  
 Desai, S. D., 349, 353–354  
 developing markets. *See* emerging  
 markets  
 Devers, C. E., 263  
 deviance, sociology of, 239  
 diffusion, 131, 211–213, 228, 395  
 Ding, W. W., 188  
 distraction, punishment as, 391–392.  
*See also* punishment  
 distrust. *See* trust/distrust  
 dividend payouts, 411. *See also*  
 organizational wrongdoing  
 double deontology, 151–152  
 Downing, E. L., 34–35  
 Durand, Rodolphe, xv, 8–9, 10  
 Durkheim, Emile, 9, 144
- ecological boundaries/perspectives.  
*See also* professional misconduct  
 with investors, 160–162  
 in professional misconduct, 145–146  
 between professionals/clients,  
 156–158  
 between professionals/employers,  
 158–160  
 economic incentives, in misconduct,  
 4–5  
 economic/non-economic penalties, for  
 misconduct, 7  
 economic punishment, 378–379.  
*See also* punishment  
 economic theory, on misconduct, 5  
 Efendi, J., 414  
 Effelsberg, D., 342  
 Efron, D. A., 316  
 Efron, Edith, 448  
 Ellison, C. G., 349–350  
 embedded professional norms, 3  
 emerging markets  
 effects of misconduct in, 114–115  
 social relations/institutions in,  
 116–117  
 enforcement actions, 412. *See also*  
 organizational wrongdoing  
 Enron, 2, 141–142, 149, 150, 157, 215,  
 216–217, 251, 379–380  
 Entman, R. M., 436, 439, 442  
 Epley, N., 208–209  
 Erikson, K. T., 27  
 ERON Mortgage Corporation fraud,  
 210–211, 218  
 Ertimur, Y., 415–416  
 Etherington, L., 151–152  
 ethical behavior. *See also* bounded  
 ethicality  
 automaticity and, 479–480  
 emergence of self in, 478  
 in organizational life, 487–490,  
 493–494  
 self-protection in, 477–478  
 ethical climate, 306–307. *See also* moral  
 self-concept  
 ethical dilemma  
 in deception, 35  
 nature of, 3  
 right vs. right as, 359–360  
 ethical identity, 306–307. *See also*  
 moral self-concept  
 ethical infrastructure, 306–307.  
*See also* moral self-concept  
 ethical learning  
 framework for, 475–476, 480–481,  
 491–492, 494–495  
 mindset for growth, 484–486  
 moral identity and, 481–483  
 in organizations, 4  
 psychological literacy and, 483–484,  
 492–493  
 psychological safety and, 490–491  
 self-threat and, 476–477, 486, 491  
 ethics/ethicality  
 consensus approach, 22–23  
 construct definition, 22  
 content approach, 22  
 descriptive vs. normative, 22  
 Everton, S. F., 206  
 executive compensation, organizational  
 wrongdoing and, 410  
 exemplar firms, 242–243. *See also*  
 celebrity firms

- Fama, E. F., 407  
 Farber, D. B., 416  
 Farrell, K. A., 411  
 Faulconbridge, James, xv, 6, 8–9  
 Faulkner, R. R.  
   on conspiracies, 215–217, 222  
   data analyses, 225, 229  
   on Fountain Oil & Gas fraud, 210–211, 217–218, 223  
   on price-fixing scandals, 187, 218–219  
   on social networks, 193, 203  
 Federal Deposit Insurance Corporation (FDIC), 82, 97. *See also* financial wrongdoing  
 Ferr, F., 415–416  
 Ferroz, E. H., 410  
 Fich, E. M., 411–412  
 FIFA, 2  
 financial crisis, 105, 116, 121, 422  
 financial fraud  
   credit rating agencies and, 149  
   director/board turnover and, 411–412  
   firms caught/uncaught in, 421  
   macro studies on, 9  
   McKendall/Wagner on, 5  
   Yenkey on, 8–9  
 financial markets, role of professions in, 142–143  
 financial wrongdoing  
   Banking Act (1933), 82, 97  
   corporate–state decoupling, 81  
   corporate–state relations and, 77, 105–107  
   defined, 78  
   derivative trading, 103–104  
   differential social structures in, 78  
   Federal Deposit Insurance Corporation (FDIC), 82, 97  
   financial market expansion, 86–88  
   FIRE sector creation/crisis, 98–100, 104–105  
   Glass-Steagall Act, 82, 87–88, 89, 92–93, 96, 101  
   Gramm-Leach-Bliley Financial Services Modernization Act (1999), 100–103  
   historical contextualization, 81–82  
   home mortgage market, 82–86  
   MBS creation/expansion, 85–86, 93–96, 100, 103–105, 106  
   McFadden Act (1927), 81, 82  
   non-bank banks/non-bank subsidiaries, 90–93  
   occurrence of, 77–78  
   organizational and political-legal arrangements, 97–98  
   organizational political economy theory in, 78–81  
   Private Securities Litigation Reform Act (1995), 100–103  
   resource dependence, 79  
   S&L crisis resolution, 96–98  
   structural holes, concept of, 80, 206–207  
   subprime mortgage market creation, 88–90  
   TILA, 84, 88–89, 90, 94  
 Fine, G. A., 257, 259–260  
 firm celebrity/infamy, 3, 6. *See also* celebrity firms  
 Fiske, S. T., 34–35  
 Fisman, R., 119  
 fixed mindset, 484–486. *See also* ethical learning  
 Fleischmann, Martin, 184–185, 186  
 Flood, J., 154–155  
 Flynn, F. J., 40–41  
 Foddy, M., 125  
 Foot, John, 452  
 Ford Motor Company, 319, 341  
 Fountain Oil and Gas fraud, 210–211, 217–218, 223  
 fraud. *See* corruption; financial wrongdoing  
 “fraud triangle,” 5  
 Freud, S., 27  
 Freytag, G., 258–259. *See also* celebrity firms  
 Fujiwara-Greve, T., 130–131  
 Furman, J., 193  
 Gabbioneta, Claudia, xv–xvi, 6, 8–9, 148–149  
 Gaertner, S. L., 345  
 Garcia, S. M., 286  
 gate-keeping failures, 141, 142  
 General Electric (GE), 442

- geo-political boundaries, 151–156.  
