

Index

- Academy of Management*, 19
- Accountability, 54
of augmentation, 58–60
- Aesthetic process, 165–166
- Affective process, 170
- Affluenza, 304–305
- Agency theory, 296, 299
- Alaska Permanent Fund, 43
- Alternative currencies, 47
- Altruism, 301, 304, 305
altruistic motives, 48
economy, 48
- Amorality, 300
- Amygdala, 307–308
- Aquinas ethics of economy, 73
- Aristotelian perennial philosophic principles, 79
- Aristotelian theorists of business ethics, 68–69
- Artificial intelligence (AI), 35–36
explainable AI and right to explanation, 50–52
issues in AI ethics, 48–49
revolution, 39–40, 47
as scapegoat, 52–56
- Artificial scarcity, 47–48
- Aspen Institute survey, 45
- Attributability-responsibility, 54
- Attribution theory, 95–97, 108–109
- Augmentation, 56–58
accountability, 58–60
- Authentic leadership, 253
- Automatic intuitions, 20
- Autonomous robot companies, 49
- Bandwidth fidelity theory, 325, 327–328, 329–330, 340–341, 343
- Baumhart’s survey of executives’ opinions and beliefs, 7
- Behavior(al), 124, 181–182, 248–249
ethical decision-making and, 14–15
ethical/ethics, 5, 11, 163–165, 172–173, 212, 244–245, 266, 324
ethicists, 163
ethics-related research, 241
immoral, 163
moral, 159, 163
unethical, 5, 197–198, 212, 227
- Behavioral business ethics, 5
engaging with cross-cultural differences and similarities, 23
engaging with past, 25–26
engaging with qualitative methods and looking across levels, 24
period of unprecedented growth, 16–22
rationalist models, 19–22
scholarship, 15–16
See also Expressive business ethics; Business ethics
- Bitcoin, 47
- “Black sheeps”. *See* Dishonest group members
- Blood-oxygen-level-dependency effect fMRI (BOLD-fMRI), 267–268

- Bolsa Familia* (Brazil), 43
- Bounded ethicality, 164
- Brain, 171
 - brain-based perspective, 263
 - imaging technologies, 267–268
- Bribery, 49–50
- “Building blocks” of moral judgment, 185
- Burns’ theory of transformational leadership, 264–265
- Business, 35–36, 71
 - transactions, 124
- Business ethics, 5–9, 123–124
 - birth, 9–16
 - business and society tensions, 6–7
 - management scholar contributions, 13–16
 - marketing scholar contributions, 11–12
 - moral psychology contributions, 12–13
 - political and corporate scandals, 7–9
 - rise in business ethics research, 16–19
 - scandals, 16–22
 - See also* Behavioral business ethics; Expressive business ethics; Virtue ethics (VE)
- Business Ethics Quarterly* (1991), 16–17, 19
- Business Ethics: A European Review* (1992), 16–17
- Capital homestead, 46
- Capital-owner-profit-maximization model, 44–45
- Career development, 329
- Career POS, 328–329
- Catholic Social Thought (CST), 73, 80
- Chrematistike, 312
- Classic strain theory, 110
- Clientelist–cronyism level, 221
- “Co-creation” process, 313, 314–315
- COCAbiz, 168
- Coding methods, 102–104
- Cognitive appraisal theory, 170–171
- Cognitive developmental psychology, 156
- Cognitive method, 156
- Cognitive moral development, 19–20, 184–185, 242–243
 - art of ethical decision-making, 167
 - behavioral ethics, 163–165
 - emotion, 170–171
 - evolution of moral development, 157–160
 - knowledge, 167–168
 - neuroscientific dual-process moral judgment, 161–162
 - new directions in moral judgment, 165–167
 - practice, 172–173
 - present in moment, 168–170
 - SIM reasoning, 160–161
- Cognitive neuroscience research, 263
- Collective constructs, 192
- Collective guilt and shame, 188
- “Commodification” expression, 142–143
- Communication
 - systems, 216, 218–219
 - and transparency, 219
- Company culture, 104, 105–106

