



THE SOCIETY FOR BUSINESS ETHICS NEWSLETTER

Winter, 2008

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Report from the President

"Another round of financial scandals and conflicts of interest between the rewards of short-term financial engineering and sustainability."

A few weeks ago I was inspired by a group of Eastern European and Balkan bankers who participated in an executive education seminar that I was leading. Being inspired by bankers might seem strange with the latest round of financial scandals following the junk bond scandals of the 1970s, the savings and loan scandals of the 1980s, the investment banking scandals of the 1990s, and our current round of banking sub-prime mortgage and sub-prime corporate-debt excesses (Ip, Whitehouse, Lucchetti, 2007; Tett and Davies, 2007).

In a sense, the new Eastern European bankers are old-fashioned bankers. They create financial assets (e.g., hard currency denominated savings and checking accounts) and provide secure places for people to store financial assets. They pay slightly higher than inflation returns on short-term deposits. In turn, they lend the deposited money long-term to families and businesses to finance homes, businesses, and economic development. They hold the loans as long-term assets. Since they do hold the loans as long-term assets, the bankers work with the families and businesses to help them make investments that make sustainable economic sense. With some of the profits from these activities, some of the bankers also support homeless shelters and soup kitchens for some of the people who are suffering from the transition to market based political-economies. There are also quite a few retired American and European bankers helping the new bankers develop such old-fashioned banking practices. There is much to admire and praise.

To be sure, there are also problems in these emerging markets. For example, one European bank invested about fifty million euros with a local banker to establish a subsidiary only to have the local banker

steal most of the money. In the ensuing negotiation, while the local banker returned about half the money, not only did the European bank not prosecute in order to avoid negative publicity, but also they recommended the banker to another European bank so that he could more or less even the competition by stealing from the first bank's competitor.

One of the things that the junk bond, saving and loan, investment banking, and sub-prime banking financial scandals have in common is that many of the new bankers can make more money from short-term commissions and fees for advising, arranging the financing, and trading the new types of financial transactions and financial engineering deals than they do from returns on long-term assets. For example, a one percent commission and fees on \$10,000,000,000 packages of mixed conventional and sub-prime mortgages that come in and out of a bank within a quarter can be about \$100,000,000. This can create conflicts of interest between the short-term deal-making fees and commissions and the long-term viability of the deals and our political-economy.

William Gross, the founder and co-chief investment officer of the \$100 billion plus bond mutual fund company, PIMCO, calls this new type of banking a "shadow banking system." Gross (*Barron's*, Jan. 14, 2008, p. 32) explains that the current liquidity crisis was largely caused by the sub-prime excesses and that "The most affected economies are the finance-based economies – the ones that depended upon financial engineering. The U.S. is the prime culprit, and the U.K. is close in terms of its problems. These economies are paying the price as the so-called shadow banking system contracts. A normal bank reserves 15% against deposits. The shadow banking system of SIVs (structured investment vehicles) and financial conduits has no reserves." He concluded that "Financial engineering has run amok."

cont'd. on page 3

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CIC Report

*As you may recall from prior newsletters, one of the ongoing efforts of the SBE's Committee on International Collaborations (CIC) is to introduce to members organizations with which SBE members might not otherwise be familiar. This quarter's focus is on the **European Academy of Business in Society (EABIS)**, "a unique alliance of companies, business schools and academic institutions that is, with the support of the European Commission, committed to integrating business in society issues into the heart of business theory and practice in Europe." (<http://www.eabis.org/>).*

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Unlike some of the other associations we have discussed in this space, individuals do not join EABIS, which is limited to institutional members. However, individuals can certainly benefit from its resources as well as many of its activities. Its CSR Platform, which requires registration, "provides a platform for academic institutions, business, policy-makers and civil society actors with interest in CSR to come together and discuss and shape the European CSR research agenda." A second major EABIS initiative supported seven distinct research projects, the results of which are available for review on the organization's website, which can be found at <http://www.eabis.org/about/WhatDO/RETProgramme/> EABIS also supports the RESPONSE Project, which is a study of corporate responsibility practices developed by 19 European and North American multinational corporations. Information can be found at http://www.eabis.org/research/societalexpectations_page4758.aspx.

The EABIS website is a valuable resource for its directory and events calendar, which is not limited only to those events taking place in the European Community. The directory may prove to be useful to members whose students are seeking referrals to institutions with expertise in a particular area or geographical region or to those who seek additional information about organizations interested in related issues.

For further information, please see www.eabis.org. To recommend an organization or association to be profiled in the next newsletter or to recommend an activity to the Committee on International Collaborations, please email Laura Hartman at Lhartman@depaul.edu or Daryl Koehn at koehnd@stthom.edu.

What might some of the consequences be of "financial engineering run amok?" These are controversial issues and there is much disagreement about both the issues and potential solutions. For example, in order to rescue the system as well as the bankers, the Federal Reserve has been lowering interest rates and increasing the supply of money to the banks. In addition to rescuing the economy, do very low interest rates transfer income and wealth from people on fixed incomes to the deal makers? Does this contribute to the increasingly unequal distribution of income and wealth and the dollar's continued fall? Do the rescue attempts pave the way for the next round of low cost and very large financial deals with built-in conflicts of interest between short-run commissions and fees and long-term economic viability? When interest rates rise to more normal levels – and what will that mean, will sub-prime corporate debt instead of sub-prime mortgage debt be the cause of the next liquidity crisis?