*See also* professional misconduct
- Giguère, C., 226
- Gill, D., 283–284
- Gilligan, C., 25–27
- Gilson, S. C., 410
- Gino, F., 23, 283, 349, 353–354
- Glass-Steagall Act, 82, 87–88, 89, 92–93, 96, 101
- glorified self, 249
- Gneezy deception game, 20–21, 35
- Godfrey, P. C., 319
- Gomulya, D., 415
- Google, 247. *See also* celebrity firms
- Gould, E., 285
- Graffin, S. D., 420
- Graham, J., 33–34
- Gramm-Leach-Bliley Financial Services Modernization Act (1999), 100–103. *See also* financial wrongdoing
- Granovetter, M., 120, 187, 206, 211, 218
- Greenberg, J., 285–286
- Green Circle Program, 345
- Greene, J. D., 29–30, 32
- greenmail payments, 414–415
- Greenspan, Alan, 93–96
- Greenwood, Royston, i–ii, xvi, 6, 8–9, 152
- Greve, Henrich R., xvi, 7, 8–9, 130–131, 422–423
- Groeling, T., 448
- “groupthink,” 209, 318–319
- growth mindset, 484–486. *See also* ethical learning
- Gubler, T., 293
- Haidt, J., 28–29, 356–357
- Hall, J. R., 126
- Hamilton, B., 276
- Hamilton, G. G., 206
- Hannah, S. T., 41
- Hardin, R., 123–124
- Harris, Jared D., xvi–xvii, 7, 415
- Harrison, D. A., 487
- Harrison, S. H., 311
- Harvard Business School  
 approach to morality, 51  
 gender equity and, 52
- Haunschild, P. R., 380, 385
- Hayward, M. L. A., 242–243
- Hazarika, S., 413–414
- Heckert, A., 238–239
- Heckert, D., 238–239
- Heimer, C. A., 63
- Heine, S. J., 8
- Heinz dilemma, 24–25
- Hennes, K. M., 413
- Henrich, J., 8
- Hickson, D. J., 8
- Higler, S., 415
- hijacking, moral, 55–57. *See also* moral pursuits
- Hillman, A. J., 420
- Hoffman, M., 287
- Hogan, S. E., 412–413
- Hoi, C. K., 411–412
- homosexuality, 67
- Hou, Dadao, xvii, 5–6
- Houlette, M. A., 345
- Hureau, D., 225
- icon firms, 245. *See also* celebrity firms
- idealism vs. pragmatism, 309–310.  
*See also* moral self-concept
- identification. *See* multiple role identities; organizational identification
- identity extremism/exclusivity, 326–327. *See also* moral self-concept
- immoral behavior, 305–306, 307–308, 324–325. *See also* moral self-concept
- incentive systems. *See* compensation systems
- infamy. *See* celebrity firms
- innateness perspective, of moral capacity, 10
- insider trading networks, 214. *See also* financial fraud; financial wrongdoing
- institutional theory. *See also* punishment  
 on causes of wrongdoing, 5  
 on professional service firms, 6  
 on punishment, 375–376
- investor reactions. *See* financial wrongdoing; victims/victimization

- Jaffe, J. F., 417  
 Jancsics, D., 214, 224  
 Janis, I. L., 209, 318–319  
 Jansen, M. C., 407  
 Jesuits, accounting practices of, 51–52  
 John, L., 283–284  
 Jones, B. F., 189  
 Jones, T. M., 20  
 Jonsson, S., 130–131, 386  
*Journal of Applied Psychology*, 19  
 jurisdictional boundaries, 147–151.  