- Compensation, 38, 138–145
 - ethics, 128
 - systems, 218
- Competitive pressures, 221–222
- Composition models, 192–193
- Computer-administered tests, 114–115
- Confirmatory factor analysis (CFA), 336, 338
- Conscious reasoning, 276–277
- Conscious self-reflection, 274–275
- Consent (business ethics issues), 124
- Consequentialism, 58, 254
 - rule-consequentialism, 132
 - sophisticated act-consequentialism, 132
- Consistency, 105–106
 - information, 97
- Contingency
 - approach to neutralization, 12
 - framework, 11
- “Contribution view”, 140
- Corporate governance, 68, 296, 297, 299
 - REMM ontology, 300
 - as structural response, 297–298
- Corporate responsibility for
 - Common Good, 73
- Corporate sincerity, 145
- Corporate social responsibility (CSR), 297
 - as strategic response, 298
- Covering for unethical activities, 104, 105–106
- “Creative commons”, 47–48
- Creativity, 241–242
- Crony capitalism, 219–221
- Dark side research, 240–251, 254
 - benefits of, 251–252
 - reason for scholars pursuing, 243–246
- “Deep learning” in neural networks, 40
- Defining Issues Test (DIT), 13, 156–157
- Deontology, 58
- Dependence Principle, 135
- Descriptive approach, 265
- Dignity
 - threshold, 312
 - as universal threshold, 311–312
 - violations, 312
 - of work, 73
- Dishonest group members, 190
- Dispersion models, 192–193
- Drive to acquire (dA), 307, 308–309
- Drive to Bond (dB), 309–310
- Drive to Comprehend (dC), 310–311
- Drive to defend (dD), 307–309
- Dual-process reasoning model, 156–157
- Dual-process theory, 275–276
 - of moral judgment, 162
- Economic incentives, 37
- Economic Report of the President to the Congress*, 41
- Economic(s), 71
 - sense, 312–313
 - theory, 37–38
- Economism, consilience of
 - knowledge challenging, 305–306
- Egoism, 163

- Electroencephalography (EEG),
267–268
- Emotion(al), 170–171
method, 156, 165–166
moral, 186–189, 195–196
other-condemning, 186–187
regulation, 251
- Emotionality, 301–303
- Empathy, 188, 264, 277–280,
302–303
- Employee
orientation, 325–326
perceptions of support, 326
performance, 218
well-being, 325–326
- Employment-at-will, 38
- Energy, 47
- Enron crisis (2001), 297–298
- Equality, 186
- “Ethic of care”, 159–160, 304
- “Ethic of justice”, 159–160
- Ethical decision-making, 11–12,
157, 159–160, 165, 171,
184–185
art, 167
and behavior, 14–15
model in organizations, 10
- Ethical leadership, 242–243, 262,
263, 278, 279–280
contribution of social cognitive
neuroscience to, 282–286
future research agenda,
285–286
leadership ethics and
responsibility, 264–267
limitations of dialogue between
neuroscience and, 284
neuroscience research in,
263–264, 283–284
social cognitive neuroscience
and, 267–282
- Ethical observer engagement, 213
- Ethical organizational behavior,
229
- Ethical theories, 59–60
- Ethics, 182
engagement methods for
observers, 212
of firing, 134
scholars, 183, 186–187
- Ethics-related research, 239–240,
247
consequentialism, 254–255
dark side research, 254
existence of dark side research,
240–246
moderators, 249–251
ramifications, 251–253
reason for ethics concept
including dark sides,
240–243
reason for scholars pursuing
dark side research,
243–246
TMGT, 246–247
unintended consequences,
248–249
- Ethics-specific citizenship
behaviors, 344
- Eudaimonia* (personal flourishing),
70, 312
- Eusociality, 300–302
- Evolutionary biology, 304–305, 307
- Ex ante* explanation, 51
- Ex post* explanation, 51
- Experimental philosophers, 163
- Expressive business ethics, 124
background, 125–127
compensation, 138–145
firing, 134–137
future of expressive critiques,
145–149

- immoral investing, 137–138
- issues, 127
- nature of expressive wrong, 131–134
- non-expressions, 128–131
- See also* Behavioral business ethics; Business ethics
- Expressive ethics, 125
- External whistle-blowing method, 226–227

- Fair reciprocity principle, 52–56
- Fairness (business ethics issues), 124, 264, 280–282, 301
- “Faust” archetype, 214–215
- Female genital mutilation (FGM), 146
- Fiduciary duties, 138–139
- Financial POS, 328–329
- Financial services industry, 98, 113–114
- Financial trust violation crimes, study of, 6
- Firms, theory of, 77–78
- Forced-testing, 114–115
- Forgiveness, 239–240, 254–255
- Formal system, 15
- Four-component model of moral decision-making (Rest), 12–13
- Fourth Industrial Revolution, 35–36
 - accountability of augmentation, 58–60
 - AI as scapegoat and principle of fair reciprocity, 52–56
 - automation *vs.* augmentation, 56–58
 - duty to hire, 44–46
 - explainable AI and right to explanation, 50–52
 - gig economy, 36–39
 - inequality, 41–42
 - issues in AI ethics, 48–49
 - machine ethics, 49–50
 - market-based redistribution, 42–43
 - meaning of life, 44
 - technological unemployment, 39–41
 - third-way solutions, 46–48
 - universal basic income, 43–44
- Freedom, 39
- Functional magnetic resonance imaging (fMRI), 267–268, 275–276, 283–284, 285–286

