



THE SOCIETY FOR BUSINESS ETHICS NEWSLETTER

Fall, 2003

Volume XIV, Number 2

From the President

Greetings one and all. This is my final posting as outgoing SBE President. I wanted to thank all of you who made this year's SBE conference in Seattle a great success. Christopher Michaelson did a masterful job of organizing the pre-conference session, featuring businesspeople speaking on an array of timely topics. Donna Wood secured a fine keynote speaker—Mary Ann Leeper who spoke about the challenges of marketing to those infected by AIDS. Our partner SIM put on a fine joint reception with Odell Guyton of Microsoft as the speaker. John Boatright negotiated a good rate for us at a fabulous hotel. Many participants said it was the nicest hotel used by SBE in the last ten years. Those of you who

submitted papers and reviewed them did the yeoman's share of work, creating a strong program. Kudos to you!

Next year we will meet in New Orleans. As you probably know, SBE must reserve a large block of rooms and guarantee payment on these rooms. We typically get credit only if you reserve directly with the hotel and book at the SBE conference rate. If you can, I urge you to follow this procedure instead of booking through a discountor or another agent. Hotels are becoming more aggressive and strict about penalizing conference groups that fail to fill up their block. The

penalties are not small. This week the Wall Street Journal wrote a piece on the topic—the average penalty paid was \$80,000. Yes, you read that number right. Even a smaller fine could wipe out our entire SBE surplus and budget. Remember that the rate you pay also covers the meeting rooms, which we must have in order to hold a conference.

Watch for the call for papers for next year's conference in our newsletter. It has been a pleasure and honor to serve as the 2003 SBE President and Program Chair.

Daryl Koehn



Society for Business Ethics

www.societyforbusinessethics.org

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Call for Nominations

Each year members of the Society for Business Ethics elect a new member to the Board of Directors (formerly the Executive Committee). The Board is the governing body of our Society and is responsible for all major decisions affecting the Society. Members of the Board of Directors serve a five year term. During the second year of membership, an individual will serve as program chair for our annual meeting and during the third year will serve as our Society's president.

You are invited to nominate a member of the society to stand for election to the Board. Self-nominations are welcome. Nomination form is included in this newsletter.

Business Ethics Quarterly News

In recent months we have made a number of changes at the Business Ethics Quarterly that should enhance its quality and reputation:

* BEQ is presently indexed in a number of very reputable indexes. Among the most prominent are the International Bibliography of the Social Sciences, The Philosopher's Index, ProQuest's ABI/INFORM, EBSCO's Business Source Elite and Business Source Premier, and the Social Sciences Citation Index

* In addition, a full-text version of BEQ will be available by late this fall through EBSCO. EBSCO is a major service that provides online access to some of the most prominent journals in business, e.g. Administrative Science Quarterly, Academy of Management Journal, Academy of Management Review, Harvard Business Review, California Management Review, and Industrial & Labor Relations Review. EBSCO's Business Source Premier provides full text for more than 2,800 business publications, including more than 900 peer reviewed journals. Finally, EBSCO claims that 84% of the 124 ARL (Association of Research Libraries) are current EBSCO host subscribers. 73% of all junior/community colleges are current EBSCO host subscribers.

* We have revised our publication agreement form. This agreement form is the result of surveying other journals and discussions with the SBE Board of Directors. We think it will offer much greater protection for the authors and the journal in the years to come.

* We have instituted a new system by which we can reach out to those in various professional fields such as marketing, law, finance, accounting, management, etc. At present, I have appointed four Area Editors to help me to solicit manuscripts from those in their particular areas of expertise. Patrick Murphy (Notre Dame) has agreed to be Area Editor in Marketing, Tim Fort (Michigan) has agreed to be Area Editor in Law, Jim Gaa has agreed to be Area Editor accounting ethics, and Gary Weaver has agreed to be Area Editor in management ethics. In addition, Daryl Koehn and Jane Collier have been appointed Book Review Editors.

Our number of subscriptions/memberships continues to rise. Indeed, in a time when other humanities and social science subscriptions are tending downward, we continue to grow. In addition, our pricing remains very modest in comparison with all other journals in business ethics.

Please note: Elsewhere in this newsletter you should find a handy subscription form for your librarian. Please help the Journal by requesting that your library become an institutional subscriber to BEQ.

And, it should be noted, our subscription/membership price brings with it not only Business Ethics Quarterly, but also this newsletter, the publications of the Ruffin series from the Darden Graduate School of Business Administration (University of Virginia), possible membership in a list serve reserved for SBE members, and an annual national conference at which to share one's research and teaching results, as well as to network with others in the field. Surely this is a genuine bargain.

In short, we are making progress in strengthening Business Ethics Quarterly. I know we have much more that we can do. I would appreciate your suggestions regarding new directions we should undertake or old practices we can and should do better. In addition, you can continue to support the journal through sending us high quality manuscripts. We look forward to hearing from you.

George G. Brenkert
Editor-in-Chief

Minutes: Society for Business Ethics Annual Meeting

August 2, 2003
Hotel Monaco, Seattle, WA

(Please note: these minutes are unofficial until approved at the next business meeting. We publish them now as a service to members who were unable to attend.)

President Daryl Koehn convened the meeting at 4:00 p.m.

1. Minutes of previous meeting held on August 10, 2002, were approved.
2. Membership Report: John Boatright submitted a membership report (attached to the Executive Director's file copy of these minutes), which was accepted by the attending membership. There are currently 561 individual members (up from 520 in '02 and 535 in '01). Institutional members have risen to 417 (from 413 in '02 and 383 in '01). Total membership is now at 978.
3. Financial Report: (written report attached to the Executive Director's file copy of these minutes). John Boatright reported that SBE continues to have a substantial surplus (\$12, 523.37 for '02), and he explained any extraordinary items. Dues will be at their current level for the coming year. Financial statements will be published in the newsletter. A question from the floor about alternative uses for this surplus was deferred to new business.
4. Budget: John Boatright reported anticipated income of \$48,500 and expenses of \$46,500 for 2004, pointing out that expenses do not reflect the subsidies of various universities who support SBE and BEQ. John reminded the membership that the Society receives 35% of all revenues from PDC, and that the budget does not include the \$25,000 fee from EBSCO. He announced that the budget was approved by the Board and no further action is required.
5. BEQ Report: (written report attached to the Executive Director's file copy of these minutes). George Brenkert provided an extensive report on the state of the journal. Subscriptions are up to 964 (from 933 last year). Acceptance rate is stable at 28%. Currently, the journal publishes 20 articles per year, but George wants that to increase to 30 while holding quality constant. To do so, George has appointed two new area editors: Jim Gaa in accounting ethics and Gary Weaver in management ethics. He has also commissioned special topic editors in Commercial Speech (Tim Fort and Steve Salbu), and New technologies and Marketing (Pat Murphy). In addition, Daryl Koehn and Jane Collier have been appointed Book Review Editors. Pricing for individual members is to remain the same as last year, and the Board has approved an increase of between \$5 and \$20 for institutional members. George reported that EBSCO will soon publish all BEQ articles online, and that the number of services that abstract BEQ articles on line is increasing. It was reported from the floor that the Financial Times will now include BEQ (with JBE) as a premier journal in the field of business ethics. George also reported that there are new publication licensing agreement for authors and a new review form for reviewers. The editorial review board is now meeting once a year. BEQ is moving gradually to an online submission and review process which he hopes will be implemented by this time next year. George announced that Pat Werhane will serve as editor-in-chief in George's absence (sabbatical) in the autumn. Concerning the SBE surplus, George mentioned that Georgetown and Loyola-Chicago are currently subsidizing BEQ and that this arrangement may not be secure in the future. Daryl Koehn added that the Executive Board has authorized a study to estimate the impact of schools withdrawing their subsidies so that these can be better planned for. Daryl also encouraged members to influence their libraries to subscribe to both BEQ and EBSCO. George concluded his report by thanking the editors, authors, and reviewers of BEQ.
6. Future Annual Meetings: John Boatright announced that SBE will meet in conjunction with the Academy of Management in New Orleans (2004), Honolulu (2005), and Philadelphia (2006). Daryl announced that the Board is working on ways of providing powerpoint services for future meetings. Several new requirements will be published in the newsletter regarding submissions to the 2004 program.
7. Old Business. None.
8. New Business.
 - Laura Hartman is currently working on the website and the list-serv.
 - SBE is currently recruiting a Communication/Marketing Director who will help market BEQ and SBE and conduct public relations. Two candidates have been identified and one interviewed by the Board.
 - The Board is working on ways to manage its surplus. There is a study underway to account for the financial exposure created by the level of institutional support presently given to SBE office holders (e.g., the Program Chair's postage expense). The idea is that anytime a person is appointed or elected to an SBE office, there can be total transparency regarding financial expectations to the institution and SBE. Pat Werhane suggested that surpluses be used to establish a scholarship fund for graduate students, professors from small schools, and faculty who must travel from long distances. Other ideas from the floor included a proposal for a scholarship fund that members could contribute to and a lower (nominal) student conference fee. RESOLUTION: That Donna Wood and Al Gini study how to use SBE surpluses to encourage economically disadvantaged professionals to attend annual meetings. PASSED.
9. Announcements.
 - Best Paper Award was presented (at the Presidential luncheon) to Beverly Kracher and Kelly Duggan Martin (both of Creighton University) for "Online Business Protests."

Adjourned.