   *See also* professional misconduct
- Kang, E., 418  
 Kant, Immanuel, 22  
 Kaplan, S. N., 411  
 Kaplan, T., 285  
 Karpoff, J. M., 412, 413–414, 417  
 Kenya, emerging stock market of,  
   121, 128  
 Kern, Mary, xvii, 4, 12  
 Kershaw, D., 154  
 King, Mary, xvii, 6  
 kinship identities, 353–355. *See also*  
   multiple role identities  
 Kish-Gephart, J. J., 487  
 Kitsuse, J. I., 239  
 Klein, A., 414–415  
 Klein, K. J., 307  
 Klimentchenko, D. A., 158  
 Kohlberg, L., 24–28  
 Kozlowski, Dennis, 442  
 Kozlowski, S. W. J., 307  
 KPMG, 153  
 Ku, G., 314–315
- Lange, Donald, xvii, 2–3, 7  
 Larkin, Ian, xvii–xviii, 2, 5, 276, 282  
 Lawler, E. J., 126  
 Lazear, E., 276  
 Leana, C. R., 213  
 learning. *See* ethical learning  
 Leavitt, K., 41, 346–348, 353  
 Lee, D. S., 412  
 Lee, R., 151–152  
 Lehman Brothers, 102–103,  
   105, 154  
 Leider, S., 276  
 Leone, A. J., 413, 419  
 Lepisto, D. A., 352
- lesbian, gay, bisexual, or transgender  
   (LGBT) issues, 67  
 Levi, M., 123–124  
 Levine, E. E., 35–36  
 Levine, S. S., 127  
 Levitt, A., 148  
 Lewinsky, Monica, 441, 450  
 Liu, M., 419  
 lobbying, of national governments,  
   154–155  
 Loewenstein, G., 315–316  
 Lount, R. B., 314–315
- Maber, D. A., 415–416  
 Macey, J. R., 158  
 Maclean, T., 225  
 Magdalene, J. M., 318  
 Mankel, S., 415  
 Manning, Ryann, xviii, 8–9,  
   10, 40  
 Marcel, J. J., 420  
 March, James, G., 8  
 market development, 114, 118, 127,  
   131, 133, 135  
 market participation, trust in, 114–115,  
   117–119  
 Mars, Gerald, 209, 225  
 Martin, G. S., 412  
 Mason-Schrock, D., 426  
*Matthew Effect* (term), 193–194  
 Mayer, D., 154  
 Mazar, N., 349  
 McAfee, A., 284, 285–286  
 McEvily, B., 123  
 McFadden Act (1927), 81, 82. *See also*  
   financial wrongdoing  
 MCI, 37–38  
 McKendall, M. A., 5  
 McKinsey (management consultancy),  
   142  
 media/media bias. *See also* Calciopoli  
   (media bias example); scandals  
   attention/mentions in, 2, 176–177  
   future research/studies, 461  
   research on, 442–450, 467–473  
   role of, 435  
   transgression reporting, 437–438  
 medical research/education, 55–57  
 Medin, D. L., 30  
 Merton, R. K., 193–194

- micro perspective, on causes of misconduct, 3–4
- Miguel, E., 119
- Miller, B. P., 413
- Miller, D. T., 316
- mindlessness, 317–319, 324–325.  
*See also* moral self-concept
- mindset, 484–486. *See also* ethical learning
- misconduct. *See also* organizational misconduct  
 by groups, 208–209  
 by individuals, 206–208, 220–221  
 institutional context in, 222  
 nature/types of, 221–222
- Mishina, Yuri, xviii, 3, 6
- mission, overidentification with, 3
- Mitchell, G., 31, 41
- Moggi, Luciano, 452, 453, 454–455, 456, 457, 458–459, 460. *See also* Calciopoli (media bias example)
- Mohliner, A. C., 228
- money laundering, 152. *See also* financial wrongdoing
- Monin, B., 27–28, 29, 31
- Moore, Celia, xviii, 6, 7, 23, 213
- Moore, D. A., 315–316
- Moorhead, R., 154
- moral assembling, 57–59, 69. *See also* moral pursuits
- moral attentiveness, 306–307. *See also* moral self-concept
- moral beliefs/convictions, 306–307.  
*See also* moral self-concept
- moral blurring, 59–62, 69. *See also* moral pursuits
- moral capacity, evolutionary basis/innateness of, 10
- moral certainty/character, 306–307.  
*See also* moral self-concept
- moral circumscribing, 63–66, 69
- moral “credentialing,” 195, 198, 315
- moral decision-making, cost–benefit analysis in, 30–32
- moral development/judgment, 24–27, 306–307. *See also* moral self-concept
- moral disengagement, 479. *See also* ethical behavior
- moral domain, 10, 17, 24–27, 33–35, 65
- moral drift, 317–319, 324–325.  
