

Index

- Abe, Shinzo, 176
 Academy of Management, 2, 152
 Adequate wages, meaningful work and, 67–70
 Aetna Insurance, 67–68
 African-Americans, segregation and, 175–76
 Albrecht, Greg, 89
 Alien Tort Claims Act, 186–87
 Allstate Insurance, 58
 Al Qaeda, 179, 205
 Altman, Matthew, 87, 105–12, 113–15, 117, 120
 Altruism, 137
 Andersen, Elmer, 154
 Anti-bribery ethic, 172–74
 competitive advantage and, 172–74
 efficiency, bribery and, 172–74
 hypothesis regarding, 172
 overview, 171
 reputation, bribery and, 172–74
 Anti-utilitarian perspective, firm as moral community and, 85–86, 87
 Appiah, Kwame Anthony, 200
 Apple Computers, 176
 Argyris, Chris, 96–97
 Aristotle, 139
 Arnold, Denis, 4, 5, 114–15, 116–18, 123, 124, 187–89, 192–93
 Asea Brown Boveri (ABB), 99–100
 Asymmetrical information
 managers, role of in reducing, 53–54
 “respect for persons” principle and, 52
 Authoritarian hierarchical management, 84
 Automobile Manufacturers Association, 52
 Autonomy
 leadership and, 100
 “respect for persons” principle and, 43–44, 54–57
 Avarice, 66–67
 Barnevik, Percy, 99–100
 Bazerman, Max H., 23, 25
 Behavioral ethics
 criticism of categorical imperative and, 22–26
 historical background, 24
 overview, 2, 3–4
 Beitz, Charles, 164
 Beneficence
 Corporate Social Responsibility and, 155–58
 duty of, 155–58
 firm as moral community,
 beneficence principle and, 87–90
 as imperfect duty, 144–49, 156–57
 profit versus, 146, 147–48
 risk in, 146–47
 sustainability and, 195–97
 Bernard, Chester, 152
 Bertolini, Mark, 67–68
Black’s Law Dictionary, 105
Blind Spots, Why We Fail to Do What’s Right and What to Do About It (Bazerman & Tenbrunsel), 23
 Boatright, John, 141
 Boulding, Kenneth, 30
 Bowen, Howard R., 152–53, 192–93
 Bowie, Norman E., 161n16
 Bradley, Francis Herbert, 11
 Bratman, Michael, 114–16, 117–18, 124
 Bratsky (Russian firm), 13
 Breach of contract
 as immoral practice, 8–9, 10
 motive and, 131

- Bribery. *See* Anti-bribery ethic
 British Petroleum, 8
 Broken promises
 as immoral practice, 8–9
 motive and, 131
 Bromiley, P., 32–35, 40n47, 94–95
 Buddhist ethics, 199
 Bush, George W., 179
 Business case for Corporate Social Responsibility, 151, 153
Business Ethics Quarterly, 1, 2, 22, 25, 185
Business Horizons, 100–01
 Business judgment rule, 147, 161n20
- Capitalism
 in China, 180–81
 democratic institutions, as supporting, 180–83
 diversity versus common humanity, criticism based on, 198–99
 economic internationalism, criticism of, 201–03
 ethnic culture and, 202–03
 human rights and (*See* Human rights)
 international business (*See* International business)
 Kantian capitalism, 144–49, 178–80
 in Myanmar, 181
 non-interventionism and, 178–80
 in Russia, 180–81
 tolerance, as supporting, 203–05
 in Tunisia, 181
 in Turkey, 180–81
 Western-centric nature of, criticism based on, 199–201
 world peace, as supporting, 183–85
Capitalism and Freedom (Friedman), 181
 Carr, Albert, 7–8, 41
 Carroll, Archie B., 152–54
 Carson, Thomas L., 59, 60
 Case, John, 58
 Categorical imperative
 breach of contract and, 8–9
 broken promises and, 8–9
 criticism of (*See* Criticism of categorical imperative)
 exceptions to rules, 20
 firm as moral community, consistency with, 85, 87
 human rights and, 193
 “kingdom of ends” formulation of (*See* Moral community, firm as)
 lying and, 8–9
 moral agency and, 107, 109–11
 moral judgment, role of, 20–21
 pragmatically inconsistent maxims in, 26–29
 “respect for persons” principle of (*See* “Respect for persons” principle)
 trust and, 29–36 (*See also* Trust)
 universal law formulation of, 10–14
 Censorship, 207n21
 Central human capabilities theory, 200
 Ceridian Corporation, 151–52
 Chamberlain, Neil, 151
 Charitable contributions. *See* Philanthropy
 China
 capitalism in, 180–81
 economic internationalism and, 202
 market economy in, 207n19
 “Choice argument,” 190
 Chrysler Corporation, 52
 Ciulla, Joanne, 74–76, 78
 CleanGovBiz, 174
 Codes of ethics, 54–57
 Coercion
 employment contracts and, 48–49, 51–52
 institutional coercion, 49–50
 managers, role of in reducing, 53–54
 “respect for persons” principle and, 47–53
 warranties and, 51–52
 Cognitive dissonance, universal ethical values in business and, 169–70
 Colonialism, 179
 Columbia University, Earth Institute, 197
 Commission system, 34
 Common humanity versus diversity, 198–99
 Competitive advantage
 bribery and, 172–74
 discrimination and, 174–77
 trust and, 32