Respectfully submitted,

Dennis Moberg

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SBE Announcements

George Brenkert is pleased to inform SBE members and BEQ authors that ProQuest has agreed to renew abstracting and indexing coverage of BEQ, which was interrupted with issue 9:3, back in 1999. ProQuest will fill in the gap in their coverage from 1999 to 2003, and then cover us on an ongoing basis. This is great news for BEQ and follows closely on the heels of our recently signed contract with EBSCO to provide full text access to all of BEQ.

A full-text version of BEQ will be available by late this fall through EBSCO. EBSCO is a major service that provides online access to some of the most prominent journals in business, e.g. Administrative Science Quarterly, Academy of Management Journal, Academy of Management Review, Harvard Business Review, California Management Review, and Industrial & Labor Relations Review. EBSCO's Business Source Premier provides full text for more than 2,800 business publications, including more than 900 peer reviewed journals. Finally, EBSCO claims that 84% of the 124 ARL (Association of Research Libraries) are current EBSCO host subscribers. 73% of all junior/community colleges are current EBSCO host subscribers

We should all be delighted with these two new wonderful developments. George Leaman, our publisher, has worked hard on our behalf to obtain these results. He and the Philosophy Documentation Center deserve our appreciation.

Call for Papers for Two Special Issues of BEQ *Business, Ethics, and Commercial Speech*

Business Ethics Quarterly issues a call for papers for a focused segment on legal and ethical issues related to commercial speech issues. In light of recent U.S. Supreme Court rulings, the extent to which corporations may engage in speech that may either be held commercial or political is a critical issue for both executives and policy-makers. Differing speech regulations around the world further complicate corporate policy approaches. Court opinions pose significant questions for the interplay between protected commercial speech, marketing and advertising issues, public relations defenses of corporate policies and programs, and the status of those defenses. Papers comparing standards of different nation-states and the impact of those differences on multinational enterprises are welcome.

Papers for this focused discussion or "micro-issue" will be undergo a double-blind, peer reviewed evaluation resulting in a highly selective set of three to five articles to be published in *Business Ethics Quarterly*. It is possible that other submitted papers may be considered for inclusion in other issues of *BEQ* outside of the micro-issue.

Steven Salbu and Timothy Fort will serve as special editors for this focused discussion. Papers should be submitted to Steven Salbu or Timothy Fort by **April 15, 2004**. The typical length of a *BEQ* submission is approximately twenty to thirty, double-spaced pages, exclusive of notes. *BEQ* recognizes "The Bluebook" as an appropriate citation method, although it requests that footnotes be converted to endnotes. Authors with questions may submit them to Professor Brenkert, Professor Al Gini (Associate Editor of *BEQ*), or Professors Fort and Salbu. Professors Fort's and Salbu's contact information appears below.

Professor Timothy Fort, PhD, JD
University of Michigan Business School
Ann Arbor, MI 48109
(734) 764-1349
timfort@umich.edu

Professor Steven Salbu, PhD, JD
McCombs School of Business
University of Texas Austin, TX 78712
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Impact of New Technologies on Marketing Ethics
Patrick E. Murphy & Gene R. Laczniak, Guest Editors

The application of new technologies (e.g., online surveys, spam solicitation, data mining, inventory control, etc.) has changed the way that marketing is practiced in many firms. The ethical implications on the theory and implementation of these new technologies are uncertain. We invite conceptual, empirical, and theoretical papers on this topic for submission to *Business Ethics Quarterly*.

Among the possible topics that might be treated in papers are:

- What ethical issues arise from new (Amazon) or used (eBay) products sold on the Net?
- Is price discrimination being practiced by online marketers given that the past purchase history on an individual consumer is available?
- How are (or should) potential problem areas such as return policies, damaged goods in shipping and other concerns being handled by marketers?
- How is the promotion and advertising of products being influenced by technological innovations? For instance, is the use of electronic ad placements (such as on the backstop of televised baseball games) ethical? Is the number or nature of ethical problems in these areas changing as a result?
- What are the latest developments in online privacy? Some companies are being criticized for not following their stated privacy policies? Will there be ethical and marketing fall out from these actions?
- What can be done about international ethical issues arising from cross border marketing due to new marketing technologies? Are there self-regulatory, public policy or other potential answers to these concerns?
- Are there B2B ethical issues associated new technology practices such as micro-chip sensors (RFIDs) in products?

Please send 4 copies of completed manuscript to:

Patrick E. Murphy
394 Mendoza College of Business
University of Notre Dame
Notre Dame, IN 46556
Deadline: June 1, 2004

The SBE Executive Board has appointed Denis Arnold (University of Tennessee, Knoxville) to a five-year term as SBE liaison to the American Philosophical Association. Arnold's responsibilities include working with the APA to establish formal incorporation of business ethics into the organizational structure of the APA; increasing the presence of business ethics on the main programs of APA meetings; and overseeing and coordinating SBE group meetings at the APA. In the later capacity, Arnold will coordinate and oversee the work of three groups meeting chairs who will in turn coordinate SBE group meeting sessions at the Eastern, Central, and Pacific APA Division Meetings. At present the chair of the SBE Pacific Division Group Session Program is Jeffrey Smith (University of Redlands). The Eastern and Central Division Group Session Program chairs are vacant at present. SBE and APA members who are interested in assuming the responsibility of one of the vacant chairs should contact Arnold at darnold1@utk.edu.

Dennis Moberg, program chair for the 2004 annual meeting, is pleased to announce the formation of a program committee to help organize the annual program. SBE appreciates the willingness of these members to serve in this way. Program Committee members for 2004 are:

Nick Capaldi, Loyola New Orleans
Nien-he Hsieh, Wharton
Christopher Michaelson, Wharton
Les Myers, University of San Francisco/Georgetown University
Tara Radin, Hofstra University
Scott Reynolds, University of Washington
Danielle Warren, Rutgers University

SOCIETY FOR BUSINESS ETHICS MEDIA GUIDE

As mentioned before in this space, the SBE is creating a media guide for general access by media representatives interested in speaking to an expert. This guide will be available on the SBE website in the near future. The expectation is that journalists would visit the site and identify individuals who might be best qualified to answer their questions or assist them with stories. We plan to produce a list of colleagues, their expertises and contact info of their choice (email, phone, etc.). It is completely OPT-IN. No one will be listed, of course, unless they chose to submit their information.

If you would like to participate, please send the following information to Laura Hartman (at LHartman@depaul.edu):

Name:
Affiliation and Title(s):
Areas of Expertise:
Preferred Contact:

SOCIETY FOR BUSINESS ETHICS LISTSERVER

SBE is excited to introduce a listserver available to and accessible only by SBE members. The purpose of this list is both to allow for a free exchange of opinions on issues of interest to SBE members, as well as to provide an effective mechanism for disseminating and collecting information with regard to the Society. We will begin this process shortly via the listserver with a brief questionnaire about the location of future SBE meetings - please keep your eyes open for this message and we would appreciate your response. This will be an "opt-in" benefit of membership - only those members who choose to join will receive emails from the list. Directions for joining are included below. If you have any further questions about how to use a listserver, please contact Laura Hartman at 312/362-6569 or LHartman@depaul.edu. Thanks for joining us!

DePaul University now has a new server for the SBE listserve. It will provide a bit more in terms of services, archiving and so on. You should have received an email telling you about the following but: * to post to the list, send an email to sbe@mailman.depaul.edu * to subscribe, unsubscribe, see archives, request a list of listmembers and so on, please visit <http://mailman.depaul.edu/mailman/listinfo/sbe>

Positions Available

Georgetown University's McDonough School of Business is seeking applicants for a tenure-track position in the field of Business Ethics. The position will be available, subject to funding approval, beginning fall semester, 2004. Candidates who also have competencies in law, strategy or public policy are especially welcome to apply. Scholars at any level may apply. A completed Ph.D. is a prerequisite for consideration for the position. The successful candidate will be someone whose scholarship addresses important problems in Business Ethics (and other areas of the individual's competency), and whose work will appear in leading scholarly outlets. Georgetown University prides itself on the teaching excellence of its faculty, and the successful applicant will be someone who fits that tradition. We particularly encourage scholars to apply who also have either teaching/research experience in a business school or private sector management. Georgetown University is an equal opportunity employer, and welcomes applications from women and candidates from disadvantaged backgrounds. Candidates are requested to send only an application letter, a copy of their vita, and a brief statement of teaching and scholarship interests. We will subsequently contact candidates for letters of reference, and for copies of published work and working papers. Please send your applications to: George Brenkert, Chair, Search Committee McDonough School of Business Georgetown University Washington, D.C. 20057

The Wharton School of the University of Pennsylvania, Faculty Position in Business Ethics. The Wharton School of the University of Pennsylvania invites applications for two faculty positions in the field of business ethics in its Department of Legal Studies: a tenure track position and a one year visiting position which may be renewable. The Department has sixteen full-time faculty who offer over 20 different courses in Wharton's undergraduate, MBA and doctoral programs and whose research is regularly published in leading journals. Candidates trained in philosophy, law, business, economics, social science, or combinations thereof, are encouraged to apply. Applicants should have superior academic credentials, strong research potential and a demonstrated commitment to business ethics. Information regarding the Legal Studies Department can be found at <http://lgst.wharton.upenn.edu>. Specific information about the Ethics Program can be found at <http://ethics.wharton.upenn.edu>. The University is an equal opportunity, affirmative action employer and encourages minority and women candidates to apply. Priority will be given to materials received before December 19, 2003, consideration will be given to applications received through January 15, 2004. Please indicate the position(s) for which you wish to apply and send resume, reprints and references to: Ms. Laretta Tomasco Legal Studies Department University of Pennsylvania 3730 Walnut Street - Suite 600 Philadelphia, PA 19104-6340.