*See also* moral self-concept
- moral foundations, 306–307. *See also* moral self-concept
- moral foundations theory, 10, 33, 34, 356–357
- moral hijacking, 55–57, 69. *See also* moral pursuits
- moral identity, 305, 306–307, 481–483. *See also* moral self-concept
- moral integrity/hypocrisy, 306–307.  
*See also* moral self-concept
- moral judgments  
 closed-world assumptions in, 31  
 emotion-based view, 28–29  
 examining disagreements in, 27–29  
 promoting prescription in, 29–32  
 reason-based view, 28
- moral licensing, 7, 314–317, 324–325, 351. *See also* moral self-concept
- moral orders  
 future research needs, 70–71  
 misaligned actions/moral dilemmas in, 68–70  
 moral circumscribing, 63–64, 69  
 moral pursuits and, 49–55  
 moral seceding, 66–68, 69  
 moral spotlighting, 64–66, 69  
 strategies for, 62  
 “wrong paths to right,” 69
- moral psychology, 33, 353
- moral pursuits  
 coexistence with moral orders, 52–55  
 future research needs, 70–71  
 misaligned actions/moral dilemmas in, 68–70  
 moral assembling, 57–59, 69  
 moral blurring, 59–62, 69  
 moral hijacking, 55–57, 69  
 vs. moral orders, 49–52  
 strategies for, 55  
 “wrong paths to right,” 69
- moral seceding, 66–68, 69. *See also* moral orders
- moral self-concept  
 absolutism and, 308–310, 324–325  
 burnout risk, 312–314, 324–325



- moral self-concept (cont.)  
 compensatory/consistency effects, 316  
 counterintentional effects, 319–323, 324–325  
 idealism vs. pragmatism in, 309–310  
 identity extremism/exclusivity, 326–327  
 immoral behavior and, 305–306, 307–308, 324–325  
 internalization of values, 321–322  
 intolerance and, 309  
 mindlessness/moral drift in, 317–319, 324–325  
 moral licensing and, 314–317, 324–325  
 organizational control and, 322–323  
 of “organizational saints,” 305–306, 323–326  
 playing within the rules, 321  
 sacralization process, 311–312  
 self-righteousness, perils of, 310–311  
 terminology for, 306–307  
 value adoption, 322  
 moral spotlighting, 64–66, 69. *See also* moral orders  
 Morgan, J., 287  
 Morgan, S. P., 349–350  
 Morris, T., 152  
 Morselli, C., 225–227  
 mortgage-backed securities (MBSs), 85–86, 93–96, 100, 103–105, 106.  
*See also* financial wrongdoing  
 multiple role identities  
 active disengagement and, 360–361  
 co-activated identifications, 348, 357–359  
 future research avenues, 356–360  
 “institutional roots” in, 362  
 kinship identities, 353–355  
 management of moral behavior, 362–363  
 organizational identification and, 340–343  
 personalization of space and, 360–361  
 professional identity, 351–353  
 religious identity and, 348–351, 361  
 Murnighan, J. K., 314–315  
 Murphy, R., 153  
 Muzio, Daniel, xviii–xix, 3, 6, 8–9  
 Nagel, M., 151–152  
 Nahata, R., 413–414  
 Nash, R., 210–211, 218  
 Natarajan, M., 225–226  
 Negro, G., 130, 420  
 network embeddedness, 187–188, 196–197. *See also* scientific misconduct  
 Neu, D., 225  
 Nickerson, J., 276  
 Nicolson, D., 151–152  
 Niderle, M., 276  
 Nixon administration, 209, 219, 441  
 Norenzayan, A., 8  
 Obama, Barack, 29–30  
 off-shoring, 152–153. *See also* financial wrongdoing; professional misconduct  
*Organizational Behavior and Human Decision Processes*, 19  
 organizational exhaustion, 314  
 organizational identification, 6, 340–343. *See also* workplace crime  
 organizational misconduct. *See also* organizational wrongdoing; punishment; scholarship, on organization misconduct  
 as common/consequential, 12  
 media attention/mentions, 2, 176–177  
 as normal phenomenon, 2–3  
 range of behaviors, 1  
 organizational reputation, punishment and, 385–386. *See also* punishment  
 “organizational saints,” 2–3, 305–306, 323–326. *See also* moral self-concept  
 organizational sinners, 305. *See also* moral self-concept  
 organizational status, punishment and, 386–387. *See also* punishment  
 organizational stigma. *See also* organizational wrongdoing  
 by association, 417–418  
 cognitive processes and, 426  
 employee turnover and, 417–418

- social construction and, 456–458  
 in spread of distrust, 129–132  
 organizational virtuousness, 306–307.  