What can be done to at least mitigate if not solve what appears to be a continuing commonality in our recurring banking and financial scandals of conflicts of interest between the immense rewards of short-term, financial engineering deals and long-term economic sustainability? These are very complicated issues. It may be necessary to understand the complexities of the financial transactions and deal-making in order to adequately consider the ethical issues and contribute to their resolution. To adequately address these issues, we may need more cooperative research and teaching between finance and business ethics researchers and teachers. The poet Auden wrote about the poet Yeats that he was able to "In the deserts of the heart, Teach the free man how to praise." There is much that is good and not so good in modern banking and financial engineering. Ethics professors, finance professors, and bankers working together may be able to help each other better understand and disentangle what current practices and potential political-economic reforms can and should be praised and pursued.

Gapper, John. 2007. "Sadly, it pays to retire disgracefully." *Financial Times*, Nov. 8, p. 9.

Gross, Bill. 2007. "The shadow knows." www.allianzinvestors.com/commentary/mgr_billGross12012007_P.jsp

Society for Business Ethics Emerging Scholars Program



At the 2008 Annual Meeting in Anaheim, the SBE program will again include two sessions devoted to emerging scholars (pre-PhD preferably) in the field. Emerging scholars interested in giving a presentation should submit proposals to the program organizer Patricia Werhane.

Submissions should include a title and abstract of the proposal, which must not be more than two pages in length. Complete papers are, of course, welcome. Name, address, affiliation, and email address must also be included with the submission.

Submissions should be emailed to Patricia Werhane at werhanep@darden.virginia.edu.

The **deadline is March 1, 2008**. These are very exciting sessions. **All emerging scholars are strongly encouraged to participate.**

Gross, Bill. 2008. In Rublin, Lauren R. "After the deluge." *Barron's*, Dec. 14.

Ip, Greg, Whitehouse, Mark, and Lucchetti, Aaron. 2007. "U.S. mortgage crisis rivals S&L meltdown." *Wall Street Journal*, Dec. 10, p. 1.

Mollenkamp, Carrick and Ng, Serena. 2007. "Wall Street wizardry amplified credit crisis." *Wall Street Journal*, Dec. 27, p. 1.

Tett, Gillian and Davies, Paul J. 2007. "Out of the shadows: How banking's hidden system broke down." *Financial Times*, Dec. 17, p. 8.

SBE News and Announcements

Business Ethics Quarterly

Call for Manuscripts

Due 1 November 2008

Accountability in a Global Economy:

The Emergence of International Accountability Standards to Advance Corporate Social Responsibility

Guest Editors: Dirk Ulrich Gilbert (University of Erlangen-Nuremberg, Germany)
Andreas Rasche (Helmut-Schmidt-University Hamburg, Germany)
Sandra Waddock (Boston College, U.S.A.)

Over the last few years there has been a proliferation of international accountability standards intended to encourage and guide corporate social responsibility (CSR), and to provide multinational corporations with ways to systematically assess, measure, and communicate their social and environmental performance (e.g. UN Global Compact, SA 8000, Global Reporting Initiative). Although these standards differ in detail – the UN Global Compact being a principle-based initiative, SA 8000 reflecting a tool for monitoring and certification, and the Global Reporting Initiative acting as a framework for disclosure – they all aim at improving corporate accountability on an international level. Despite their growing popularity, these accountability standards have received relatively little research scrutiny, and consequently there is uncertainty about both what they represent and what they accomplish.

From a theoretical viewpoint, only limited attention has been given to the ethical qualities of various accountability standards. This criticism particularly applies to *international* standards, because these standards need to justify a *common* moral basis to gain cross-cultural acceptance. Certification programs and reporting initiatives similarly imply that there are globally accepted standards of practice. Must international accountability standards embody a moral point of view to which stakeholders in different countries, with diverse norms and values, can agree? Another question is that of why we currently witness such a proliferation of accountability standards on a global level. Is this because each standard concentrates on different areas of accountability? Or because different governmental and non-governmental organizations prefer standards that embody their own particular agendas? Some might view the lack of a holistic, all encompassing standard as problematic while others might welcome the diversity. Regardless, the nature, origin, and impact of these proliferating standards is worthy of attention.

This diversity of standards potentially creates problems for CSR managers who must decide for or against the adoption of particular initiatives. More generally, little research has addressed the managerial, social, and political practicability of many of the currently popular standards. For example, if accountability is defined as the readiness of a firm to provide explanations and justifications to relevant stakeholders for its decisions and actions in the social and environmental sphere, then the practical implementation of ongoing dialogues with these stakeholder groups, and concrete norms of action, have to be at the heart of concepts of accountability. Yet, a closer examination of tools such as SA 8000, AccountAbility 1000, or even the UN Global Compact reveals that these standards often do not provide clear guidelines of how to set up stakeholder dialogues, and how to implement certain guidelines into action. Thus implementation stands as an important issue alongside that of the nature, origin, and impact of accountability standards.