- Gig economy, 36–39
- Gig workers, 37
- Global financial crisis (2007–2008), 297–298
- GNU project, 47–48
- Goldman Sacks financial settlements, 212
- “Gorbachev” archetype, 215
- Group
 - group-based guilt and shame, 188
 - group-based perspective, 182
 - group-level morality, 192–193, 197
 - identification, 189
 - membership, 94–95, 109–110
 - morality, 182–183
- Groupthink, 191
- Guilt and shame, 187
 - collective, 188
 - group-based, 188
- Guilt proneness, 192

- Haidt's model, 20
- "Hard-wired" basis, 185
- Hawthorne Studies, 26
- Hawthorne Works (Western Electric), 26
- High-morality group member, 193–194
- Hubris, 110–111
- Human (*Homo sapiens*), 300–301, 303–304, 306–307
- agency role, 265
 - beings, 95
 - dignity, 311–312
 - intuition-based machine ethics, 49–50
 - nature, 315
- Human behavior, 300–301, 308
- four-drive model of, 311–312
- Humanistic extension, 308–311
- drive to bonding, 309–310
 - drive to comprehending, 310–311
- Humanistic ontology for
- responsible management, 300
 - balance, 304–305
 - consilience of knowledge
 - challenging economism, 305–306
 - corporate governance as
 - structural response, 297–298 - CSR as strategic response, 298
 - emotionality, 301–303
 - environmental and social crises, 295–296
 - humanistic model for responsible management, 306–317
 - managerial responsibility and limits of prior responses, 296–298
 - morality, 303–304
 - sociality, 300–301
- Hypothesis testing, 338–340
- Immoral behavior, 163
- Immoral investing, 137–138
- Inequality, 39, 41–42
- Ingroup members, 188
- Institutionalization, 21
- Instrumental Relativist Orientation, 158
- Intellectual property, 47–48
- Interactionist approach, 13–14
- Intergroup phenomena, 183
- Internal whistle-blowing method, 226–227
- Interpersonal morality, 124
- Intuition-based approach, 49–50
- Iran–Contra scandal, 16
- Issue-contingent model, 17–18
- James-Lange Theory of Emotion, 170–171
- Job engagement, 252
- Job satisfaction, 324, 335
- positively related to job satisfaction, 332
- Kantian social contract thinking, 55
- Kantian tradition, 58–59
- Kelley's Covariation model, 109
- Knowledge, 167–168
- historical, 4
 - systems, 104, 105–106
- Kohlberg and Rest's models, 156
- Kohlberg's theory of cognitive moral development, 13–14
- Labor laws, 38
- Law and Order Orientation, 158–159

- Leadership, 242–243
 limitations of dialogue
 between neuroscience and,
 284
 neuroscience research and,
 283–284
 research, 278
 theories, 324–325
- Leadership ethics, 262
 and responsibility, 264–267
- Libertarian business leaders, 59
- Low-morality group member,
 193–194
- Loyal dissenters, 191
- Luddite fallacy, 40–41
- Machiavellianism, 19–20,
 244–245, 252
- Machine ethics, 49–50
- Macro-level environmental
 obstacles, 219–222
 clientelist, crony capitalism,
 219–221
 competitive pressures,
 221–222
- Managerial opportunism, 297
- Managerial responsibility,
 296–298
- Market-based redistribution,
 42–43
- McKinsey* (consulting firm), 41
- Meaning in Life Questionnaires
 (MLQ), 99–100
- Meaning-making, 88, 90,
 93–94
 foundation, 112
 Myriad perspectives, 94
 positivist rendering, 99–100
 survival, group membership,
 and strain, 94–95
 theoretical background, 91
- Meso-level organizational
 obstacles to engagement,
 216–219
 communication systems,
 218–219
 organizational culture, 217
 performance evaluation and
 compensation systems,
 218
- Mesolevel, morality at, 192–194
- Metaethics, 145–149
- “#MeToo” social movement,
 229–230, 233
- Micro-level individual obstacles,
 213–216
- Microlevel quantitative behavioral
 ethics research, 24
- Mono-method bias, 344
- Moral
 awareness, 159
 behavior, 159, 163
 character, 192
 clauses, 136–137
 crisis, 6
 equality, 126
 evaluation, 159
 foundations theory, 185–186
 identity, 192, 242
 imagination, 166
 intensity, 17–18
 intention, 159
 laxity, 58–59
 leadership, 6, 264–265
 manager, 265–267, 279, 281
 new directions in moral
 judgment, 165–167
 person, 265–267, 274, 281
 psychology, 12–13, 156,
 172–173
 reasoning, 20, 156, 184–185
 worth, 126