DePauw University, Greencastle, Indiana Visiting Professor in Ethics for 2004-05. AOS: medical or business or professional ethics. We are seeking a senior appointment for either one semester or one year in the Department of Philosophy. Deadline for application: November 15, 2003. Successful candidate should have a strong established record of teaching and research. He or she will assume some teaching duties related to his or her field of expertise; there is an expectation of a defined research project; and a willingness to work with cognitive disciplines, such as our Management Fellows Program. Salary based on seniority; benefits include stipends for travel and research, and housing is provided. DePauw University is a top-tier liberal arts college with a student body of approximately 2100 students. DePauw is an AA/EEO employer. Please send complete dossier, including three letters of reference, to Daniel E. Shannon, Chair, Department of Philosophy, DePauw University, Greencastle, Indiana 46135. For additional information, please contact the Chair at Deshan@DePauw.edu or (765) 658-4711. Please no electronic submissions of applications.

DEPAUL UNIVERSITY, Chicago, IL. Assistant Professor, tenure track. AOS: Open. We are looking for candidates who can contribute to our main emphases in 19th and 20th century Continental Philosophy, history of philosophy, political and social thought, and critical race and feminist theory. We have particular needs in the areas of Ancient Philosophy and Ethics, especially Business Ethics. Our Philosophy Department currently has 20 members and offers the B.A., M.A., and Ph.D. degrees. Candidates will be expected to teach in DePaul's general education program as well its Honors Program. Opportunities also exist to work with DePaul's many programs and institutes, such as Women's and Gender Studies Program, African and Black Diaspora Studies Program, and the Humanities Center. DePaul University is committed to diversity and equality in education and employment. Applications from women and other underrepresented groups are especially encouraged to apply. Applications, including a current C.V., three letters of recommendation, and a writing sample, should be sent to Search Committee, Department of Philosophy, DePaul University, 2352 N. Clifton, Chicago IL. 60614. Applications must be received by **November 10th** in order to be considered for interviews at the APA Eastern Division Meeting.

York University, Faculty of Arts BUSINESS and SOCIETY Program, Division of Social Science. The Division of Social Science, Faculty of Arts, York University invites applications for a tenure-track appointment at the rank of Assistant Professor in the critical interdisciplinary study of Business and Society starting July 1, 2004 (subject to budgetary approval). A Ph.D. or equivalent, is required. Applicants are expected to demonstrate the promise of excellence in both scholarship and teaching at the undergraduate and graduate levels. Applicants must have a demonstrated record of critical, interdisciplinary scholarship and/or teaching experience in alternative economic firms and arrangements as well as in at least one of the following areas: ethics, political theory, or political economy. The successful candidate will be expected to teach a fourth-year seminar on Alternative Economic Firms and Arrangements as well as other courses in the field of Business and Society. The ability to teach a fourth year course entitled "Research in the Community" would be an asset. Candidates should have a background in co-operative studies, ethics and/or political theory. Candidates are asked to submit a curriculum vitae, a statement of teaching and research interests, appropriate samples of their scholarship and teaching evaluations and arrange to have three referees send letters of reference directly to: Dr. Mary-Louise Craven, Chair, Division of Social Science S756A Ross Building York University 4700 Keele Street Toronto, Ontario, M3J 1P3 tel: (416) 736-2100 x77812; fax: (416) 736-5574 email: mlc@yorku.ca Deadline for applications is October 31, 2003. York University is an Affirmative Action Employer. The Affirmative Action Program can be found on York's website at www.yorku.ca/acadjobs/index.htm or a copy can be obtained by calling the Affirmative Action office at 416-736-5713. All qualified candidates are encouraged to apply; however, Canadian citizens and Permanent Residents will be given priority.

Announcements

Linda Trevino and Laura Hartman were recently named to the AACSB Business Ethics Education Task Force, which is charged with identifying potential enhancements for business education and accreditation review of ethics education. As part of our efforts to serve this charge, the Task Force is in the process of compiling materials relating to good/effective practices in connection with curricular design, extra-curricular design, teaching methodologies and pedagogy in the area of business ethics. We are currently defining the area broadly to include business and society, business and the environment, as well as traditional business ethics topics. Also included are extra-curricular efforts such as honor codes or school-wide service learning projects. If you have any program descriptions, course syllabi, curricula or other related materials that you are willing to share with the Task Force, please attach them to an email and send them to LHartman@depaul.edu. We will organize the materials we receive into a format that will be useful to accreditation teams as well as fellow academics and share accordingly. Of course, full and complete credit will be given to all contributors or contributing schools.

Laura & Linda

Prof. Prakesh Sethi has been selected to receive the "Beyond Grey Pinstripes 2003 Faculty Pioneer Award for external impact." This award is being given by the Aspen Institute, Business and Society Program, and the World Resources Institute. The candidate was selected by a distinguished panel of corporate judges for his leadership integrating social and environmental concerns into business education. Prakash strongly feels that this reward reflects the support of all his friends and colleagues who have stood by him over the years. It was through the encouragement of friends like you that made it possible for him to undertake objective - albeit often controversial - research on issues of business and social policy, and enabled him to engage enlightened corporate leadership toward a heightened level of good corporate citizenship and social responsibility. Congratulations Prakesh!

Bibliography of Business Ethics Articles, by Georges Enderle, Donna Kamm and Allie Wilkie. Articles published from 1992 to June 2003, 2794 titles. Available at: <http://www.isbee.org/>



Contribute to this Newsletter!

The SBE newsletter invites and welcomes any and all submissions from members and other interested parties. The newsletter is particularly well-positioned to provide a forum for short thought or opinion essays, pedagogical exchanges, and other items that would be of interest to our members. If you have something that would be appropriate for our members, please send it along. The editor welcomes ideas and suggestions for the newsletter. As always, please send conference announcements, call for papers, job announcements, and book information to the editor. The deadline for our next issue is December 1, 2002.

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Conferences and Calls for Papers

The Carlson School of Management and the College of Liberal Arts at the University of Minnesota announce the second annual conference on business ethics. The conference is cosponsored by the Center for Ethical Business Cultures. The conference will be held **April 15-17, 2004** and the theme of the conference is "Ethics in Financial Services after Sarbanes-Oxley." Invited academic speakers include John Boatright, Philip Bromiley, Ronald Duska, Kenneth Goodpaster, Jared Harris, Karim Jamal, Richard Nielsen, and Donna Wood. There are limited slots for submitted papers on the conference theme. To be considered papers should be received not later than February 1, 2004. Papers should have a reading time of thirty minutes. Persons whose papers have been accepted will be notified by February 15. Also please let us know if you would like to be a chairperson or commentator. Inquiries should be sent to the conference coordinator Lois Graham. Her email address is lgraham@csom.umn.edu

The 13th Annual Meeting of Association for Practical and Professional Ethics will take place February 26 - 29, 2004. The meeting is open to Association members and nonmembers, welcomes persons from various disciplines and professions for discussion of common concerns in practical and professional ethics. Submissions are invited on ethical issues in various fields (e.g., public administration, law, the environment, accounting, engineering, computer science, research, business, medicine, journalism and the academy) and on issues that cut across professions. A special

consideration will be given to topics that deal with ethical issues which cut across at least two disciplines or professions, and are co-authored by persons from different disciplines. Teaching demonstrations, discussion of moral education and presentations on ethics curriculum development are welcome. This year we especially invite papers on cross-cultural relations and interracial issues focusing on health, politics, and education. Submission deadline is **October 15, 2003**. For complete information, visit the APPE website: <http://www.indiana.edu/~appe/program.html>

International Conference on "Voluntary Codes of Conduct for Multinational Corporations: Promises and Challenges" will be held at the Zicklin School of Business, Baruch College, City University of New York on **May 12-15, 2004**. The conference is being jointly sponsored by International Center for Corporate Accountability, Inc. (ICCA), Zicklin School of Business (Baruch College, CUNY), Carol and Lawrence Zicklin Center for Business Ethics Research (The Wharton School, University of Pennsylvania), World Bank Institute of the World Bank. Current list of co-sponsors includes: Corporate: Mattel, Inc., Freeport-McMoRan, Inc., Novartis, The Walt Disney Company, and Global Social Compliance LLC. NGOs: Fund for Peace, ForCHILDREN, Inc., International Labor Rights Fund, Center for Social Markets. More names to be added a later date. The conference theme will be developed through three interconnected tracks: 1. Rationale for codes of conduct: An evaluation of theoretical underpinnings - legal, economic, socio-political, and ethical - for assessing the legitimacy, scope and content of various types of codes of conduct. 2. Limitations of Codes: An assessment of what can be realistically

expected from a voluntary approach to creating standards of performance given the institutional constraints, e.g., corporate culture decision-making process, and, resource constraints; NGO mission and goals; and, philosophical issues pertaining to locus of control concerning societal values and resource allocation. 3. Making Codes Effective: This issue is by far the most critical for the future of voluntary codes. To be effective, these codes must command a large measure of public trust in corporate statements and actions with regard to fairness and substantive compliance. This would call for creation of objective, quantifiable standards for measuring corporate performance, independent external monitoring for compliance verification, and transparency in communicating findings to the public. Financial Support: Limited financial support is available to cover travel and related costs for delegates from civil society organizations, academic scholars and other prospective candidates, with special preference for participants from developing countries. Please submit proposals for papers, symposia, and other discussion formats. Case studies, research reports, and presentation of corporate/industry, NGO experiences are welcome. Proposals should not exceed 1000 words and must be submitted by **October 31, 2003**. Completed papers will be due by March 31, 2004. Selected papers from the conference will be published in the special issue of Business Ethics Quarterly. For additional inquiries and further details about the conference please contact: Prof. S. Prakash Sethi President, Tel.: +1 (646) 312-2230 Prakash_Sethi@baruch.cuny.edu