*See also* moral self-concept  
 organizational wrongdoing. *See also*  
 Sarbanes-Oxley reforms  
 backdating options, 414, 415–416,  
 419  
 bankruptcy proceedings and, 410  
 CEO turnover/dismissal, 411,  
 413–414, 415, 419  
 compensation effects, 423  
 consequences for individuals,  
 404–407, 427–428  
 contrasted views of, 49–52  
 corporate governance and, 411–412,  
 416  
 decision processes, 423–424  
 defined, 404  
 differing character of, 427  
 disclosure effects, 424–425  
 dividend payouts and, 411  
 enforcement actions and, 412  
 executive compensation and, 410  
 greenmail payments, 414–415  
 impact on individuals, 404  
 rank-and-file turnover, 425–426  
 reputational penalties, 418  
 research directions/gaps, 420–427  
 restatements and, 412–413, 415  
 role of, 435–437  
 signaling theory in, 407–408,  
 410–414  
 status/legitimacy loss, 418–420, 424  
 stigmatization and, 129–132,  
 417–418, 425–426, 456–458  
 symbolic management account,  
 408–409, 414–417  
 workplace motivation and,  
 426–427  
*Organization Science* (journal), 19  
*Organization Studies* (journal), 8  
 Orru, M., 206  
 outcome variables. *See* theoretical  
 substance of outcome variables  
 outlaw firms, 251. *See also* celebrity  
 firms  
 outsourcing/subcontracting, in  
 scientific misconduct, 190  
 Owan, H., 276  
 Page, K., 380  
 Pal, D., 289  
 Palan, R., 153  
 Palmer, Donald  
 on “bad apples,” 186  
 biography of, i, xix  
 on categories of wrongdoing,  
 237–238  
 on Cellar-Kefauver Act, 36–38  
 on compensation systems, 293  
 on consensus approach, 22  
 on consequences of wrongdoing,  
 422–423  
 on cultural perspective, 119  
 on PED use, 212, 222, 285  
 on professional misconduct, 148  
 on provincialism, 8  
 on social control agents, 240  
 on social networks, 6, 7  
 Papachristos, A. V., 206, 225  
 parenting, as moral pursuit,  
 63–64  
 Park, K., 410  
 Parmalat, 2, 141  
 Partnoy, F., 157–158  
 Pasadeos, Y., 8  
 Pastena V. S., 410  
 Pavlo, Walter, 37–38  
 pay-for-performance. *See*  
 compensation systems  
 PCUSA (Presbyterian Church of the  
 USA), 66–68  
 performance-enhancing drugs (PEDs),  
 212, 222  
 performance measurement. *See*  
 compensation systems  
 performance strain, in organizational  
 wrongdoing, 132–133  
 perpetrators’ payoffs, 213–217.  
*See also* social networks  
 Perrone, V., 123  
 Perrow, C., 188–189, 225–226  
*Personnel Psychology*, 19  
 Persons, O., 418–419  
 Peterson, K., 413  
 Petit, C, 226  
 Petriglieri, J. L., 426–427  
 Pfarrer, M. D., 235–236, 240–241,  
 243, 245, 246, 247, 259  
 Piaget, J., 27

- Pierce, Lamar  
 biography of, xix  
 on brand salience, 383  
 on compensation systems, 2, 5, 284, 294  
 on ethical norms, 188  
 on pay inequity, 283  
 on peer effects, 287  
 on productivity gains, 285–286
- Pil, F. K., 213
- Pillutla, M. M., 347
- Pinto, J., 213
- Pizarro, D. A., 27–28
- Platow, M., 125
- policy-makers, function of, 134–135
- political economy, 5–6
- Pollock, Timothy G., xix–xx, 3, 6, 242–243, 420
- Pons, B. Stanley, 184–185, 186
- Pontikes, E., 130
- Pooler, D. K., 313
- Porac, Joseph, xx, 8–9, 10
- power theory, on punishment, 376–377, 387–388. *See also* punishment
- Pozner, Jo-Ellen, xx, 7, 219, 422–423
- Pratt, Michael G., xx–xxi, 3, 6, 7, 345–346, 352
- Prechel, Harland, xxi, 5–6
- Presbyterian Church of the USA (PCUSA), 66–68
- Prioreschi, Maurizio, 452, 456–457. *See also* Calciopoli (media bias example)
- Private Securities Litigation Reform Act (1995), 100–103. *See also* financial wrongdoing
- professional ecologies, 146–147
- professional identity, 351–353. *See also* multiple role identities
- professional misconduct. *See also* tax evasion/avoidance  
 boundary types in, 141  
 double deontology dilemma, 151–152  
 ecological boundaries/perspectives, 156–162  
 future research agenda, 163–164  
 geo-political boundaries, 151–156  
 jurisdictional boundaries, 147–151  
 lobbying and, 154–155  
 professional service firms, 3  
 professions  
 ethics and, 144–147  
 as social trustees, 141, 142  
 prosocial lying, 35–36  
 prospect theory, 132  
 provincialism/internalization, in organizational wrongdoing research, 7–9
- Prowse, V., 283–284
- psychological literacy, 483–484, 492–493. *See also* ethical learning
- psychological safety, 490–491. *See also* ethical learning
- Puglisi, R., 437
- punishment  
 agency theory on, 374–375  
 ambiguity and, 383–384  
 associations with, 384–385  
 as assurance, 390–391  
 boundary issues in, 381  
 as consequence of misconduct, 370–372, 396–397  
 deflection of blame in, 389–390  
 as distraction, 391–392  
 economic, 378–379  
 institutional conditions and, 392–393  
 institutional theory on, 375–376  
 motives for, 372–374  
 organizational reputation and, 385–386  
 organizational responses to, 388–389  
 organizational status and, 386–387  
 perpetrators' susceptibility to, 218–219  
 power theory on, 376–377, 387–388  
 reframing reactions to, 390  
 relational, 379–381  
 role of research on, 394–396  
 salience in, 382–383  
 scope of, 378  
 social identity theory on, 377–378
- Rafaeli A., 345–346
- Ramarajan, L., 346

- rank-and-file turnover, 425–426.  