- universal ethical values in business and, 170
- universal standards of business ethics and, 171–72
- Competitive Advantage Through People* (Pfeffer), 70
- Complex business transactions, trust in, 30–31
- Control Data, 151–52
- Cooperative enterprises, 97
- Corporate agency, 1–2, 4, 114–15, 117–20
- Corporate culture, moral agency and, 111–13
- Corporate intentionality, moral agency and, 116–17
- Corporate internal decision structures, 109
- Corporate personhood, 104–05
- Corporate Social Responsibility (CSR)
 - beneficence, duty of, 155–58
 - business case for, 151, 153
 - Dubbink on, 158–59
 - in European Union, 149–51
 - Green Paper*, 149–51
 - historical background, 152–53
 - human rights and, 150–51
 - as imperfect duty, 154–55
 - “Iron Law of Responsibility,” 153
 - Lea on, 154–55
 - limited responsibility thesis, 151–52
 - Mansell on, 159
 - moral agency and, 105–06
 - non-financial stakeholders and, 154–55
 - overview, 5, 87, 149
 - profit and, 151
 - pyramid of, 153–54
 - shareholders and, 159
 - Smith on, 155–58
 - sustainability and, 149–50, 151
 - van Liedekerke on, 158–59
 - virtue, duty of, 158–59
- Cosmopolitan perspective of capitalism, 164
 - on international business, 164–65
- Costco, 69, 71
- Cragg, Wesley, 186, 187, 188–89
- Criminal law, duty and, 132–33
- Criticism of categorical imperative
 - absolutist nature of, 14–15
 - application versus justification, 16–17
 - behavioral ethics and, 22–26
 - difficulty in determining appropriate maxim, 19–22
 - difficulty of task and, 37n3
 - generalization objection, 16, 17–18
 - indeterminacy objection, 17
 - overview, 3
 - special relationships and, 15
- CSR. *See* Corporate Social Responsibility (CSR)
- Cummings, L., 32–35, 40n47
- Cynicism toward corporations, 136–37
- Dancy, J., 17
- Davis, Keith, 153
- Dawes, Robyn, 178
- Dayton Hudson Corporation, 101, 152. *See also* Target Corporation
- D’Cruz, Jason, 24, 39n32
- Deceit, “respect for persons” principle and, 47–53
- Deceptive advertising, 59–61
- De George, Richard, 166
- Democratic institutions, capitalism as supporting, 180–83
- Descartes, Rene, 45
- Desjardins, Joseph, 74, 76–78
- Dignity, “respect for persons” principle and, 43, 44, 46–47
- Discrimination *See* Non-discrimination ethic
- Diversity versus common humanity, 198–99
- Donaldson, Tom, 85, 166
- Doris, John, 24
- Dual motives, 133–35
- Dubbink, Wim, 1, 16–18, 154, 158–59
- Due diligence regarding human rights, 186
- Dunfee, Thomas W., 85, 166–67
- Duty
 - of beneficence, 155–58
 - criminal law and, 132–33
 - fundamental rights, arising from, 166–67
 - imperfect duty (*See* Imperfect duty)
 - meaningful work, providing, 62–66