The 8th European Business Ethics Network-UK Association (EBEN-UK) Annual Conference & The 6th

Ethics and Human Resource Management Conference

For both academics and managers with interests in the broad field of business ethics this joint conference is the most significant U.K. event of its kind. The conference is organised around themes that reflect both foundational and emergent issues in the field and provides an excellent forum for debate and networking. The main themes of the conference will be: HRM and ethics; Ethical theory; Accounting and accountability; Corporate responsibility and governance; Management and ethics; Ethics in not-for-profit organisations; SMEs and ethics; Ethical cases and dilemmas; Papers on any aspect of business ethics are welcome irrespective of perspective or discipline. The University of Edinburgh Management School (UEMS) Bristo Square. Situated conveniently close to the heart of Edinburgh's beautiful and historic Old Town, the Management School is a 15 minute walk/ 5 minute taxi drive from Waverley Station (train and airport bus drop point). Conference Website <http://www.ems.ed.ac.uk/UK/EBEN> for information and registration. The conference is organised by: The Management School, The University of Edinburgh. Papers will be selected by peer review. If you would like to present a paper please send, preferably in electronic format, either an outline proposal for a paper (about 500 words long) headed by your title, name, address and email address or a completed paper and an abstract (100-200 words long) headed by your title, name, address and email address to the conference organiser by **December 19, 2003**. Confirmation of acceptance will be issued by January 30, 2004. Authors will have the opportunity to have their papers considered for inclusion in a special Conference Issue of Business Ethics A European Review or Business and Professional Ethics. Everyone presenting a paper will be expected to register for a place at the conference and pay the fee.

Conference Organiser: Dr. James Hine
+44 (0)131 650 3805
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The Management School 7 Bristo Square
Edinburgh EH8 9AL

Freedoms and Responsibilities in Business: Ethics, Leadership and Corporate Governance in a Global Economy

The International Society of Business, Economics, and Ethics (ISBEE) announces The Third ISBEE World Congress **July 14-17, 2004** University of Melbourne, Australia Under the direction of ISBEE, the Congress will be hosted by the University of Melbourne, Australia and the Centre for Applied Philosophy and Public Ethics (CAPPE). The Congress will provide a platform for people around the world who are interested in ethics in business and economics to meet and discuss, both formally and informally, their common interests and problems. Participants are expected to come from a large number of countries representing multiple points of view: from business, academia, government, and other not-for-profit organizations. The Congress focuses on three main topic areas: Ethics and Global Challenges; Ethics and Corporate Governance; Ethics and Information Technology.

Main speakers *are*: Prof. Richard De George (University of Kansas), Prof. Mick Dodson (Australian National University), Prof. Thomas Donaldson (Wharton School), Ewald Kist (Chairman ING Group, Netherlands), Dr. Doreen McBarnet (United Kingdom), Narayana Murthy (Chairman Infosys, India), Prof. Amartya Sen (Cambridge University/Harvard University; approached), Prof. Peter Singer (Princeton University).

The Organizing Committee of the Congress invites *full papers and*

abstracts on these three main topic areas or on other topics such as: Developing ethical corporate cultures; Global competition and responsibilities of small and medium-sized companies; Serving the poor profitably; Corruption, bribery and gift giving; Business and human rights; Corporate social and environmental responsibilities; Workplace ethics; Moral courage and whistle-blowing; Voluntary codes and mandatory standards.

Full papers should contain no more than 4200 words (plus a 100-150 word abstract) and must be submitted by **January 5, 2004**. Notification of acceptance for presentation (30 minutes) will be given by March 15, 2004. Abstracts (250-300 words) of papers may be submitted by **1st March 2004**. Notification of acceptance for brief presentation (15 minutes) will be given by 30 March, 2004. Papers and abstracts must be written in Word, Word Perfect or RTF format and should be submitted by mail or e-mail to: ISBEE Secretariat, Mendoza College of Business, University of Notre Dame, Notre Dame, IN 46556, USA; E-mail: isbee@nd.edu For further information and program details see: www.isbee.org and www.conferences.unimelb.edu.au/ISBEECongress

Second Conference on International Corporate Responsibility - Call for Papers

Sponsored by Carnegie Bosch Institute for Applied Studies in International Management Carnegie Mellon University Hosted by Amsterdam Graduate Business School University of Amsterdam **June 18-20, 2004**

The Carnegie Bosch Institute solicits papers for a conference on International Corporate Responsibility to be held in Amsterdam. The conference, to be held in Amsterdam, the Netherlands, is based on the theme that responsible business decisions today must take a global view that is

sensitive to political, economic and cultural differences. The number of participants is kept small, to encourage lively discussion. Accepted papers are published in a proceedings book and presented (in summary form) by the authors in plenary sessions. A diversity of views and countries of origin is sought in the selection process.

Possible topics include, but are not limited to: international codes of business conduct; respecting cultural assumptions and practices; defining and coping with corruption; reconciling relationship-based practices with Western-style transparency; marketing of harmful products; substandard labor practices; arms manufacture; intellectual property; gene prospecting; environmental issues; gender issues; the meaning and consequences of "economic development;" the global AIDS epidemic and other health issues; the role of the World Trade Organization and similar bodies; impact of international business on local cultures; instability of the global financial system; Western domination of media and popular culture.

Three-page extended abstracts in English may be **submitted by January 15 2004**. Abstracts should be submitted electronically if possible and otherwise in hard copy. Notification of acceptance will be made by 15 February 2004, and completed papers in English are due by 12 June. Each invited participant will receive an allowance to cover expenses, plus waiver of the registration fee.

Co-Organizers: John Hooker, Jerome T. Holleran Professor of Business Ethics and Social Responsibility, Carnegie Mellon University, jh38@andrew.cmu.edu Peter Madsen, Associate Teaching Professor and Executive Director, Center for the Advancement of Applied Ethics, Carnegie Mellon University, pm2n@andrew.cmu.edu Ans Kolk, Professor, Amsterdam Graduate Business School, University of Amsterdam, J.E.M.Kolk@uva.nl

Please send abstracts to: Catherine Burstein Carnegie Bosch Institute Graduate School of Industrial Administration Carnegie Mellon University Pittsburgh, PA 15213 USA cb6d@andrew.cmu.edu *Conference web site:* <http://ba.gsia.cmu.edu/icr>

The Journal of Academic Ethics invites authors to submit papers for review and potential publication in an upcoming issue devoted to **"Universities and Corporate Responsibility."** Special Issue Editors: Darryl Reed, York University, Richard Wellen, York University. In addition to their traditional role of education (e.g., offering courses in business ethics), Universities have been in the forefront of a variety of initiatives that have as their goal, at least in part, the promotion of greater Corporate Responsibility. The two-fold purpose of this special issue is to examine the general nature of the obligations of the University to promote Corporate Responsibility and to investigate (through case studies and comparative analysis) specific areas in which Universities are (or should be) involved in promoting greater Corporate Responsibility. Authors from a variety of disciplines and methodological approaches are encouraged to submit their work. Potential topics include, but are certainly not limited to: The Normative Bases of the University's Obligations to promote Corporate Responsibility; University Investment Policies and Practices; University Procurement Policies and Practices; University-Private Sector Research and Development Partnerships; Universities and Corporate Giving; Universities and Fair Trade Products; Universities and Open Access to Scholarly Work. Authors wishing to submit manuscripts for review should e-mail them as (doc or rtf) attachments to both: Darryl Reed (dreed@yorku.ca) and Richard Wellen (rwellen@yorku.ca). All manuscripts

must conform to the style requirements of the Journal of Academic Ethics (available on-line at: <http://www.kluweronline.com/issn/1570-1727/current>).

Manuscripts are due no later than February 15th, 2004

EBEN RESEARCH CONFERENCE 2004 European Business Ethics Network *Ethics and Entrepreneurship* June 24-26, 2004. Enschede, The Netherlands.

The EBEN research conference 2004 aims at examining the connections between ethics and entrepreneurship. Possible topics include: What are the moral responsibilities of the individual entrepreneur? Who are the stakeholders in the entrepreneurial process and how are their interests balanced? What is the role of entrepreneurship in the good society? What is the role of the entrepreneur as a moral and institutional leader? What is the connection between short-term entrepreneurship and long-term sustainability? What justification can be given for the disparity of income and the various economic measures that foster entrepreneurs? Since most entrepreneurs are small and medium sized businesses, is ethical behaviour managed differently in SME's and if so, why? Do investors screen start-up companies with regard to ethical responsibility? Academics and practitioners interested in responding to the need to investigate the link between entrepreneurship and ethics are invited to submit proposals for papers or work in progress. Papers that respond to the topics indicated or other topics related to the theme of the conference are particularly sought. Successful submissions will be presented at the conference in concurrent sessions.