*See also* organizational wrongdoing
- Rao, H., 130
- rating agencies. *See also* Enron; professional misconduct  
 corporate governance and, 420  
 financial fraud and, 149  
 implicit guarantees of, 86  
 independence of, 157–158  
 as market participants, 94–95  
 on MBSs, 104  
 reliance on, 149–150
- Raven, B. H., 209
- Reagan Administration, 89, 90, 93, 102, 105–107. *See also* financial wrongdoing
- Real Estate Investment Mortgage Conduit (REMIC), 95
- Real Estate Investment Trusts (REITs), 95
- rebel firms, 242–243, 245–246. *See also* celebrity firms
- red line, in moral terrain, 47–49
- regulatory frameworks, effectiveness of, 155–156. *See also* professional misconduct
- Reid, E., 346
- Reingen, P. H., 309–310
- Reishus, D., 411
- relational punishment, 379–381.  
*See also* punishment
- relationships. *See* social networks
- religious identity, 348–351, 361.  
*See also* multiple role identities
- reputational penalties, 418. *See also* organizational wrongdoing
- Rest, J. R., 19–20
- restatements, of financial statements, 412–413, 415. *See also* organizational wrongdoing
- Reynolds, S. J., 41, 482, 487
- Rhee, E. Y., 385
- Richter, A., 415
- Rider, C. I., 420
- Rindova, V. P., 235, 242–243, 245, 247
- Rosenfeld, J., 414–415
- Roth, N. L., 121–122, 123
- Roy, J., 225–226
- Rubin, Robert, 98, 101
- Ryanair, 245–246. *See also* celebrity firms
- Sacheva, S., 314–315
- sacralization process, 311–312. *See also* moral self-concept
- Sale, H. A., 158
- Sandino, T., 285–286
- Sappington, D., 289
- Sarbanes-Oxley reforms, 158, 195, 198, 419. *See also* organizational wrongdoing
- Satyam, 2, 383
- savings and loan crisis, 96–98. *See also* financial wrongdoing
- scandals. *See also* Calciopoli (media bias example); media/media bias collective memory/reconstruction, 440–441  
 discovery/exposure of, 439  
 as mediated events, 438–439  
 organizational responses to, 441–442  
 social construction of, 439–440
- Schilit, Howard, 142
- Schilpzand, P., 41
- Schmidt, R. M., 410
- scholarship, on organization  
 misconduct  
 dearth of, 1–3  
 definitional treatment in, 9–10  
 focus on causes, 6–7  
 meso/macro theory in, 4–6  
 micro perspective, 3–4  
 practical applications of, 11–12  
 provincialism/internalization of, 7–9  
 renaissance of, 1
- Schön, Jan Hendrik, 182–183, 189, 197
- Schwab, N., 309
- Schwalbe, M. L., 426
- Schwartz, B., 31, 32
- Schweitzer, M. E., 35–36
- scientific misconduct  
 analysis of, 6  
 “burden of knowledge” in, 189  
 cold fusion case study, 184–185  
 corporate wrongdoing connection, 178, 198–199  
 design/demography/division of labor, 188–190

- scientific misconduct (cont.)  