- Duty (*cont.*)
 morality and, 133
 as motive, 136
 perfect duty (*See* Perfect duty)
 profit and, 137, 142–44
 prudential duty versus moral
 duty, 142
 “respect for persons” principle
 and, 44
 of virtue, 158–59
 Dyer, Barbara, 69
- Economic internationalism, criticism
 of, 201–03
The Economist, 58, 93
 Efficiency, bribery and, 172–74
 Egalitarian principle, 93
 Empirical research, 2–3
 Empirical testing of universal
 standards of business
 ethics, 171–72
 Employment at will, 53–54
 Employment contracts, coercion and,
 48–49, 51–52
 Empowerment, 33
The End of History and the Last Man
 (Fukuyama), 5, 182, 204
 Englander, Fred, 191
 Enron Corporation, 25
 Ethics programs, 4, 54–57
 Ethnic culture, capitalism and, 202–03
 European Union, Corporate Social
 Responsibility in, 149–51
 Executive compensation, firm as moral
 community and, 93–95
- Fairness, firm as moral community
 and, 85–86
 Federal Sentencing Guidelines, 55
Forbes, 197
 Ford, Henry, 140
 Ford, Henry II, 151
Fortune, 203–05
*Foundations of the Metaphysics of
 Morals* (Kant), 24, 27–28, 37n3,
 39n36, 45, 63, 154, 160n4
 Frank, Robert, 93, 137–38
 Freedom, “respect for persons”
 principle and, 44–46
 Free-loading as immoral practice, 12
- Freeman, R. Edward, 117, 141, 152,
 157, 194
 Free will, moral agency and, 107
 French, Peter, 1–2, 114–15, 124
 Friedman, Milton, 87–88, 105–06,
 142, 154, 159, 175–76, 181–82
 Fruit of the Loom, Inc., 191
 Fukuyama, Francis, 5, 30–32, 180,
 181, 182–83, 204
The Functions of the Executive
 (Bernard), 152
 Fundamental rights, duty arising
 from, 166–67
- G. Heileman Brewing Company, 61
 Gap Inc., 191
 Gender discrimination, 176–77
 General Accounting Office, 94
 Genocide, 179
 Gifford, Kathie Lee, 191
 Global Compact (UN), 197
 Globalization, criticism of, 201–03
 Golden Rule, 7, 8, 18, 41, 60
The Good Jobs Strategy (Ton), 71
 Goodpaster, Kenneth, 152
 Government procurement, 31
The Great Game of Business
 (Stack), 57–58
 Greenberg, Jerald, 92
*Green Paper Promoting a European
 Framework for Corporate Social
 Responsibility* (EU), 149–51
*Groundwork of the Metaphysics of
 Morals* (Kant). *See* *Foundations of
 the Metaphysics of Morals* (Kant)
- Group agency, 114–15
 Gundemark, Ulf, 99–100
 Guyer, Paul, 179
- Handbook of Trust Research*, 40n47
 Handy, Charles, 35
 “Hard-core trust,” 35
 Harmon, Gilbert, 24
 Harris, Jared, 94–95
 Hart, Stuart L., 196–97
Harvard Business Review, 7–8
 Harvard Business School, 96, 99–100
 HB Fuller Company, 154
 Heath, Joseph, 141
 Hegel, G.W.F., 11