The conference will be hosted by the Faculty of Business, Public Administration and Technology, University of Twente, Enschede, The Netherlands, in collaboration with the

School of Management, Ben-Gurion University, Beer-Sheva, Israel. Participants are asked to submit an abstract (500 words) by **January 31, 2004**. The language of the conference is English. Abstracts should be accompanied by brief biographical details (100 words) and full mailing and e-mail addresses. Notification of acceptance for presentation will be given by March 1, 2004. All submissions must be written in Word or RTF format and should be submitted by e-mail to: dfrenkel@bgumail.bgu.ac.il For further information and programme details contact: a.h.j.nijhof@utwente.nl Or see: <http://www.eben.org>

The 13th International Symposium on Ethics, Business and Society to be held by IESE Business School, University of Navarra, on the topic: **ACCOUNTING AND ACCOUNTABILITY: A CHALLENGE FOR CORPORATE CULTURE** and solicits call for papers. The Symposium will take place in Barcelona, Spain, on May 7-8, 2004. Details and updated information: <http://www.iese.edu/13symposium> Deadline for full papers: **January 7, 2004**. Tracks: Accountability, Culture and Globalization; Ethical Dimension of Management Control Systems; Ethics in Accounting; Ethics in Auditing and Corporate Reporting; Social and Environmental Disclosure and Auditing; Ethical Education in Accounting and Auditing. For more information and correspondence contact to Prof. Domènec Melé – IESE Business School - Dep. Business Ethics - Av. Pearson, 21 - 08034 Barcelona - Phone: (34) 93 253 42 00 - Fax: (34) 93 253 43 43 – Mail to: mele@iese.edu



Teaching News and Notes

Periodically this Newsletter will publish items that directly address concerns with teaching business ethics. In this initial section, we publish a book review on a faculty guidebook for teaching business ethics. The editor thanks David Schein from the University of Virginia for this thoughtful review. Several teaching-relevant notes and announcements are included at the end of this review.

Ronald R. Sims, *TEACHING BUSINESS ETHICS FOR EFFECTIVE LEARNING* (Westport: Quorum Books, 2002) 298 pp.

Ronald R. Sims, Professor at the Graduate School of Business at the College of William & Mary, is a widely published author of business articles and books. One of his recent efforts is *Teaching Business Ethics for Effective Learning*. With the rapid proliferation of business ethics courses, there has been a parallel demand for faculty to teach this subject. Sims creates a guidebook for faculty, not another text book for students.

Sims indicates that the book is for “anyone interested in teaching business ethics...especially those who already value...experiential learning! He delivers a book that will be useful to faculty planning to teach business ethics and business school department heads. The book also serves as an introduction to the subject of experiential learning. Written primarily in the first person, Sims relates much of the material to his own experience and research, preventing the book from reading like a traditional text book.

In higher education, doctoral programs turn out future teachers with little or no exposure to the techniques of teaching. The newly minted Ph.D.s move into various faculty positions and generally either mimic or avoid the approaches of their own teachers. Few universities have programs designed to provide professional teaching advice or

mentoring for their new faculty members. Generally, new faculty teach by “trial and error.” Sims’ introduction to experiential learning could be applied to numerous subjects, not just ethics.

Typical approaches to teaching ethics in business schools are described by Sims as implementation of a separate course, integration of ethics into other courses, or a combination of the first two methods. If offered as a separate course, whether it should be a mandatory or an elective one often becomes the issue. Sims strongly advocates integrating ethics throughout the curriculum, although his book’s highest value could be to assist faculty in creating a separate ethics course. Sims notes that there are still few faculty trained specifically to teach business ethics. New business ethics faculty often lack subject matter training while confronting a challenging subject that does not have a standardized curriculum.

Sims’ book attempts to fill this void in business ethics pedagogy. It helps faculty members and administrators by covering subjects from the goals for teaching business ethics through the assessment of learning objectives. Prior to the publication of Sims’ book, there was little available that provided a comprehensive guide to teaching business ethics. Sims cites *Can Ethics Be Taught?*² This short book addresses one of the controversies about teaching business ethics, whether it will affect the values and behaviors of business students. However, it is not a comprehensive work on the subject. Since 1997, the quarterly journal *Teaching Business Ethics*³ has been the primary source for sharing research results as well as opinions on the subject. Sims’ heavily referenced book cites this journal frequently. He also refers to various other professional journal articles that deal with the subject of ethics education.

FACULTY SELECTION

Sims approaches the subject of faculty selection to teach business ethics by noting that ethics does not have its own disciplinary home within business

schools. Disciplinary backgrounds of ethics instructors have included management, marketing, accounting, law, political science and sociology. The number of ethics faculty with a philosophy background has increased significantly according to survey results reported by Sims. He endorses a philosophical approach to ethics while advocating that it be taught by an interdisciplinary team. He includes helpful examples of various programs that use team teaching. Similar to his other chapters, he explains the strengths and weaknesses of the team approach to teaching with lists of bullets to summarize his points, thereby communicating large amounts of information with an economical writing style. Business oriented readers will find this approach useful, but this may prove distracting to those readers who prefer a more traditional academic approach.

ETHICS INSTRUCTION

Sims includes a chapter that addresses the structure of business ethics instruction. He explains the classic debate in teaching business ethics: whether to focus on philosophical principles or practical ethics. The philosophical approach to ethics often begins with the study of works by classical Greek philosophers and continues through more recent authors such as John Rawls. Sims references the popular text, *Ethical Issues in Business: A Philosophical Approach*,⁴ but stopped short of endorsing this text for classroom use. The practical or applied approach to ethics is often associated with the case method. Sims concludes that most courses combine some form of philosophical background with practical applications of the theories.

In the interest of being comprehensive, Sims devotes most of the second half of the chapter regarding instruction to theories of moral reasoning, including teleology, deontology and virtue ethics. As this volume is about pedagogy and not subject matter, the material on moral reasoning is either too much or too little. For the reader with a limited background in ethics, the explanation is insufficient. For the reader familiar with the background of ethical theory, the brief summary is unnecessary. A better use of the space might have been to report the

results of a survey indicating what material business ethics teachers incorporate into their syllabi.

This busy chapter ends with a brief discussion of Lawrence Kohlberg's theory of moral development. Kohlberg's cognitive development theory, often included in business ethics texts, may help faculty members to understand the varying responses they receive from what appears to be a fairly homogenous group of students. Exposing students to moral development theory enables them to recognize their own level of cognitive development and prepares them to be managers and leaders in the future. On the other hand, Sims does not include a holistic view of Kohlberg's theory. The theory has been criticized because it does not encompass enough of the complex aspects of cognitive development and concerns have been raised regarding its applicability to females, ethnic minorities and persons from non-Western cultures.⁵

EXPERIENTIAL LEARNING

The author commits to exploring experiential learning in his Preface, and delivers on that promise. He argues that the interdisciplinary nature and intellectual and emotional challenges of teaching ethics lends itself to an experiential approach. He states: Teaching business ethics is a series of learning experiences that encourages active, experiential learning and uses a variety of learning activities to meet the needs of diverse students.⁶ Consistent with this introduction, Sims discourages the use of lectures and suggests that business ethics teachers should be facilitators. Lectures provide an opportunity to convey a large amount of information in a defined time period. The disadvantage is that the focus is on the information, and not whether the student has developed sufficient understanding to apply the information. Sims describes facilitation as a process of interaction between the faculty member and the students. For faculty, this presents a special challenge because the faculty member may need to surrender the expert's perch and roost with the chickens.

The reader is plunged into a crash course in experiential learning theory. Sims traces the roots of the theory and discusses David Kolb's work

on experiential learning.⁷ The challenge Sims faces is that his objective is to relate Kolb's theory to the teaching of business ethics. In order to do this, he must provide the reader enough information to understand the basic theory before it is applied to teaching ethics. Kolb's theory is based on a four-stage learning cycle. The cycle begins with "Concrete Experience" or "feeling," a dimension of experiencing something. This experience is followed by "Reflective Observation" or "watching," where the experience is contemplated by the participant. The third stage is "Abstract Conceptualization" or "thinking," in which ideas regarding the experience are developed by the participant. In the fourth stage, "Active Experimentation" or "doing," the participant turns the new ideas into action.⁸

As students tend to exhibit certain learning traits, Kolb's theory results in identifying learners in four categories: "Accommodators," who are action oriented; "Divergers," who are imaginative and feeling oriented; "Assimilators," who are thinkers; and "Convergers," who are problem solvers.⁹ Sims presents a helpful figure summarizing this information.¹⁰ An observant teacher can identify the types of learners in the classroom and make adjustments based on those observations. To assist teachers in identifying types of learners, Sims introduces the reader to Kolb's Learning Styles Inventory III, (LSI III). He suggests that the use of the LSI III could provide faculty members with valuable clues as to understanding students, designing a course appropriate for the students, and approaching facilitation in the classroom. Sims states that he has used this model successfully.¹¹

Sims indicates that he designs the courses he teaches to accommodate students who characterize each of Kolb's four learning styles. By providing a diverse group of activities, he stated that he thereby will be able to present a somewhat customized approach in a classroom setting. A chart in the next chapter helps to better define how courses can be tailored to fit different student learning styles.¹² He comments on developing an environment for each type of learning style and provides

specific lists with additional suggestions for course design. Sims recommends two other instruments for evaluating the learning types of students, including the popular Myers-Briggs Type Indicator, ("MBTI"). The wide availability and acceptance of the MBTI make it a convenient instrument, although Sims strongly favors the LSI III. He actually suggests using multiple instruments to evaluate students, which may not be feasible for most schools. Most faculty members can appreciate the value of Sims' proposal that faculty survey their students to determine their learning types. INSTRUCTION

METHODOLOGY

An especially useful chapter in *Teaching Business Ethics for Effective Learning* is titled "Practical Approaches to Teaching Business Ethics."¹³ Sims details the various approaches for teaching business ethics, from lecture and case analysis to structuration theory. He then links these approaches to his concept of experiential learning by exploring role playing, service learning, behavioral simulations and self reflection. This concise chapter contains explanations and examples of each approach.