- Moral development evolution, 157–160
 conventional level, 158
 postconventional level, 158
 preconventional level, 158
- Moral emotions, 186–189
 in social environment, 195–196
- Morality, 182, 303–304
 and group functioning, 196
 at mesolevel, 192–194
 review of research on, 184–191
 scholars, 191–192
 social identity, 189–190
 social norms, 190–191
- Motivational schemes, 299
- Multidimensional
 conceptualization of POS, 328–329
- Narcissism, 110–111
- Neo-Aristotelian applied ethics, 78
- Neo-Aristotelian business ethics, 68
- Neo-Aristotelianism, 71
- Neurocognitive model, 20–21
- Neuroeconomics, 262–263
- Neuroethics, 284
- Neuromarketing, 262–263
- Neuroscience, 172–173
 leadership, 283–284
 research, 265, 283–284
 technologies, 268, 284
- Nichomachean Ethics and Politics, 79
- Normalization processes, 21
- Normative or philosophical approach to business ethics, 5
- Normative organizational identity, 223
- Nucleus accumbens, 307
- NVivo software, 101–102
- Objective model of ethical decision-making, 172
- Observer engagement methods, 222–231
 evocation and framing of dialogic engagement, 223–224
 internal and external whistle-blowing methods, 226–227
 linking with countervailing external social movements, 229–231
 observer in position of organizational power, 227–229
 win–win incentive and ethics networking methods, 224–225
- Observer whistle-blowing exposures, 230
- “Obviously bad” phenomena, 241–242
- Off-the-job POS, 329
- Oikonomia, 312
- One-factor model, 336
- Open Letter on Digital Economy*, 60
- Organizational Behavior* divisions, 19
- Organizational citizenship behavior (OCB), 144, 324
- Organizational ethics policy, 9
- Organizational support, 326, 327–328
 general vs. specific types of, 328–330
- Outgroup members, 188–189
- Oxford Martin Programme on the Impacts of Future Technology*, 41

- Parallelism, 18–19
- Partial latent SEM, 338
- Participation, principle of, 73–74
- Patron–client system, 219–220
- Penrose’s theory of growth of firm, 80
- Perceived organizational support (POS), 324, 326, 327, 329, 335, 341
- Perceived organizational support for ethics (POS-E), 325, 326, 328, 330–332, 335, 338–339, 341, 345
- Perception, 11–12
gap, 98
- Permissible attitudes, 125
- Personal ethical standards, pressure to violating, 334, 338
- Person–situation interactionist model, 159–160
- “Phaedo” archetype, 216
- Phronesis*, 68–69, 72–73, 76–77
- Phronetical poiesis*, 76–77
- Poiesis*, 68–70, 73, 76–77
- Polis*, 70
- Political–economic environment, 224
- Political–economic systems, 219
- Positive organizational scholarship (POS), 74–76, 253
- Positivist rendering of meaning-making, 99–100
- Positron emission tomography (PET), 267–268
- Post-scarcity economy, 47
- Precision tools in ethics research
bandwidth fidelity theory, 340–341
control variables, 335
development of ethical leadership, 324–325
ethically risky work setting, 334
future research, 343–344
general vs. specific types of organizational support, 328–330
job satisfaction, 335
limitations, 344–345
means, standard deviations, reliabilities, and correlation, 337
organizational support, 327–328
POS-E, 330–332, 341–342
practical implications, 342–343
predictor variables, 335
preliminary analyses, 336–337
preparedness to handle ethical violations, 334
pressure to violating organizational ethical standards, 334
pressure to violating personal ethical standards, 334
results, 335
sample and procedures, 333–334
structural analyses, 338–340
theoretical overview and hypotheses, 327–328
theoretical rationale, 325–327
“Principal-agent” problem, 297
Principle-based Kantian machine ethics, 49–50
Proactive behavior, 249
Profit maximization, 108
Profit-only approach, 107–108
Punishment and Obedience Orientation, 158
- Rationalist models, 19–22
- Reagan presidency, 16
- “Regulative” ethics, 125