Possible research questions appropriate to this call for manuscripts include, but are not limited to, the following:

- *Moral Basis of Accountability Standards*: What is the moral basis of any or all international accountability standards? Are such standards legitimate, and if so, in what does their legitimacy reside? What moral stances are implicit in accountability standards? How can we make a contribution to a more critical discussion of the normative presuppositions of current standards?
- *Production/Evolution of Accountability Standards*: Who is and who can be responsible for developing international accountability standards? Are standards (and standard makers) themselves accountable towards their stakeholders and the wider public? What potential problems arise within the process of standardization? How can one or more theoretical perspectives (e.g. neoinstitutionalist sociology, national business systems theory, inter-organizational relations research, social movements theory, international economics, etc.) help us to better understand the global diffusion of international accountability standards, and their likely intended and unintended consequences?
- *Growth and Context of Standardization With Regard to Corporate Accountability*: Why have standards emerged as alternatives to governmental regulations? What role do standards play in relation to international and supranational governmental regulations? How can we learn to better distinguish among the myriad of standards? What influences the possible future growth and expansion of accountability standards? What role do international accountability standards play in relation to other CSR activities of firms?
- *Consumption/Implementation of Accountability Standards*: How are standards implemented in corporations? How should firms design stakeholder dialogues and how can they assess the importance of different stakeholder claims? What drives the adoption of standards by firms? What impact can be expected from standard implementation? How can this impact be measured in a meaningful way?

To address these questions, we seek a broad range of submissions, and encourage conceptual and empirical (quantitative or qualitative) contributions that make use of various perspectives that have emerged recently within the business ethics and other relevant fields of inquiry. Both normative/philosophical/critical and conventionally social scientific manuscripts are welcome. Manuscripts should, ideally, make a contribution both to our understanding of accountability standards and to the theoretical perspectives and positions invoked addressing accountability standards.

Papers must be submitted electronically by **November 1, 2008** by using the BEQ submission website (<http://editorialexpress.com/beq>). Manuscripts should be prepared according to the BEQ guidelines for contributions. Papers should not exceed 12000 words and will be blind reviewed following the journal's standard process. For further information contact guest editor Dirk Ulrich Gilbert at dirk.gilbert@phil.unierlangen.de

Call for Nominations/Applications

Executive Director of the Society for Business Ethics

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The SBE Board of Directors seeks nominations (self-nominations are *especially* welcomed and encouraged) for the **position of Executive Director**. The Executive Director oversees and manages the day-to-day business of the society, including managing the SBE budget, making and managing local arrangements for the annual meeting, organizing elections, producing an annual membership and financial report, filing requisite financial, non-profit, and tax reports, and supporting the work of the newsletter, website, and the Board of Directors. It would be helpful, but not required, for the Executive Director to have support (time and resources rather than financial) from her/his home institution. The Board of Directors hopes to appoint someone to this position this fall, effective January 1. Joe will be happy to work closely with the new Executive Director during a period of transition.

**To nominate someone, or to obtain more information about the position, contact
Joe DesJardins at jdesjardins@csbsju.edu**

Society for Business Ethics Annual Meeting

CALL FOR SUBMISSIONS

August 7-10, 2008

Doubletree Hotel Anaheim
Anaheim, California

Submit electronic copies of your paper or panel proposal to Rob Phillips at sbe.program.chair@gmail.com

Submission Deadline: MARCH 1, 2008.

Submissions should be electronic (MSWord or .pdf preferred)

Cover page on all submissions:

Include the full title, author's name, address, phone number, FAX, and email address on the cover page. Panel proposals should identify the chair and all proposed participants by name, address, phone number, and email address. To facilitate matching submissions with reviewers, every submission must also convey the submission content with a three-letter code according to the following (list at least one number from Paradigms, Application Contexts, and Methodologies but as many as apply (e.g., P-5, 11, 13; A-4; M-1, 6). Submissions will be considered that do not "fit" any of these categories.

Paradigms

P-1 Environmental ethics
P-2 Comparative ethics
P-3 Feminist ethics
P-4 Kantian ethics
P-5 Law & Economics
P-6 Moral psychology
P-7 Organizational
 Behavior/Management
P-8 Rawlsian theory
P-9 Religious considerations
P-10 Post-modernism
P-11 Contract theory
P-12 Stakeholder theory
P-13 Utilitarianism
P-14 Virtue ethics

Application Contexts

A-1 Accounting
A-2 Codes of ethics
A-3 Corporate governance
A-4 Corporate social
 responsibility/Reporting
A-5 Distributive/Procedural justice
A-6 Employment
A-7 Ethical decision making
A-8 Finance
A-9 Global business practices
A-10 Health care
A-11 Social/ethical investing
A-12 Legal/Regulatory issues
A-13 Management programs/
 Practices
A-14 Marketing/Purchasing

A-15 Organizational culture/ Ethics
 programs
A-16 Public policy/Public sector
A-17 Spirituality
A-18 Teaching/Curriculum
A-19 Technology
A-20 Unethical practices
A-21 Whistle blowing

Methodologies

M-1 Analytical/Conceptual/
 Theoretical
M-2 Assessment
M-3 Case studies
M-4 Ethnographic methods
M-5 Experimental design (including
 statistical analysis)
M-6 Empirical field work (including
 statistical analysis)

Paper Submissions: Repeat the full title on page one of the paper without the author's name or any other identifying information. Provide a 150-word abstract. As a courtesy to our reviewers, please restrict papers to 30 pages (double-spaced) or fewer.