Sims suggests a way to create the appropriate classroom environment for teaching business ethics. He describes and diagrams a model he calls the "Psychological Contract."¹⁴ This involves the exchange of expectations between the faculty member and the students. The purpose of the model is to involve students directly in the learning process. According to Sims, this avoids the traditional model of the teacher with power and the students without power. He emphasizes the importance of creating a safe environment where students can speak freely and take risks. Flowing from the psychological contract, Sims includes an interview form to guide instructor and student dialog. The form is based on earlier work by Kolb.¹⁵ Through Sims' inclusion of the interview form that he uses, the reader has a solid example and not just a general discussion of this method for exchanging information with students.

Because good communication in the classroom is so important to a positive learning environment, Sims devotes two chapters to this subject. He

encourages a safe classroom environment where "conversational learning" can occur.¹⁶ Sims again provides numerous lists of items for consideration in developing classroom communication. Returning to Kolb's theories, Sims presents an approach to debriefing that is tied to Kolb's four stages.¹⁷ Particularly with cases studies, role plays, and similar exercises, the ability of the faculty member to effectively debrief students is critical to the success of the class. This section would be helpful to new ethics teachers, but could also be helpful to experienced faculty who want to improve the learning experience in their classrooms.

ASSESSMENT & QUALITY IMPROVEMENT

The increased emphasis on ethics in business school is not driven by the desire to teach ethics for its own sake. The reason for the attention is that politicians, community representatives and business leaders hope to develop future businesspersons who will effectively deal with the ethical challenges of the business world. Sims devotes two chapters to the subject of assessment and quality improvement. Before teaching a course, decisions should be made on what outcomes are desired. Finding a way to measure outcomes for ethics courses is a major challenge. Faculty can test students' memorization of ethical theories, and with a little more effort, they can test students' understanding of intermediate ethical concepts. Measuring the level of ability to deal with real world situations and the persistence of the influence of the course on future behaviors is more difficult.

Sims suggests that Total Quality Management ("TQM") is a tool that would help faculty assess the outcomes of business ethics courses and to make improvements for the future.¹⁸ The use of TQM to improve future courses has a logical appeal. The issue is how many schools will use a formal TQM approach versus the number of schools that will simply respond to the various internal and external pressures as they arise. Classic challenges, including faculty availability and limited resources, may trump TQM efforts. Many colleges and universities today use computer-scanned score sheets submitted by students to evaluate faculty.

A faculty member receives a score or set of scores based on the statistical compilation of the student data. Sims does not address this popular scoring system in his material on assessment. While some survey data are helpful to schools, Sims is likely to agree that this is not an effective way to assess student learning or to implement TQM.

Suggestions for design of statistical studies to determine the outcomes of ethics courses may be of interest to some readers, but the material is at a primary level. It is important that schools have some way to determine whether the goals for business ethics courses are being met. Statistical studies have been attempted and reported, but the various studies reporting the outcomes of business ethics courses generally have not produced statistically significant results.

CONCLUSION

Teaching Business Ethics for Effective Learning makes a contribution to the literature on the pedagogy of business ethics. It provides details, frank advice, and illustrations. The writing style is straightforward and the use of extensive lists with some tables and diagrams is an effective approach for business readers. The book misses the mark in some cases, but the flaws do not prevent it from being of value.

The reader must be interested in Kolb's approach to experiential learning, or there are portions of the book that will be irrelevant. The objective for experiential learning is to produce "intentional learners" who grasp the concept of learning and will be lifelong learners. The concept of using more active methods in the classroom in order to effectively challenge students is endorsed by educational experts.¹⁹ Ethics teachers who have not implemented some of these features in their classrooms may find that they are not able to keep pace with students who have already been exposed to this approach in other classes.

A variety of practical barriers may reduce the value of Sims' proposals, including administering the LSI III or MBTI to students and using psychological learning contracts. Sims is a faculty member at a selective school with a largely traditional student body. Applying his proposal at a college with a

non-traditional student body or for classes offered primarily at night or on weekends will present a greater challenge. Limited resources and time severely restrict what, if any, student surveys could be conducted at many schools. Various sources indicate that as much as half of the faculty teaching today are adjunct or part time. These faculty members do not have the opportunity to survey their students in advance or tailor their teaching methods to each class. Another concern is the growing popularity of for-profit educational programs. One of the features of such programs is the highly standardized teaching methods and curriculum imposed on their primarily adjunct faculty. None of these factors bode well for advance surveys or customized teaching approaches. These comments are intended as observations on the application of Sims' work, rather than criticism. Faculty members could still benefit from considering his suggestions, even if some of them are not feasible for certain classrooms.

The book's value would be greatest for new business ethics teachers. There would also be some value for business school deans and department heads. Business ethics teachers with many years of experience may find the book too primary. A secondary value of the book is as an introduction to learning theory and student development. Teachers interested in the learning theories introduced by Sims may want to refer to more detailed and critical works on student development before implementing the methods in their classrooms.

David D. Schein
University of Virginia

(Endnotes)

- 1 RONALD R. SIMS, *TEACHING BUSINESS ETHICS FOR EFFECTIVE LEARNING*, vii (2002).
- 2 THOMAS R. PIPER ET AL. (1993).
- 3 Kluwer Academic Publishers, NE
- 4 THOMAS DONALDSON ET AL. (7th ed. 2002).
- 5 NANCY J. EVANS ET AL.,

- STUDENT DEVELOPMENT IN COLLEGE, Chapter 10 (1998).
- 6 Sims, *supra* note 1, at 82.
 - 7 *Id.* at 85-94.
 - 8 Evans, *supra* note 5, 209-211.
 - 9 *Id.*
 - 10 Sims, *supra* note 1, at 88.
 - 11 *Id.* at 86-94.
 - 12 *Id.* at 99.
 - 13 *Id.* Chapter 8.
 - 14 *Id.* at 175.
 - 15 *Id.* at 183-87.
 - 16 *Id.* at 189-203.
 - 17 *Id.* at 205-18.
 - 18 *Id.* at 225-46.
 - 19 Association of American Colleges and Universities, *GREATER EXPECTATIONS: A NEW VISION FOR LEARNING AS AMERICA GOES TO COLLEGE*, 21-41 (2002).

Here is an interesting site for those interested in using movies to teach business ethics:
<http://westcgi.west.asu.edu/johnso/ethics.cfm>. Interesting link to Top Twelve Things You Can Learn About Business Ethics by Watching Movies

**Introducing CasePlace.org:
Your Source for Case Studies in CSR
and Ethics**

The Business and Society Program at the Aspen Institute has developed CasePlace.org, a FREE online searchable database of hundreds of business case studies and supplementary teaching materials that enable business school faculty to integrate discussion of pressing ethical, social and environmental issues into the MBA curriculum. The business cases come from sources including Harvard Business School Publishing, The Darden Case Collection, the European Case Clearinghouse, and Richard Ivey School of Business at the University of Western Ontario, Canada and cover a wide array of disciplines including Accounting, Ethics, Finance, Management, and Marketing. Cases are easy to search by keyword and are also grouped according to themes

such as Crisis Management, Human Rights, and Stakeholder Relationships.

Since launch in December 2001, CasePlace.org currently has over:

- 30,000 site visits
- 2200 registered users
- 125,000 page views

CasePlace.org can supplement the MBA curriculum in three ways. First, professors and students are able to find material raising social and environmental issues relevant to traditionally taught courses. To assist faculty in integrating CasePlace.org materials into their courses, the site also houses syllabi from other business schools. Second, registered users are able to exchange ideas about materials with other registered users. Finally, CasePlace.org provides current news articles and originally authored cases and papers to bring corporate crises and successes into the classroom as the actual events unfold. For more information about this valuable resource, visit www.caseplace.org, or contact Jan Liss, Associate Director, The Aspen Institute Business and Society Program, at jan.liss@aspeninstitute.org.

The Least of My Brothers is an on-line module or short course in the ethics of research with human subjects. Content for the module was developed by the Poynter Center for the Study of Ethics and American Institutions at Indiana University-Bloomington (Kenneth D. Pimple, Project Director; Julia A. Pedroni, Co-Director; Victoria Berdon, Graduate Assistant) in collaboration with WisdomTools, Inc., which also provided the technical realization of the course. The module is now ready for use by interested teachers and researchers. For complete information and to review the module at no charge, visit: <http://www.indiana.edu/~poynter/sas/lb/>.



Books

Rising above Sweatshops: Innovative Approaches to Global Labor Challenges

by Laura P. Hartman, Denis G. Arnold, and Richard E. Wokutch. Workers have basic rights that should not be violated, notwithstanding the geographical locale of their work. But those rights often appear to conflict with the economic and commercial needs of both developing nations and multinational enterprises. Creative approaches are necessary if workers' rights are to coexist with commercial success, or even survival. This book introduces the current global labor milieu and showcases innovative solutions via original case studies (e.g., Nike, Levi Strauss), which demonstrate how multinational enterprises can respect worker rights while benefiting from the economic advantages of a global labor market. Part I provides an overview of global labor challenges from a broad variety of perspectives, including economics, public policy, philosophy, and strategic management. The facts and contention of the "new sweatshop" school of thought are analyzed, along with industrialization and utilization of labor in developing countries; the application of basic human rights to the circumstances of workers; the unique role of nongovernmental organizations in the debate over global labor practices; and the "Total Responsibility Management" approach to implementing improved labor practices. Part II analyzes case studies, based on original field research, of well-known global corporations. The examined programs provide examples of innovative responses by multinational firms, the International Labor Organization, and other NGOs to challenges regarding global labor practices. These cases can help other firms avoid the unhappy dilemma of either exploiting workers and enduring a public relations backlash, or terminating operations in various developing nations. The true solution lies in companies respecting worker rights, while benefiting from the economic advantages of a global labor market. November 2003, \$65.00, 1-56720-618-2, <http://www.greenwood.com>

Stakeholder Theory and Organizational Ethics

by Robert Phillips, (Berrett-

Koehler Publishers, Hardcover 216 pages \$34.95 September 2003. ISBN: 1-57675-268-2). This book addresses the question of what the moral underpinning of stakeholder theory should be. Phillips elaborates a "principle of stakeholder fairness" based on the works of the late John Rawls. He uses this theory to attempt to clarify several long-standing questions in stakeholder theory, such as: Who are an organizations' legitimate stakeholders? What, if any, are the limits of stakeholder theory? What is the relationship between stakeholder theory and other moral, political and organizational theories? Phillips also provides a detailed analysis of current controversies in stakeholder theory and offers a method for determining who are and are not legitimate stakeholders and why.