- Renewed Darwinian theory (RD theory), 308–309
- Resourceful, Evaluative, Maximizing Model (REMM), 299, 300, 301, 304–305, 306–307, 315
- Respondeat superior, doctrine of, 136
- Responsibility principle, 41–42
- Responsible leadership, 262, 264–265
- Responsible management, 296
 baseline model, 307–308
 dignity as universal threshold, 311–312
 future streams of research, 315–317
 humanistic extension, 308–311
 humanistic model for, 306–317
 and humanistic paradigm, 313–315
 well-being as ultimate objective, 312–313
- Robots, 40
- Roman Catholic Church, 43–44
- Sarbanes-Oxley Act, 89
- Scapegoat
 AI as, 52–56
 argument, 53–56
- Securities and Exchange Commission (SEC), 226
- Self-chosen ethical principles, 158–159
- Self-regulation, 264, 268–277, 269–273
- Selfish behavior, 304
- Sense-making, 93
See also Meaning-making
- Shareholder profit maximization, 45
- Sharing economy, 36–37
- Simulation theory, 277–278
- Situational factor, 159–160
- Social cognitive neuroscience, 262–264, 266–267
 contribution to ethical leadership, 282–286
 and ethical leadership, 267–282
 leading others, 280–282
 self-reflection and self-regulation, 268–277
 theory of mind and empathy, 277–280
- Social constructions, 242
- Social information processing, 104–108
 theory, 95–96
- Social intuitionist model (SIM), 20, 160–161
 reasoning, 156–157, 160–161
- Social Issues in Management*, 19
- Social normalization of deviance, 21
- Social norms, 37–38, 190–191
- Social perspective, 182
- Social responsibility ethic, 6
- Social scientific approach, 5
- Social scientific study of ethics, 244–245
- Social-contract Legalistic Orientation, 158–159
- Socialists, 214
- Sociality, 300–301
 of human nature, 309
- Socialization, 21
- Society for Business Ethics*, 19
- “Socrates Jailer” archetype, 227
- “Sophist” archetype, 216
- Sophisticated act-consequentialism, 132

- Soviet political–economic system, 215
- Stakeholder
engagement, 313
groups, 218–219
- Structural equation modeling (SEM), 338
- “Superego” component, 182
- Systematic unethical behavior, 219
- TaskRabbit, 36–37
- Technological unemployment, 39–42
societal remedies for, 42
- Theory of mind (TOM), 264, 277–280
- Thinking machine’s algorithms, 50
- Third-way solutions, 46–48
- Thomist idea, 43–44
- Thomistic VE in business and encyclical developments, 72–74
- Too much of good thing effect (TMGT effect), 246–247
- Top-down forcing methods, 227–229
- Transcranial magnetic stimulation (TMS), 267–268
- Transparency International, 217
- Treasury and Federal Reserve rules, 228
- Trickle-down effects, 89
of ethical leadership, 96
theoretical background, 91
- Trickle-down model, 90
- Trickle-down phenomenon, 91–93
- Trust, 264, 280–282
trust-based argument, 51–52
- Two-factor model, 336
- Uber, 36–37
- Ultima ratio, 305–306
- Unethical behavior, 5, 197–198, 212, 227
- Unethical leadership, 88
analysis, 102
attribution theory, 108–109
coding methods, 102–104
data validation and triangulation, 101
interview protocol, 100–101
methodological rigor, 101–102
methodology, 98–99
in organizations, 89
participants, 100
social information processing, 104–108
strengths and limitations, 114–115
theoretical background, 91
top-level presentation of codes and categories, 103
trickle-down effects, 89
- Unethical organizational behaviors, 212–213
macro-level environmental obstacles, 219–222
meso-level organizational obstacles to engagement, 216–219
micro-level individual obstacles, 213–216
observer engagement methods, 222–231
obstacles to observer engagement with, 213–222
- Unethical organizational cultures, 216
- Universal Ethical Principle Orientation, 158–159
- US financial crisis (2008), 219

- US Securities and Exchange
 Commission, 7–8
- “Us-versus-them” mentality, 189
- Utilitarianism, 163

- Virtue ethics (VE), 68–71
 - research opportunities, 78–81
 - sources, 71–76
 - themes in business, 76–78
 - theory of firm, 77–78
 - theory of work, 76–77
- Virtue-based approach, 246–247

- Watergate scandal, 7–9
- Wealth of Nations, The* (Smith),
 312–313
- Wells Fargo scandal, 90
- Win–win incentive and ethics
 networking methods,
 224–225
- Work, theory of, 76–77
- Worker-owned companies, 46
- WorldCom crisis (2002), 297–298

- Zoon politikon*, 70, 309