Panel Submissions: You may identify panelists by name in the body of your proposal. Panel proposals should include a clear statement indicating the rationale for the panel and the format to be used. Panel proposals must also include a 150-word abstract for each participant/entry. Panels will normally be comprised of no more than three presenters plus a chair (who may also be one of the three presenters). Panels should not include discussants.

Multiple submissions: Individuals submitting papers and panel proposals will be limited to one paper submission and inclusion on one panel submission. (This will not prevent any presenter from also serving as a session moderator appointed by the Program Committee).

Call for Papers and Grant Proposals

EBEN Research Conference 2008

**June 19-21, 2008
Lille, France**

The conference theme is Power Relations in and around Corporations and it will highlight business ethics in the context of the legitimacy, use and abuse of managerial power. Contributions for this call for papers are invited from a wide range of academic perspectives from different fields of business ethics research, including corporate governance problems, human resource policies, consumer relations, supply chain management, information strategies, or leadership questions.

Theoretical, empirical, and managerial approaches to these issues are welcome. Papers, abstracts, or "research in progress" should present theoretical framework for analyses, empirical references to existing practices or proposals to improve power relations in business.

This EBEN Research Conference follows the established format which allows researchers ample time to present their research in order to get feedback from other colleagues. Each workshop presentation will take 45 minutes, to be divided between the presentation and the following discussion. The official language of the conference will be English.

Participants are asked to provide a detailed abstract of their planned presentation (about 500 words)

accompanied by a short biographical note (100 words). Proposals should be sent by e-mail before **February 29, 2008** to geert.demuijnck@icl-lille.fr. Notification of acceptance will be sent by March 31.

Further information (topics, scientific committee, program, practical information) can be found on the following website: <http://cree.icl-lille.fr/ebenresearchconference.aspx>

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The Sixth International Critical Management Conference

July 13-15, 2009

**Warwick Business School
The University of Warwick, UK**

Submissions of stream proposals are now invited on critical management themes and areas, including but not limited to:

- Traditional management functions: accounting, information systems, marketing, industrial relations, etc.
- Long standing organizational dynamics regarding power, gender, resistance, sexuality, identity, space, emotions, etc.
- Emerging contemporary issues: precarity, globalization, development, new technologies, governance, (in)security, etc.

Proposals should be submitted to CMS09@wbs.ac.uk by February 29, 2008. Proposals must be no more than 1500 words, excluding

references, short profiles and contact details for each of the expected three international conveners of each stream (one of whom should be identified as the lead convener for administrative purposes). Acceptance decisions will be communicated by 31st March 2008. Accepted streams will be asked to provide a complete list of accepted paper abstracts by 31st October 2008.

We are also inviting proposals for different events, such as workshops, panel discussions, etc. Please contact us with your ideas at CMS09@wbs.ac.uk, or make suggestions and comments at: <http://cmsorg.wikispaces.com/CMS+2009>

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The Management, Spirituality, and Religion Interest Group 2008 Doctoral Student / New Faculty Consortium & Most Promising Dissertation Awards

**August 8-9, 2008
Anaheim, California**

Doctoral students, new faculty, researchers new to MSR, and MSR members, friends, and enthusiasts are invited to join distinguished scholars Andre Delbecq, Ian Mitroff, Jay Conger, and senior researchers, practitioners, and educators in exploring questions critical to informing the future of MSR!

The MSR Doctoral Student/New Faculty Consortium is intended to promote cross-disciplinary scholarship in the fields of management, spirituality, and religion. The program will also include the Most Promising Dissertation Awards, which will be granted to doctoral students who propose or are performing novel theoretical and/or applied research related to the integration of management with either spirituality and/or religion.

Consortium attendees will:

- Gain ideas on how to better integrate MSR into your research, teaching, and/or professional practice.
- Obtain hints, tips, feedback, coaching, and encouragement on your dissertation and/or current research underway.
- Network with like-minded colleagues and create lasting friendships.
- Help shape the future of MSR inquiry and application.
- Receive mentoring by internationally recognized MSR scholars.
- Prepare for more effective teaching and/or publishing in the field

Most Promising Dissertation Award Submission Guidelines

If interested in applying for this award, please submit a summary of either your proposed topic or current dissertation research to the Consortium Chair with no more than four (4) pages describing its relevance to MSR, theoretical concerns, anticipated methodologies, and potential connections with managerial action and/or practice. Refined proposals or final findings are not required. Submission Deadline: **April 30,**

2008 (early submissions encouraged).

Individual, academic, and corporate co-sponsorships welcome! To co-sponsor the 2008 Consortium and/or the MSR Endowment Fund

for Doctoral Research, please contact either the Consortium Chair, Dr. Arthur L. Jue, ajue@sbcglobal.net, or Dr. David Trott, at davidt@stedwards.edu. Contributions are tax deductible.