- H.J. Heinz Company, 198
 Henry, Jules, 59
 Henson, Richard, 134
 Herman, Barbara, 3, 20–21, 113–14, 134–36, 137
 Herman Miller, Inc., 58
 Hess, Kendy, 4, 104, 106, 107, 117–20, 123, 124, 128n65
 Hewlett-Packard, 8
 Hickman, Jeff, 89
 High asset specificity, 168–69
 Hill, Thomas E., Jr., 44, 62–63, 64, 65, 83–84
 Hindu ethics, 199
 Hirschman, Albert O., 179
 Hitachi Foundation, 69
 Hobbes, Thomas, 26, 101, 121
 Home Depot, 201
 Honesty and trust ethic, 171, 172, 177–78
 Hsieh, Nien-he, 90–91
 Human fulfillment view of meaningful work, 76–78
 Human rights
 Arnold on, 187–89
 categorical imperative and, 193
 “choice argument” and, 190
 Corporate Social Responsibility and, 150–51
 due diligence regarding, 186
 living wage and, 193, 194–95
 normative foundation for, 187, 189
 positive rights and, 193
 prudential versus moral basis for, 185–86, 188–89
 Ruggie Principles, 5, 165, 185–86, 187, 188–89
 safety nets and, 194
 suppliers, responsibilities of, 192–95
 sweatshops and, 189–95
 Human Rights Council (UN), 185
 Hume, David, 184
 Hutcheson, Francis, 24
 Hutchinson, Peter, 152
 Hypernorms, 166–67
 Ikea, 68
 Immoral practices
 breach of contract as, 8–9, 10
 broken promises as, 8–9
 free-loading as, 12
 line-cutting as, 11
 lying as, 8–9
 overview, 3–4, 7–8
 theft as, 10–11
 trust and (*See* Trust)
 Imperfect duty
 beneficence as, 144–49, 156–57
 Corporate Social Responsibility as, 154–55
 overview, 80n28, 137
 perfect duty versus, 144–49
 philanthropy as, 144–49
 Incentive, motive and, 135
 Income inequality
 firm as moral community and, 93–95
 overview, 4
 Infosys, 36
 Institutional coercion, 49–50
 Instrumental profit theory, 140, 141
 Instrumental view of meaningful work, 76–78
Integrating the Individual and the Organization (Argyris), 97
 Intel, 58
 International business
 cosmopolitan perspective on, 164–65
 democratic institutions and, 180–83
 human rights and (*See* Human rights)
 multinational corporations, ethical values of, 167–68
 non-interventionism and, 178–80
 overview, 5, 164–65, 205–06
 International Monetary Fund, 174
 Intrafirm trust, 33–34
 Irkutsk Energo (Russian firm), 13
 “Iron Law of Responsibility,” 153
 ISIS, 179, 199, 205
 Islam, conflict within, 205
 Israeli-Palestinian conflict, 204
 Japan, economic internationalism and, 202
 J.C. Penny Company, Inc., 191
 Johnson & Johnson, 54–55, 168, 169
 Joint ventures, 34

- Journal of Business Ethics*, 1
Journal of Management, 22
Justice, firm as moral community
and, 85–86
Justice as Fairness (Rawls), 90
- Kant, Immanuel. *See specific topic*
Kantian capitalism, 144–49, 178–80
Kantian ethics programs, 4, 54–57
Kates, Michael, 190
Keillor, Garrison, 94
Kernaghan, Charles, 191
“Kingdom of ends” formulation of
categorical imperative. *See* Moral
community, firm as
Korsgaard, Christine, 10, 11, 27–28,
29, 30, 38n18, 39n36, 46, 48,
83, 114
- The Law of Peoples* (Rawls), 90,
179, 205
Layoffs, 48–49, 53
Lea, David, 154–55, 159
Leadership
autonomy and, 100
firm as moral community
and, 97–100
overview, 4
participative management, 98–99
Leadership Development Journal, 4
Lectures on Ethics (Kant), 132,
160n4
Leibniz, Gottfried Wilhelm, 45
Leventhal, G.S., 92
Levi Strauss & Company, 191
Lewicki, R.J., 92
Limited responsibility thesis, 151–52
Lindahl, Goran, 99–100
Line-cutting as immoral
practice, 11
Living wage, 193, 194–95
Liz Claiborne, Inc., 191
Locke, John, 26
Logical contradiction, 27–28
Long-run profit versus short-run
profit, 147
The Loyalty Effect
(Reichheld), 139–40
LPK (Russian firm), 13
Lying as immoral practice, 8–9
- MacArthur, Amy, 1, 4, 120–24
Malpractice, 31
Management Ethics (Bowie),
47, 192–93
Managers, role of in reducing
coercion, 53–54
Mansell, Samuel, 154, 159, 163n48
Market, morality of, 165–68
Market economy, 207n19
Massachusetts Institute of
Technology (MIT)
Living Wage Calculator, 68
Sloan School of Management, 69, 71
McDonald’s Corporation, 201
McDowell, J., 17
“McWorld,” 198, 201
Meaningful work
adequate wages and, 67–70
avarice and, 66–67
best practices regarding, 70–73
conditions of, 70
criticism of, 73–78
duty to provide, 62–66
instrumental view versus human
fulfillment view, 76–78
Kantian ethics and, 66–73
minimum wage and, 67–70
overview, 4
positive freedom and, 62–63, 65–66
“respect for persons” principle
and, 62–66
self-respect and, 66, 67
unions and, 75
worthy work versus, 74–76, 81n51
Mercantona, 71
Merck, George II, 140
Merck & Company, 8, 136, 140
Merritt, Maria, 24
The Metaphysical Principles of Virtue
(Kant), 15, 89–90
Metaphysics of Morals (Kant), 1, 63,
87, 111, 120–21, 132–33, 154,
156, 160n4, 188
Mill, John Stuart, 183–84
Minimum wage, meaningful work
and, 67–70
Moral agency
Altman on, 105–12, 113–15
Arnold on, 114–15, 116–17
Bratman on, 114–16