 diversity of expertise, 189–190  
 institutional field/context and, 190–192  
 intentional/unintentional errors in, 196–197, 198  
*Matthew Effect* in, 193–194  
 network embeddedness, 187–188  
 outsourcing/subcontracting and, 190  
 physics case study, 182–183  
 rational cost–benefit calculation in, 178  
 retraction rate trends, 176  
 social organization of, 186–187  
 social psychology case study, 180–181  
 status processes in, 192–195, 196–197  
 varieties of, 179
- securities analysts, 141–142, 149–150, 420. *See also* professional misconduct
- Securities and Exchange Commission (SEC), 214
- self-aggrandizement, 249
- self-perception. *See* moral self-concept
- self-righteousness, perils of, 310–311. *See also* moral self-concept
- self-threat, 476–477, 486, 491. *See also* bounded ethicality; ethical learning
- sell-out firms, 246–247, 252–253. *See also* celebrity firms
- Seo, Yeonji, xxi, 3, 6
- Sgourev, S. V., 125–126
- Shah, D. V., 450
- Shariff, A. F., 349–350
- Sharkey, A. J., 386
- Sharma, A., 158
- Shivdasani, A., 411–412
- Shu, L. L., 349
- Sierra Leone, justice system in, 57–58
- signaling theory, 407–408, 410–414. *See also* organizational wrongdoing
- signaling theory, in organizational wrongdoing, 410–414
- Sikka, P., 149, 158
- Simmel, G., 187, 206
- Sitkin, S. B., 121–122, 123
- Skaggs, B. C., 203
- Smets, M., 152
- Smith-Crowe, Kristin, i, xxi, 4, 10, 22, 41
- Snow, D., 284, 285–286
- Snyder, J., 188, 287, 437
- social approval, 236, 241, 247, 263
- social control, defined, 239
- social control agents  
 ambiguity and, 383  
 behavior of, 204, 236, 239  
 conspirators and, 227  
 constituency norms and, 257  
 determination of wrongdoing, 240–242  
 firm infamy and, 261, 262  
 influence of, 36–38  
 in moral orders, 49–52, 54, 70  
 organizational elites and, 424–425  
 punishment and, 370–371, 382, 392–393, 394  
 red line concept and, 47–49  
 state's role as, 78, 81  
 in wrongdoing literature, 237
- social identity theory. *See also* punishment  
 core tenant/focus of, 125, 377–378  
 multiple identities and, 345  
 perspectives on wrongdoing, 337–338  
 on punishment, 377–378  
 responses predicted from, 396–397  
 role of punishment, 374, 379, 380–381  
 victimization and, 126  
 in workplace crimes, 343–344
- social interaction perspectives, on causes of wrongdoing, 5
- social movements, 257–258
- social networks  
 analysis of, 5, 6  
 data/methods in analysis of, 224–225  
 group misconduct in, 208–209  
 individual misconduct in, 206–208, 220–221  
 nature of wronging in, 221–222  
 networked criminology in, 225–227  
 at organizational level, 227–229  
 perpetrators in, 211–217, 218–219  
 role of, 203–204, 229–230  
 secrecy/efficiency tradeoff, 226

- temporal dynamics in, 222–223  
 types of, 205–206, 223–224  
 victims in, 209–211, 217–218  
 social proximity, of victims/  
 perpetrators, 124–129  
 social relations/institutions, in emerging  
 markets, 116–117  
 social ties. *See* social networks  
 sociological incentives, in motivation of  
 misconduct, 4–5  
 Solga, M., 342  
 Sorenson, Olav, xxi–xxii, 6  
 Staffen, L. R., 63  
 Standard and Poors, 141. *See also*  
 professional misconduct  
 Stapel, Diederick A., 180–181, 186,  
 187–188, 192, 193, 197  
 Starbuck, 246–247. *See also* celebrity  
 firms  
 status  
 causes of wrongdoing and, 5  
 deception and, 35–36  
 imbalance ties in, 206–207  
 loss of legitimacy and, 418–420, 424  
 punishment and, 386–387  
 in scientific misconduct, 192–195,  
 196–197  
 Staw, B. M., 39  
 Steele, C., 125  
 stigma. *See also* organizational  
 wrongdoing  
 by association, 417–418  
 cognitive processes and, 426  
 employee turnover and, 417–418  
 social construction and,  
 456–458  
 in spread of distrust, 129–132  
 structural assurance, 159–160  
 structural holes, concept of, 80,  
 206–207  
 Stuart, C., 213  
 Stuart, T., 188  
 Sullivan, B. N., 8, 228–229, 380  
 sustained activism, 257–258  
 Sutherland, E., 78, 188,  
 211–212  
 Swaggart, Jimmy, 311  
 Swiss banks, 152  
 symbolic management, 408–409,  
 414–417  
 Tausch, N., 342  
 tax evasion/avoidance, 152, 153, 154  
 Tax Reform Act of 1986 (TRA86),  
 95–96. *See also* financial  
 wrongdoing  
 Teh, Daphne, xxii, 7, 8–9  
 Tenbrunsel, A. E., 22  
 Tetlock, P. E., 31, 41  
 theoretical substance of outcome  
 variables  
 articles reviewed, 19  
 classification of studies, 19–20  
 conceptual/explicit definitions  
 in, 20  
 ethicality, construct definition of,  
 22–23  
 matrix task/deception game use,  
 20–21  
 moral ambiguity, 40–41  
 moral development/judgement,  
 24–27  
 moral domain, mapping of, 33–35  
 moral status, reconsideration of,  
 35–36  
 phenomenon-driven scholarship, 39  
 prosocial lying, 35–36  
 scope/body of knowledge, 21  
 theory building, 36–38  
 Thoits, P., 345  
 Thompson, J. B., 436  
 Timap (“Stand Up”) for Justice,  
 57–59  
 Timberland, 251. *See also* celebrity  
 firms  
 Toffel, M., 383  
 Tour de France, 212  
 tournament-based pay structures. *See*  
 compensation systems  
 Trail, T. E., 34–35  
 Treviño, L. K., 17, 487  
 Tropp, L. R., 125  
 trust/distrust  
 market participation and, 114–115,  
 117–119  
 normative vs. instrumental distrust,  
 119–123  
 organizational stigma and, 129–132,  
 417–418  
 as organizing principle, 115–116  
 performance strain and, 132–133

- trust/distrust (cont.)  