21st EBEN Annual Conference Professional Ethics in Business and Social Life

**October 17-19, 2008
Antalya, Turkey**

From the time of Hippocrates Professional Ethics has been a critical issue for philosophers and ethicists. The main theme of this conference is professional ethics in business, public sector, politics, and media. Papers about ethical issues in marketing, management, finance and accounting will also be accepted. Topics to be considered include, but are not limited to, the following:

- Professional ethics in business, accountancy, politics, engineering, law, media, tourism, the public sector, or the health sector,
- Role of trade unions in professional ethics
- Ethical issues in production and operation management
- Marketing ethics
- Sexual harassment
- Developing business ethics in SME's

- Business ethics and gender issues
- Financial ethics
- Bribery, corruption, nepotism
- Responsible leadership
- Ethical issues in human resources

Contributions are invited as full papers or as 2-page abstracts in Word format as e-mail attachment until **May 15, 2008**; they should be sent to: papers@eben-tr.org Information on acceptance of papers will be given by July 30, 2008.

Contributions of both academics and practitioners are encouraged. Please note that only submitted full papers are eligible for consideration for the special issue of *The Journal of Business Ethics*! If you want your paper to be considered please note "JBE" on the cover page. Since papers will be submitted to a peer review process, please make sure that it contains a cover page with all relevant information (title, authors, contact details, etc.) and that no author identifying information is included from page 2 onwards. Start with the title, include a short abstract of 100-200 words and use Times Roman font, 12 pt, double spaced and follow the JBE style guide for your references (e.g. Author, 1st and 2nd Author: 2007, 'My EBEN paper', in *The Journal of Business Ethics* 99(1), 21-32.). A selected conference paper will receive the *EBEN Best Paper Award*.

The conference will take place in Antalya, a famous southern city of Turkey. Hotel information, location address, committee members, and other details will be announced soon.

Page and Johnson Legacy Scholar Grants

The Arthur W. Page Center at the Penn State College of Communications announces its fourth Page and Johnson Legacy Scholar competition for the study of integrity in public communication.

The Center will award up to \$75,000 in grants of \$1,000 to \$25,000 each to support scholars and professionals making important contributions to knowledge, practice, or public understanding of ethics and responsibility in public communication.

The grants are awarded in the name of Arthur W. Page and Robert Wood Johnson. Page, the longtime vice president for public relations at AT&T, is often regarded as the founder of the modern practice of corporate public relations. He was the first person in a public relations position to serve as an officer and director of a major corporation and, in that capacity, was widely known for management according to the Page Principles, for his guidelines for ethical and effective communication with the public and for responsible corporate behavior. Johnson built Johnson & Johnson from a small family business into the world's largest health and medical care product company and one known for its high standards of social responsibility. He wrote the Johnson & Johnson Credo, probably the most widely-known and widely-regarded statement of ethics in the corporate world.

The Center seeks to foster a modern understanding and application of the Page Principles and the Johnson & Johnson Credo by

supporting innovative research, educational or public service projects in a wide variety of academic disciplines and professional fields. Last year, 17 academics and professionals were awarded grants totaling \$65,000.

The themes for this year's call for proposals are:

- Ethics in public communication.
- Role of public relations in fostering corporate responsibility.
- How company credos and codes of ethics affect corporate behavior. Do they positively influence the way that some corporations respond to ethical dilemmas or matters of public importance? If so, why? Are they largely window dressing for other companies? Why? What accounts for the differences, and what are the implications?
- Women and minorities in public relations. What is the status of women and minorities in public relations? What challenges do they face? How can opportunities in the field be expanded for them?
- Curriculum development in and pedagogical approaches to ethics in public relations.
- Other areas of Page's or Johnson's legacy, including political communication, public opinion formation and attitude change, history of public relations, health communication, and international broadcasting.

Deadline for receipt of proposals is **March 10, 2008**.

The Center was established in 2004 through a leadership gift from Lawrence G. Foster, a distinguished Penn State alumnus and retired corporate vice president for public relations at Johnson & Johnson. The Robert

Wood Johnson Foundation and Robert Wood Johnson 1962 Charitable Trust also are major contributors to Center's work in ethics in public communications and the role of public relations in advancing corporate responsibility, including support for the Legacy Scholar program.

For more information on the Legacy Scholar competition, contact Cinda Kostyak, associate director, The Arthur W. Page Center, College of Communications, 201-C Carnegie Building, Penn State University, University Park, PA 16802, 814-865-3070, or visit our website at:

<http://www.comm.psu.edu/pagecenter>

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Positions Available

Lundquist College of Business University of Oregon

Applications are being accepted for the position of Managing Director of the Sustainable Supply Chain Management Center (SSCM). The Center will be a cornerstone of the Lundquist College of Business's strategic objective of becoming internationally renowned in selected focus areas. The Center can achieve this mission by promoting goals that reflect our values: excellence in programmatic research focused teaching, and high-value outreach at the intersection of supply chain management and environmental stewardship. To reach its goal of world-class status, the Center will leverage Oregon's leadership in the supply chain and environmental areas, integrating this strong position with interdisciplinary expertise, extensive business contacts, and its fortuitous position on the Pacific Rim. As envisioned, the Center will:

- Promote and support research in important, cutting-edge initiatives
- Develop specialized courses in sustainable supply chain management
- Offer a first-in-the-world M.B.A. concentration in sustainable supply chain management
- Create and maintain an industry advisory board and partner with leading companies on experiential learning projects
- Host academic speakers and executives-in-residence

- Design and market executive education programs

The Managing Director will work in cooperation with the Center's Academic Director, the Associate Dean for Professional Affairs, the Associate Dean for External Relations, and relevant stakeholders. The Managing Director will be accountable for the center's budget and staffing, support preparation of grant applications, develop, administer and coordinate student-based activities at the graduate and undergraduate level, including orientations, experiential learning, and guest speakers. He or she will recruit a strong cohort of MBA students interested in sustainable supply chain management, in cooperation with the graduate program's office. The Director will be expected to mentor graduate and undergraduate students and identify internship and career opportunities in cooperation with LCB Career Services.

In partnership with the Office of External Affairs, the Managing Director will nurture industry relationships to develop a strong external relations program including an annual communications and fundraising plan. He or she will maintain an active alumni and industry-focused database. The Director will create a board of industry executives and alumni to oversee the center's efforts.

The ideal candidate will possess responsibility relevant attributes that include promotional leadership skills, alliance-building

capabilities, collaborative leadership skills, entrepreneurial reflexes, and a credible voice. In addition, ideal candidates will have:

- A graduate degree in business administration, engineering, or a related field.
- 5-7 years of related work experience and an extensive professional network within the fields of sustainability, supply chain management, or other closely related field.
- Strong analytical skills and excellent communication skills are required.
- Prior academic administrative or teaching experience is desirable.

The Lundquist College of Business will offer a competitive salary and a superior benefits package. Interested applicants should send a letter of interest and resume to: Search Coordinator, Managing Director of SSCM Center, Lundquist College of Business, University of Oregon, Eugene, OR 97403-1208. Email applications can be sent to SSCMSearch@lcbmail.uoregon.edu

Review of applications will begin on **February 15, 2008** and will continue until the position is filled. Two or three letters of reference will be requested for each candidate following the initial review process.

For additional information on The Lundquist College of Business and the Sustainable Supply Chain Management Center see <http://lcb.uoregon.edu/sscm/>

Dept of Management and Marketing UMass Boston

The Department of Management and Marketing UMass Boston invites applications for a tenure-track assistant professor in Organizational Behavior/Theory, beginning Fall 2008. Appropriate candidates would hold a Ph.D./DBA in Organizational Behavior/Theory or related disciplines and would be expected to teach core and elective courses in this area at the MBA and undergraduate levels. Secondary teaching and research interests may include: HRM, Management of Not-for-Profit Organizations, Technology Management, Business and Society, or International Business.

Candidates are expected to conduct research and publish in their primary and/or secondary areas. Opportunities for research and collaboration exist with faculty across the College as well as with the business development centers within the College, and research institutes across the university.

The university is located on the Columbia Point peninsula surrounded by Boston Harbor, is AACSB accredited, and is recognized nationally as a model of excellence for urban universities. The large number of technology companies, financial service firms, and elite universities in the immediate area offer considerable opportunities for research and collaboration.

UMass Boston (www.umb.edu) is a Carnegie-classified Intensive Research University located in one of the most diverse and intel-

lectually rich cities in the United States. Its undergraduate and graduate enrollment of nearly 13,500 students makes it the second largest campus in the UMass system. Its seven colleges are composed of more than 800 full-time and part-time faculty who provide over 150 academic programs leading to baccalaureate, master's, and doctoral degrees.

Qualifications: Candidates should have an earned doctorate in a closely related discipline (or expect to complete by summer 2008.) Applicants should reference job number 715e and send hard copies of a cover letter, CV and three reference letters to Dr. Peter McClure, Chair, Department of Management and Marketing, Search 715e, College of Management, University of Massachusetts, 100 Morrissey Boulevard, Boston MA 02125. Application review will begin immediately and will continue until the position is filled. ABDs will be considered but must complete their doctorate before September 1, 2008. Applicants must be eligible for employment in the U.S. UMass Boston is an Affirmative Action Equal Opportunity Title IX employer

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Dean of the College of Business Indiana Tech

Indiana Tech is seeking a proven leader for the position of Dean of the College of Business. This is a key position within the academic leadership of the university, serving as one of three deans reporting directly to the Vice President for Academic Affairs.

The Dean will be responsible for all matters pertaining to the College of Business including: administration of academic programs; resource management; department and institution-wide assessments; faculty development; and student advising, recruitment, and retention.

A successful Dean of the College of Business must bring a commitment to teaching and student-centered education, an understanding of the needs of traditional and non-traditional students, the ability to work with multiple campuses and delivery systems, and the ability to engage faculty in the work of the college. The Dean of the College of Business must work collaboratively to expand and enhance the university's ability to meet undergraduate and graduate students' needs through development of relevant curriculum and innovative delivery systems.