Employment and Employee Rights by Patricia H. Werhane and Tara J. Radin, with Norman E. Bowie. Employment and Employee Rights addresses the issue of rights in the workplace. Although much of the literature in this field focuses on employee rights, this volume considers the issue from the perspective of both employees and employers. June 2003, 0-6312-1429-1, <http://www.blackwellpublishing.com>

The following two books can be found at <http://mitpress.mit.edu>

Democracy's Dilemma: Environment, Social Equity, and the Global Economy by Robert C. Paehlke. The realities of global economic integration are far more complex than many of its supporters or detractors acknowledge. One consequence of simplistic thinking about globalization, claims Robert Paehlke, is that we tend to focus on economic prosperity to the neglect of such other important considerations as environmental and social well-being. A first step toward righting this imbalance is the recognition that economic gains do not guarantee better lives or better communities and societies. Paehlke seeks a middle ground between those who reject globalization and those who claim that it will create the best of all possible worlds. Because there is no returning to a world that is less

economically, culturally, and politically integrated, he argues, we should make every effort to advance global cooperation and equity. He suggests specific interventions that could be built into international trade agreements, including global minimum wages and provisos that natural commodities from developing economies such as energy and forest cuttings not be allowed to decline in price relative to the manufactured goods of more advanced economies. He also suggests ways to improve domestic democratic effectiveness. — July 2003, 304 pages, \$27.95, 0-262-16215-6

Confronting Consumption edited by Thomas Princen, Michael Maniates, and Ken Conca. *Confronting Consumption* places consumption at the center of debate by conceptualizing "the consumption problem" and documenting diverse efforts to confront it. In Part 1, the book frames consumption as a problem of political and ecological economy, emphasizing core concepts of individualization and commoditization. Part 2 develops the idea of distancing and examines transnational chains of consumption in the context of economic globalization. Part 3 describes citizen action through local currencies, home power, voluntary simplicity, "ad-busting," and product certification. Together, the chapters propose "cautious consuming" and "better producing" as an activist and policy response to environmental problems. The book concludes that confronting consumption must become a driving focus of contemporary environmental scholarship and activism. —2002, 415 pages, \$26.95, 0-262-66128-4

The following three books can be found at <http://www.prenhall.com>

Ethical Theory and Business, 7/e by Tom L. Beauchamp *Georgetown University* and Norman E. Bowie *University of Minnesota*. The 7th edition of this book presents a comprehensive anthology of readings, legal perspectives, and cases in ethics in business. This edition focuses on providing and explaining the tools needed to deal with

ethical dilemmas in business. —2004
Edition, 0-13-111632-0

Advertising Ethics, 1/e by Edward Spence *Charles Sturt University* and Brett Van Heekeren *Charles Sturt University*. This text focused on an applied philosophical analysis of the nature of advertising in general and of specific ethical issues that arise in advertising. Both of these themes are anchored in reality through the critical examination of relevant case studies and by reference to current professional codes and practices in the Advertising Industry and contemporary ethical theory. Its main objective is to provide students with a structured ethical reasoning and ethical decision-making model that will enable them to clearly ascertain the relation between advertising and ethics. —2005, 0-13-094121-2

Ethics in the Workplace, 1/e by William F. Roth *DeSales University*. Comprehensive and clear, this text introduces students to a generic, universal standard by which to judge and encourage ethical behavior in the workplace and life in general. It begins by exploring the philosophical roots upon which the field of ethics is based and springs, and then discusses the four basic current approaches to ethics—their strengths and weaknesses, and how they can be pulled together under the new standard. A focus on organization ethics places the standard into the workplace, and shows students that its successful implementation there requires the correct design of organization systems, rather than an attempt to change the individual employees. —2004, 192 pages, 0-13-184815-1

The following two books can be found at <http://www.palgrave-usa.com>

The Ethical Business: Challenges and Controversies by Kamel Mellahi and Geoffrey Wood. *The Ethical Business* will provide up-to-date coverage of key issues and perspectives in business ethics from a critical perspective. After providing an overview of theoretical approaches to ethics, a wide range of relevant practical questions will be explored. The book will cover the issues in greater depth, and in a more critical manner, than other introductory texts. 2002, 195 pages, \$34.50, 0-333-94993-5

Leading with Meaning: Using Covenantal Leadership to build a Better Organization by Moses Pava. What makes a good leader? How does good leadership impact an organization? Moses Pava argues that meaningful and useful answers to these questions are available in traditional religious and spiritual resources. Pava shows how religion can talk to real world problems by exploring traditional literature that deal with the idea of the biblical covenant and Jewish leadership. Using what can be learned from these in the business world is the key to building leadership based on mutual trust and respect—a covenantal leadership. In the aftermath of the Enron scandal, leadership with a soul is more important than ever before. This book offers the paths of Humanity, of No Illusions, of Integration, of Moral Imagination, of the Role Model, and of Moral Growth as six ways to achieve it. The best teachers have always showed us how to use yesterday's language to solve tomorrow's problems. Moses Pava continues in this tradition and clearly shows us why a covenantal leader is a successful leader. March 2003, 192 pages, \$25.00 CL, 1-4039-6132-8

False Prophets: The Gurus Who Created Modern Management and Why Their Ideas Are Bad For Business Today by James Hoopes *Babson College*. According to Jim Hoopes, the fundamental principles on which business is based—authority, power, control—are increasingly at odds with principles of life in a democratic society—freedom, equality, individualism. *False Prophets* critically examines the pioneering theories of the early management thinkers, such as Taylor, Follett, Mayo, and Deming, which intended to democratize corporate life yet have proved antithetical to the successful practice of business. Hoopes challenges popular management movements that followed in the wake of these thinkers and accuses today's business theorists of perpetuating bad management in the name of democratic values. He urges executives and managers to recognize the realities of corporate life and learn to apply the principles of power. He also unveils a new management agenda that will be of paramount significance to modern organizations. A rich and lively read, *False Prophets* provides a refreshingly new and original overview of the history of management in the larger

context of the American culture, brilliantly illustrating its evolution—from the ivory tower to the shop floor. May 2003, 320 pages, \$27.50, 0-7382-0798-5, <http://www.perseuspublishing.com>

Do No Evil: Ethics with Applications to Economic Theory and Business by Michael E. Berumen (Pbk: 496 pages; Publisher: iUniverse, Inc.; July 2003) ISBN: 0595280013 Being good is not good enough to be moral. In *Do No Evil*, Michael Berumen debunks the notions that moral judgments are subjective preferences and that there are no universal standards of morality. He analyzes leading normative theories and gives biographical highlights on several important philosophers. Berumen then sets forth his own theory: the only basis for *universal* morality is the avoidance of death and suffering, in contrast to conventional conceptions of promoting good, which he shows cannot form a basis for universal rules of conduct. Berumen then examines the concepts of property, exchange, competition, and inequality, and shows why capitalism occupies the default position of morality, and why socialism is problematic. With that said, he also explains why property rights are not unlimited, and how morality serves to constrain capitalist acts. The last part of the book deals with business-related topics. Berumen demonstrates that a business is property and not primarily an instrument for delivering social justice, and he covers such areas as governance, fiduciary responsibility, marketing, globalism, the environment, duties to animals, and moral courage

The Importance of Being Lazy: In Praise of Play, Leisure, and Vacations by Al Gini
Routledge, 2003 The history of labor and work is long and convoluted. Unfortunately, the history of not working is short. As a culture, whose mythology is steeped in the hard work and accomplishments of our pioneering forebearers, we just *don't do nothing well!* We are not known as a nation of relaxers. We are not a laid back group. We rarely deliberately devote ourselves to idleness. Although I know it sounds like a Zen paradox, we almost never slow down enough to experience the experience of *not doing anything at all*. We simply don't do leisure well. We rarely attune our inner ear to the needs of

our inner self. We usually stay too busy. We usually do too much, and in the doing insulate ourselves from ourselves and others. We are, I think, a society, steadfastly schizophrenic about our understanding of the term "lazy." On the one hand, in our work-a-day world of intense competition, productivity, and status seeking, to be called lazy is to be despised by others and often by ourselves as well. "Lazy" is often used as a "four-letter word" to ridicule individuals who lack energy and effort, or who are slow-moving, sluggish, slothful, or just plain goofing off. To be labeled with the moniker of lazy is to be thought of as immature, undependable, irresponsible, indolent, and/or uselessly idle. On the other hand, we long to be lazy, to do nothing, to be purposely inactive. We crave lazy summer afternoons. We brag about lazy winter weekends, or at the very least, the luxury of "long lazy Sunday mornings with the *New York Times*." Too few of us have internalized the lesson that being lazy isn't necessarily a character flaw. It can also be an act of wisdom, well-being, moderation, and maturity. My point is a simple one. Even if we love our jobs, find creativity, success, and pleasure in our work, we also crave, desire, and need not to work. No matter what we do to earn a living, we all need the benefits of leisure, lassitude, and inertia. We all need to play more in our lives.