- categorical imperative and, 107, 109–11
- conditions of, 104
- corporate agency, 114–15, 117–20
- corporate culture and, 111–13
- corporate intentionality and, 116–17
- corporate internal decision structures and, 109
- Corporate Social Responsibility and, 105–06
- free will and, 107
- French on, 114–15
- group agency, 114–15
- Hess on, 117–20
- individual versus organizational responsibility, 111–13
- MacArthur on, 120–24
- rational point of view and, 118–19
- “respect for persons” principle and, 45
- rules of moral salience and, 113–14
- shared intentionality and, 115–16
- Moral community, firm as
 - anti-utilitarian perspective, 85–86, 87
 - beneficence principle, 87–90
 - categorical imperative, consistency with, 85, 87
 - executive compensation and, 93–95
 - income inequality and, 93–95
 - justice and fairness and, 85–86, 90–95
 - leadership and, 97–100
 - moral agency (*See* Moral agency)
 - non-priority requirement, 86
 - organizations, nature of, 95–97
 - overview, 82–84
 - participation and, 86
 - participative management, 98–99
 - principles of, 84–85
 - reciprocal moral duties and, 100–04
 - stakeholder interests and, 85
 - tax breaks and, 89
- Moral duty versus prudential duty, 142
- Morality
 - duty and, 133
 - human rights, prudential versus moral basis for, 185–86, 188–89
 - immoral practices (*See* Immoral practices)
 - of market, 165–68
 - profit, moral obligation to seek, 142–44
 - proper motive and, 4–5, 130
- Motive
 - breach of contract and, 131
 - broken promises and, 131
 - dual motives, 133–35
 - duty as, 136
 - incentive and, 135
 - overcharging and, 131
 - over-determination of, 133–35
 - profit as, 137, 141–42
 - proper motive, morality and, 4–5, 130
 - reason versus, 135
 - truth-telling and, 131–32
- Multinational corporations. *See* International business
- Myanmar, capitalism in, 181
- Nardin, Terry, 164
- National Labor Corporation, 191
- Nike, Inc., 191, 193–94
- 9/11 attacks, 204
- Non-discrimination ethic, 174–77
 - competitive advantage and, 174–77
 - gender discrimination, 176–77
 - hypothesis regarding, 172
 - overview, 171
 - racial discrimination, 175–76
 - sexual orientation discrimination, 176
- Non-interventionism, capitalism and, 178–80
- Non-priority requirement, firm as moral community and, 86
- Normative foundation for human rights, 187, 189
- Norris, William C., 151–52
- Nussbaum, Martha, 200
- Obama, Barack, 179
- O’Neill, Onora, 39n38, 45–47, 49–50, 55, 64–65, 114, 155, 200
- Open book management, 57–59
- Organisation for Economic Cooperation and Development (OECD), 174, 206n10