The ideal applicant will be a dynamic individual capable of leading and inspiring faculty and other staff to advance the College of Business in support of the university's goals. The background and skills required for the position include: an earned doctorate in a related field; minimum four years of successful teaching experience; leadership experience; excellent communication skills; experience in creation and implementation of new academic courses/programs; and evidence of effective team membership and leadership

For further information contact Chris Black, Human Resources Director, 1600 E. Washington Blvd., Fort Wayne, IN 46803. Tel. 260.422.5561 ext. 2277; email: CBBlack@indianatech.edu

Conferences and Workshops

The Donchian Symposium on the Ethical Challenges of Leadership

**March 5, 2008
University of Richmond**

On March 5, 2008 the University of Richmond will host a groundbreaking program dedicated to examining the ethical challenges of leadership across the professions. The purpose of this symposium is to provide an opportunity for students, scholars, and practitioners to engage in a meaningful dialogue about some of today's most pressing ethical issues.

The symposium will be held in the Jepson Alumni Center at the University of Richmond. It is a collaborative effort between the Jepson School of Leadership Studies, the T.C. Williams School of Law, and the Robins School of Business. Funding for this conference is provided by the Richard Davoud Donchian Foundation, which is dedicated to "building the framework for intelligent, ethical and compassionate leadership." Prominent speakers include:

▪ Ray C. Anderson, Chairman and CEO, Interface Corporation, the world's largest carpet manufacturer. Mr. Anderson was one of the nation's first industrial leaders to embrace environmental responsibility at the corporate level. He has a starring role in the film, *The Corporation*, an acclaimed Canadian documentary.

- Joanne Ciulla, professor of leadership studies and ethics scholar, Jepson School of Leadership Studies, University of Richmond.
- Thomas Donaldson, professor of legal studies and business ethics, the Wharton School of the University of Pennsylvania.
- Jerry Evensky, professor of economics, Syracuse University.
- Jonathan Haidt, associate professor of social psychology, University of Virginia.
- Kristine A. Huskey, professor of law and director, National Security and Human Rights Clinic, University of Texas at Austin Law School.
- Juliette Kayyem, attorney, faculty affiliate at the JFK School's Belfer Center, and Undersecretary of Homeland Security for Massachusetts Governor Deval Patrick.
- Neal K. Katyal, professor at Georgetown University Law School, who recently won *Hamdan v. Rumsfeld* in the United States Supreme Court, a case that challenged the policy of military trials at Guantanamo.
- Joshua D. Margolis, associate professor of business administration, Harvard Business School.
- Sandra Peart, Dean, Jepson School of Leadership Studies, University of Richmond.
- Col. Leo K. Thorsness, winner of the Congressional Medal of Honor for valor, and POW.

In 2004, the University of Richmond announced the establishment of an endowed chair in leadership and ethics named in honor of Thorsness.

Currently, he is Distinguished Leader in Residence at the Jepson School.

For registration information please send your name and contact information, including email address, to Nancy Nock at: nnock@richmond.edu

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2008 Global Business Ethics Symposium and Teaching Business Ethics Workshop sponsored by State Street Corporation

**Symposium
May 19, 2008**

**Workshop
May 20-24, 2008
Bentley College
Waltham, Massachusetts**

Formerly known as the Business Ethics Gadfly Workshop, Bentley College's global faculty development workshop on teaching business ethics will, once again, be held this year in May on the Bentley campus. The Center for Business Ethics' workshop will be facilitated by Tony Buono (Department of Management, Alliance for Ethics & Social Responsibility) and Bob Frederick (Department of Philosophy). Mike Hoffman (Executive Director, Center for Business Ethics) and local area Ethics Officers will also be involved as guest speakers. The program has currently over 110 Bentley business and liberal arts

faculty and 40 global faculty alumni.

With State Street as our corporate sponsor, we are continuing to build on the last four global workshops and are inviting faculty from around the world to join us for the five-day event. The workshop will be held the week of May 19, 2008 with the Global Business Ethics Symposium on Monday, May 19, 2008. The Teaching Workshop will be held from May 20-24, 2008.

The topic of this year's Symposium is Ethics, Governance and Enterprise Risk Management. Prominent scholars and practitioners from around the world will be participating on a series of panels and discussions on questions and challenges in the ethics, governance and risk management arena.

While the public is invited to attend Monday's Global Symposium, the rest of the week will be limited to the teaching workshop participants. Tuesday and Wednesday will focus on different ethical theories and perspectives, pedagogical issues involved in discussing ethics with students, and the use of articles, cases and videos in the classroom. On Thursday and Friday, each participant will be expected to lead a discussion on the application of ethics in his or her area of specialization.

The goal of the workshop is to assist faculty to feel more comfortable with ethics terminology, concepts and analysis. Ultimately, our objective is to enable faculty to help our students to raise their ethical awareness and ability to make rational, ethical choices.

In the workshop and accompanying readings, we attempt to balance exposure to ethical theory with hands-on practice in analyzing cases and other teaching materials (such as films and articles) from an ethical as well as discipline-based perspective. The mix of faculty from different departments and disciplines, universities and countries – sharing their ideas, experiences and concerns about these important issues – further contributes to an exciting and rewarding experience. Due to State Street's support of the program, stipends are available to facilitate faculty travel and accommodations during the Symposium and Workshop.