 policy-makers role in, 134–135  
 social context of, 123–124  
 social proximity and, 124–129  
 Truth in Lending Act (TILA), 84,  
 88–89, 90, 94  
 Tyco, 2  
 Tyco scandal, 442
- Umphress, E. E., 342  
 Union Carbide, 257  
 Urry, J., 153  
 Usdiken, B., 8  
 U. S. Postal Team (bicycle racing),  
 37–38
- Vadera, Abhijeet K., xxii, 3, 6, 7  
 Varese, F., 227  
 Vaughn, D., 188–189  
 Vesterlund, L., 276  
 victims/victimization  
 exposure to harm, 217–218  
 extension of wrongdoing in,  
 209–211  
 organizational wrongdoing and,  
 114–115  
 reaction of victims, 116  
 role of social proximity, 124–129  
 Vlassopoulos, M., 283–284  
 Vohs, K. D., 308  
 Volcker, Paul, 89, 93, 96
- wages. *See* compensation systems  
 Wagner, D. M., 320  
 Wagner, J., 5  
 Waguespack, D. M., 125–126  
 Warner, J. B., 410  
 Warren, D. E., 41, 242  
 Watergate scandal, 209, 219, 441  
 Watts, R. L., 410  
 Waytz, A., 208–209  
 Weaver, G. R., 487  
 Webb, J. S., 151–152  
 WEIRD people (Western, educated,  
 industrialized, rich, and  
 democratic), 8  
 Welch, Jack, 442  
 Westphal, J. D., 228  
 Whidbee, D. A., 411  
 Wiersma, M. F., 415, 419
- Wilde, Oscar, 256, 440  
 Wilkins, M. S., 412–413  
 Wilson, P. A., 144  
 Wiltermuth, S. S., 40–41  
 Withers, M. C., 420  
 workplace crime  
 active disengagement and,  
 360–361  
 co-activated identifications in, 348,  
 357–359  
 future research avenues, 356–360  
 identity perspectives on, 337–340  
 “institutional roots” in, 362  
 kinship identities and, 353–355  
 management of moral behavior,  
 362–363  
 multiple role identities in, 343–348  
 organizational identification and,  
 340–343  
 personalization of space and,  
 360–361  
 professional identity and,  
 351–353  
 religious identity and, 348–351, 361  
 workplace motivation, 426–427  
 WorldCom, 2, 153, 157, 251  
 Wright, J. C., 309  
 Wright, L., 311  
 wrongdoing. *See also* financial  
 wrongdoing; organizational  
 wrongdoing  
 assessment of, 239  
 contrasted views of, 49–52  
 defined/categorized, 237–239  
 definitional treatment of, 8–9  
 by groups, 208–209  
 by individuals, 206–208  
 nature/types of, 204–205  
 perpetrators of, 211–217  
 punishment and, 218–219  
 role of social networks in,  
 203–204  
 social constructionist view, 435  
 temporal dynamics in, 222–223  
 victims of, 209–211, 217–218  
 “wrong paths to right,” 69. *See also*  
 moral orders; moral pursuits  
 Wruck, K. H., 410  
 Wu, Y., 411, 413  
 Wurthmann, K. A., 219

*Index*

519

- Yamagishi, T., 125  
Yenkey, Christopher B., xxii, 6, 7, 8–9,  
212, 222, 285  
Zaheer, A., 123  
Zajac, E. J., 228  
Zavyalova, A., 235–236, 240–241,  
243, 245, 246, 247, 259  
Zhang, Teng, xxiii, 4, 10  
Zhang, Y., 415, 419  
Zhong, C. -B., 314–315  
Zuckerman, E. W., 125–126