- Organizations
 cooperative enterprises, 97
 firm as moral community
 and, 95–97
 nature of, 95–97
 personality and organization (P and O) theory, 96–97
 social unions, 95–96
- Ouchi, William, 91
- Overcharging, 131
- Over-determination of motive, 133–35
- Palestinian-Israeli conflict, 204
- P and O (Personality and organization) theory, 96–97
- “Paradox of profit,” 139–40
- Participation, firm as moral community and, 86
- Participative management, 98–99
- Passions Within Reason* (Frank), 137
- Peace, capitalism as supporting, 183–85
- Perfect duty
 imperfect duty versus, 144–49
 profit as, 142–43, 144–49
- Perpetual Peace* (Kant), 121, 178–79
- Personality and organization (P and O) theory, 96–97
- Pew Charitable Trust, 89
- Pfeffer, Jeffrey, 70–71, 73, 76, 78
- Philanthropy
 as imperfect duty, 144–49
 profit versus, 146, 147–48
 risk in, 146–47
 strategic philanthropy, 152
- Phillips, Robert, 93
- Philosophers on business ethics, 2
- Piallat, Jennifer, 68–69
- Pincoffs, Edmund, 86
- Plato, 38n17
- Poker analogy, 7
- Positive freedom, meaningful work and, 62–63, 65–66
- Positive rights, human rights and, 193
- Pragmatically inconsistent maxims, 26–29
- Pragmatic contradiction, 27–28
- Prahalad, C.K., 196–97
- Profit
 beneficence versus, 146, 147–48
- Corporate Social Responsibility
 and, 151
 dual motives and, 133–35
 duty and, 137, 142–44
 instrumental profit theory, 140, 141
 moral obligation to seek, 142–44
 as motive, 137, 141–42
 “paradox of profit,” 139–40
 as perfect duty, 142–43, 144–49
 philanthropy versus, 146, 147–48
 prudential duty versus moral duty, 142
 self-interest and, 138–39
 shareholders and, 142–43, 161n17
 short-run versus long-run, 147
 trust and, 137–38
- Promise breaking
 as immoral practice, 8–9
 motive and, 131
- Proportionality principle, 93
- Prudential duty versus moral duty, 142, 188–89
- Prudential versus moral basis for human rights, 185–86
- Putin, Vladimir, 180–81
- Pyramid of Corporate Social Responsibility, 153–54
- Racial discrimination, 175–76
- RAND Corporation, 204
- Rationality, “respect for persons” principle and, 44–46
- Rational point of view (RPV), moral agency and, 118–19
- Rawls, John, 86, 90–91, 95–96, 101–04, 108–09, 179, 188, 205, 207n15
- Reason versus motive, 135
- Reciprocal moral duties, 100–04
- Reichheld, Frederick F., 139–40
- Reilly, Anthony, 198
- Relativism, 165–66
- Religious fanaticism, 204–05
- Reputation, bribery and, 172–74
- “Respect for persons” principle
 asymmetrical information and, 52
 autonomy and, 43–44, 54–57
 codes of ethics and, 54–57
 coercion and, 47–53 (*See also* Coercion)

- deceit and, 47–53
deceptive advertising and, 59–61
dignity and, 43, 44, 46–47
duty and, 44
employment at will and, 53–54
employment contracts and,
48–49, 51–52
ethics programs and, 54–57
freedom and, 44–46
at individual level, 50
layoffs and, 48–49, 53
at macro-economic level, 50–51
managers, role of, 53–54
meaningful work and, 62–66 (*See also* Meaningful work)
moral agency and, 45
not using employees, 47–53
open book management and, 57–59
overview, 41–43, 61–62, 78
rationality and, 44–46
warranties and, 51–52
Respondeat superior, 192–93
Responsibilities of the Businessman
(Bowen), 152–53
Reynolds, Scott, 4, 22, 25, 55
Rostelcom (Russian firm), 13
Rousseau, Jean Jacques, 121, 123–24
Royal Dutch Shell, 8, 186–87
RPV (Rational point of view), moral
agency and, 118–19
Ruggie, John, 185, 186
Ruggie Principles (UN), 5, 165, 185–
86, 187, 188–89
Rules of moral salience, 113–14
Russia
capitalism in, 180–81
stock market in, 13–14
Rwanda, genocide in, 179
- Sachs, Jeffrey, 197
Safety nets, 194
Santoro, Michael A., 192–93
Sarbanes-Oxley Act, 55
Scharding, Tobey K., 28–29
Schwartz, Mark, 147–48, 151
Segregation, 175–76
Self-interest, profit and, 138–39
Self-respect, meaningful work
and, 66, 67
Sen, Amartya, 200
- Serbia, genocide in, 179
Sex discrimination, 176–77
Sexual orientation discrimination, 176
Shared intentionality, moral agency
and, 115–16
Shareholders
Corporate Social Responsibility
and, 159
profit and, 142–43, 161n17
Sheppard, B.H., 92
Shibulal, S.D., 36
Shiite Muslims, 205
Shore Bank, 152
Short-run profit versus long-run
profit, 147
Simple cash for product transfers,
trust in, 30
Singer, Peter, 15
Situationalism, 39n32
Smith, Adam, 12, 24, 180, 184
Smith, Jeffery, 1, 16–18, 135, 141,
154, 155–58
Smoking by employees, 65–66,
80n33
Snyder, Rick, 89
Social Issues in Management
Division, 2, 152
Social science, business ethics and,
2, 148–49
Social unions, 95–96
Society for Business Ethics, 2
Sollars, Gordon G., 191
Soule, Ed, 34–35, 173, 177–78
Southwest Airlines, 71
Special Representative to the Secretary
General (UN), 186
Spinoza, Baruch, 45
Springfield Remanufacturing
Company, 57–58
Stack, Jack, 57–58
Stakeholder interests, firm as moral
community and, 85
Stakeholder respect. *See* “Respect for
persons” principle
Strategic philanthropy, 152
Strategic plans, 117
Sudan, genocide in, 179
Sunni Muslims, 205
Suppliers, human rights responsibilities
of, 192–95