Morality and Markets: The Ethics of Government Regulation by Edward Soule *Morality & Markets* poses the question: What morally justifies government intervention in the commercial affairs of private citizens? Its author, Edward Soule, proposes what he dubs a Regulatory Strategy, a set of rules for determining the moral legitimacy of regulation. The strategy combines the political philosophies of John Locke and John Stuart Mill with economic theory and commercial history. Soule then puts his framework into action, testing the morality of regulation in contemporary commercial disputes, including capital markets and genetically modified foods. Edward Soule is associate professor at Georgetown University's McDonough School of Business. Dec. 2002, 208 pages, Paper \$23.95, Cloth \$70.00. Order online at www.rowmanlittlefield.com

Philosophy and the Problems of Work: A Reader Ed. By Kory Schaff "Kory Schaff brings together here many of the important philosophical studies of work for the last fifty years. There is an ample spread of point of view- from Arendt to Roemer and Nozick to Elster. With many of the authors commenting on one another in their essays, the reader gets the benefit of a genuine dialogue. Schaff has selected writings that probe the limitations of our actual world of work. Putting them all between one cover will be an impetus to further reflection on meaningful work, women's work, the right to work, exploitation, workfare, and democracy at work." -Milton T. Fisk, Indiana University. 2001, 336 pages, Paper \$29.95, Cloth \$80.00. Order online at www.rowmanlittlefield.com

Dot.com: How America Lost its Mind and Money in the Internet Era by John Cassidy. In dot.com, John Cassidy argues that the Internet stock market boom and bust was a social and cultural phenomenon driven by historical forces similar to those of other speculative booms of past centuries. He demonstrates how technology provided the raw material for the boom, and he points out the many unique factors that helped it expand until it burst. He ends with a careful look at where the boom and bust have left us. Certainly the mood of the country changed sharply. Dozens of day-trading firms closed down, while online firms such as E*Trade and Charles Schwab suffered big falls in turnover. In the nations' boardrooms, corporate executives set aside their plans for internet tracking stocks and concentrated on more basic matters. Many lined up for unemployment and others gave up their dreams of early retirement. In Washington, the bickering over how to spend the budget surplus was replaced by weighty debates about how to prevent an economic turndown from turning into a chronic slump. 400 pages; notes; index. Paperback \$13.95. Order at www.harperacademic.com

How Can I Be Trusted? A virtue Theory of Trustworthiness by Nancy Nyquist Potter. This work examines the concept of trust in the light of virtue theory and takes our responsibility to be trustworthy as central. Rather than thinking of trust as risk-taking, Potter views it as equally a matter of responsibility-taking. How can I be trusted? illustrates that relations of trust are never independent from

considerations of power, and that the trustee has a moral obligation not to exploit the vulnerability of the trusting person. Asking ourselves what we can do to be trustworthy allows us to move beyond adversarial trust relationships and toward a more democratic, just, and peaceful society. Dec. 2002, 224 pages. Paper \$25.95, Cloth \$75.00. Order at www.rowmanlittlefield.com or call 1-800-273-5720.

The Oxford Handbook of Practical Ethics ed. by Hugh LaFollette. The Oxford Handbook of Practical Ethics is a lively and authoritative guide to current thought about ethical issues in all areas of human activity- personal, medical, sexual, social, political, judicial, and international, from the natural world to the world of business. Twenty-eight topics are covered in specially written surveys by leading figures in their fields: each gives an authoritative map of the ethical terrain, explaining how the debate has developed in recent years, engaging critically with the most notable work in the area, and pointing directions for future work. The Handbook will be essential readings and a fascinating resource of ideas and information, for academic and students across a wide range of disciplines. Feb. 2003, 790 pages. \$88.00. To order call 1-800-451-7556.

Building Trust: In Business, Politics, Relationships, and Life Robert C. Solomon, University of Texas, Austin, and Fernando Flores, President of Fundacion Chile. "This is a book about trust that you can trust to be comprehensive, creative and interestingly iconoclastic. Solomon and Flores argue that trust sustains all forms of human relationships. They claim that without trust life would be nasty, brutish, and short! This concise book alters and adds to the debate on trust and is a gift and a challenge to its readers." Al Gini, Associate Editor, Business Ethics Quarterly. In Business, politics, marriage, indeed in any significant relationship, trust is the essential precondition upon which all real success depends. But what precisely is trust? How can it be achieved and sustained? And most importantly, how can it be regained once it has been broken? In Building Trust, Robert C. Solomon and Fernando Flores offer compelling answers to these questions. 2001, 192

pages. Paper \$12.95, Cloth \$25.00. To order call 1-800-451-7556.

Business Ethics 2nd Edition, Deon Roussouw. This book is written from an inter-disciplinary perspective within the South African business context. It provides an introduction to the guidance for moral decision making. The book's three sections focus on the relationship between business and ethics; moral dilemmas in business; and practical issues such as fighting fraud. 2002, 256 pages, \$16.00. To order call 1-800-451-7556.

Environmental Justice: Creating Equity, Reclaiming Democracy Kristin Shrader-Frechette, University of Notre Dame. Shrader-Frechette offers a rigorous philosophical discussion of environmental justice. Explaining fundamental ethical concepts such as equity, property rights, procedural justice, free informed consent, intergenerational equity, and just compensation and then bringing them to bear on real world social issues, she shows how many of these core concepts have been compromised for a large segment of the global population, among them Appalachians, African-Americans, workers in hazardous jobs, and indigenous people in developing nations. She argues that burdens like pollution and resource depletion need to be apportioned more equally, and there are compelling ethical grounds for remedying our environmental problems. She also argues that those affected by environmental problems must be included in the process of remedying those problems; that all citizens have a duty to engage in activism on behalf of Environmental Justice; and that in a democracy it is the people, not the government, that are ultimately responsible for fair use of the environment. 2002, 88 pages, \$28.00. To order call 1-800-451-7556.

Ethics, Economics, and Politics: Some Principles of Public Policy I.M.D.Little, Fellow of Nuffield College, University of Oxford. In *Ethics, Economics and Politics*, Ian Little returns to offer a new defense of a rule-based utilitarianism as a basis for assessing the role of the State. Lucidly and elegantly he explains how the three disciplines of philosophy, economics, and politics can be integrated to provide guidance on issues of public policy.

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2002, 200 pages, \$22.40. To order call 1-800-451-7556.

The Myth of Ownership: Taxes and Justice Liam Murphy and Thomas Nagel, New York University. "The authors very effectively argue that the taxation, such as the benefit and ability to pay principles, fall victim to a fatal defect. Justice in taxation cannot be assessed apart from a general theory of property rights." –The Mises Review. "The best book by far on the political morality of taxation. In a clear and compelling analysis, Murphy and Nagel expose the mistake of thinking that individuals own their pretax income and they examine the social benefits of justifiable tax policy. Taking this book's message to heart would transform contemporary democratic politics." –Amy Gutmann, Princeton University. Taxes arouse strong passions, fueled not only by conflicts of economic self-interest, but by conflicting ideas of fairness. Taking as a guiding principle the conventional nature of private property, the author's show how taxes can only be evaluated as part of the overall system of property rights that they help to create. Justice or injustice in taxation can only mean justice or injustice in the system of property rights in a particular regime. Taking up ethical issues about individual liberty, interpersonal obligation, and both collective and personal responsibility, Murphy and Nagel force us to reconsider how our tax policy shapes our system of property rights. 2002, 240 pages, \$20.00. To order call 1-800-451-7556.

Business and Society: Ethics and Stakeholder Management, by Archie B. Carroll and Ann K. Buchholtz, 5th Edition, 2003. *Business and Society: Ethics and Stakeholder Management*, 5th edition employs a stakeholder management framework, emphasizing business' social and ethical responsibilities to both external and internal stakeholder groups. A twin theme of business ethics illustrates how ethical or moral considerations are included in the public issues facing organizations and the decision making process of managers. The text is written from a managerial perspective that along with the two themes shows how to identify stakeholders, incorporate their concerns into the organization's strategy and operations, and also integrate ethical wisdom into their decision making

process. In addition, 35 case histories are included to help connect theory and practice through timely and interesting examples. Exam copies are available by contacting South-Western Publishing Co./Thompson. Web page is <http://www.swcollege.com/management/management.html>

Wake-Up Calls: Classic Cases in Business Ethics 2e, by Lisa Newton and David Schmidt (South-Western/Thomson/Wadsworth, 2004). The second edition of this popular case book is now available. Wake Up Calls present classic cases that demonstrate business ethics blunders by mainstream companies. The authors provide a conceptual background to help put each case into a meaningful context. Cases include: Genetically modified food, nestle Infant formula, sexual harassment, tobacco, Ford Motor, Love Canal and others. Exam copy at <http://snapshot.swcollege.com>

Setting Global Standards: Guidelines for Creating Codes of Conduct in Multinational Corporations S. Prakash Sethi (Wiley Publishing, ISBN: 0-471-41455-7 Hardcover 306 Pages February 2003 US \$34.95) Many other books express 'righteous anger' about the activities of multinational corporations in developing countries and typically dwell on egregious examples and give little attention to business considerations and realistic possibilities for improvement. By contrast, Sethi's work is based on long familiarity with the operations of many companies in many countries, and clearly recognizes the role and contribution of industrialization to economic development. Rather than solely criticizing these policies, Sethi explores the opportunities for improvement through voluntary efforts by firms and industries. *Global Standards* is an invaluable compilation of experience, analysis, and proposals for improvement by a recognized expert who is both critical and optimistic.



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