- Sustainability
 beneficence and, 195–97
 Corporate Social Responsibility and, 149–50, 151
 United Nations Sustainable Development Goals, 165, 185, 195–97, 205
 Sweatshops, human rights and, 189–95
 Syrian refugees, 199
- Target Corporation, 88, 101, 146–47, 152, 159, 191
 Tax breaks, 89
 Taylorism, 84
 Teamwork, 33
 Tenbrunsel, Ann E., 23, 25
 Terrorism, 204
 Theft as immoral practice, 10–11
A Theory of Justice (Rawls), 95–96
 3M Corporation, 36, 167
Ties that Bind (Dunfee), 166–67
 Tolerance, capitalism as supporting, 203–05
 Ton, Zeynep, 71
 Trader Joe's, 71
 Transaction costs
 overview, 5–6
 trust and, 32, 34–35, 40n47
 universal ethical values in business and, 168–69
 Trevino, L.K., 22, 25
 Tribal societies, 199
 Trust, 29–36
 commission system and, 34
 competitive advantage and, 32
 in complex business transactions, 30–31
 empowerment and, 33
 government procurement and, 31
 “hard-core trust,” 35
 intrafirm trust, 33–34
 in joint ventures, 34
 malpractice and, 31
 maxims supporting, 32
 maxims undermining, 30–32
 monitoring and control and, 32–33
 profit and, 137–38
 in simple cash for product transfers, 30
 teamwork and, 33
 transaction costs and, 32, 34–35, 40n47
 as universal standard of business ethics, 171, 172, 177–78
 in virtual corporations, 35
Trust (Fukuyama), 182
 Truth-telling, 131–32
 Tsurumi, Yoshi, 140–41
 Tunisia, capitalism in, 181
 Turkey, capitalism in, 180–81
- Unions, meaningful work and, 75
 United Nations
 Global Compact, 197
 Human Rights Council, 185
 Ruggie Principles, 5, 165, 185–86, 187, 188–89
 Special Representative to the Secretary General, 186
 Sustainable Development Goals, 165, 185, 195–97, 205
 Universal Declaration of Human Rights, 192–93
 Universal ethical values in business
 argument for, 168–71
 cognitive dissonance and, 169–70
 competitive advantage and, 170
 high asset specificity and, 168–69
 transaction costs and, 168–69
 Universal law formulation of categorical imperative, 10–14
 Universal standards of business ethics
 anti-bribery (*See* Anti-bribery ethic)
 argument for, 171–72
 competitive advantage and, 171–72
 empirical testing of, 171–72
 honesty and trust, 171, 172, 177–78
 hypotheses regarding, 171–72
 morality of market and, 165–68
 non-discrimination (*See* Non-discrimination ethic)
 University of Virginia, Darden School, 198
 Utilitarianism
 ethics in finance and, 39n40
 firm as moral community and, 85–86, 87
- Vaaler, Paul, 5–6
 van Liedekerke, L., 154, 158–59
 Virtual corporations, 35

Index

221

- Virtue, duty of, 158–59
 von Hayek, Friedrich, 181
 Voting, 102–03
- Wall Street Journal*, 13, 89
 Wal-Mart, 68, 191, 202
 Walt Disney Company, 191
 Warranties, coercion and, 51–52
 Warsaw School of Economics, 167
The Wealth of Nations (Smith), 180
 Weaver, G.R., 22, 25
 Wertheimer, Staff, 203–05
 Western-centric nature of Kantian philosophy, criticism based on, 199–201
- “When in Rome, do as the Romans do” policy, 165–66, 167, 169–70
 Williamson, Oliver, 49
 Wiwa, Siro, 186–87
 Wood, Allen, 20, 21
 World Bank, 174
 World peace, capitalism as supporting, 183–85
 Worthy work, 74–76, 81n51
- Xi Jinping, 180–81
- Zazie (restaurant), 68–69
 Zoning laws, 201–02