Contact Tony Buono for further information and about your interest in attending the program. Anthony F. Buono, Professor of Management and Sociology, Coordinator, Bentley Alliance for Ethics & Social Responsibility, Bentley College, 175 Forest Street, Waltham, Massachusetts 02452. Tel. 781-891-2529 or email: abuono@bentley.edu

For additional information on the Symposium and Teaching Workshop, go to <http://www.bentley.edu/symposium>



Manuscript Development Workshop

Meet the Editors Workshop

July 14, 2008

Cape Town, South Africa

Manuscript Development Workshop (2-4pm) is aimed at ISBEE conference participants seeking to publish their work in quality international journals. Stage of

career is not important, a desire to develop international quality publications is essential. To apply for the workshop, electronically submit a full working paper (4000-6000 words) by **April 30, 2008** to the co-chair Laura Spence at Laura.Spence@brunel.ac.uk.

The paper could be one intended for presentation at the ISBEE conference but this is not at all a requirement. You will hear whether you have been accepted by the end of May 2008. If your application is successful, you will have the opportunity to discuss your paper face-to-face with a mentor from a group of scholars serving as reviewers and editorial board members of some of the world's leading journals publishing research in the domain of ethics as it relates to business, management, and economics. Hence you will get the opportunity to explore how your own manuscript might be developed to meet the publication standards of international journals.

This workshop is only available to those who have registered for the ISBEE Conference, July 15-18, 2008. The workshop is sponsored by the Social Issues in Management Division of the Academy of Management. There is no additional charge to participants.

The workshop itself will last two hours, and will be followed by a more formal "Meet the Editors" session. Mentors include: Melissa Baucus (University of Louisville, USA), Rosa Chun (Manchester University, UK), Joanne Ciulla (University of Richmond, USA), Wesley Cragg (York University, Canada), Georges Enderle (University of Notre Dame, USA),

Purse Heugens (Erasmus University, Netherlands), Dirk Matten (York University, Canada), Malcolm McIntosh (Coventry University, UK) Geoff Moore (University of Durham, UK), Francesco Perrini (Bocconi University, Italy), Mollie Painter-Morland (Depaul University, USA/University of Pretoria, South Africa), Ken McPhail (Glasgow University, UK).

Meet the Editors Workshop (4-5pm) is available to all ISBEE conference participants who pre-register by April 30, 2008. Participants in the Manuscript Development Workshop will automatically be registered. Send an email expressing your wish to pre-register for the Meet the Editors Workshop to Laura Spence at: laura.spence@brunel.ac.uk This session is an opportunity to gain a variety of insights from current and former editors and associate editors of specialist international business ethics journals or general management journals that have a history of publishing ISBEE related research. Potential topics include: Background of the journal (mission, type of articles, etc.); Differences in journal outlets; Suggestions on how to publish in the journal; How to deal effectively with reviewers and the editor; General observations and recommendations on publishing challenges.

Once the opening remarks have been concluded, the session will be structured as an interactive Q&A session among the attendees and the panelists. This workshop is only available to those who have registered for the ISBEE Conference, 15-18 July 2008. The workshop is sponsored by the Social Issues in Management Division of the Academy of Management. There is no additional charge to participants. Editors from various journals will be represented, including: *African Journal of Business Ethics*, *Business & Society*, *Business Ethics Quarterly*, *Journal of Business Ethics*, and *Journal of Corporate Citizenship*.

Co-Chairs of the SIM/ISBEE Workshop Program are Andrew Crane, Schulich School of Business, York University, Canada; Laura Spence, Brunel Business School, Brunel University, UK; and Leon van Vuuren, Department of Human Resource Management, University of Johannesburg, South Africa. For information on ISBEE and the conference go to www.isbee.org.

Trends and Perspectives: Members' Views

This new feature is intended to provide members with an opportunity to comment on trends and perspectives in business ethics education. Members who wish to have their comments considered for publication should send submissions of 750 words or less to the editor of the SBE Newsletter at rwolfe@dom.edu. Comments on global trends are also welcome.

Our first piece is written by David LaDue and Robert Wiener. David LaDue, CFA, is vice president of performance measurement at American International Group Investments. He earned his M.B.A. from New York University's Stern College of Business and his B.S. in Economics from the University of Pennsylvania's Wharton School. Robert Wiener, associate professor, is on the faculty of Pace University's Lubin School of Business. He earned his J.D. at New York University's School of Law and his B.A. in philosophy at Brooklyn College, CUNY.

Worse Than Nothing At All: Business Ethics As Taught in Business Schools

Business schools in the U.S. and abroad, in reaction to the growing number of ethical and legal lapses by their esteemed graduates on Wall Street and in the corporate world, have injected and retro-fitted business ethics into their curricula.

It is all well and good for a business school to work up an ethics department, ethics classes, and even attempt to reverse-engineer ethical content into preexisting courses, but do the commonly-used methods of teaching business ethics actually work?

To those who are encouraged by modern business ethics education, and to those who feel that, however flawed, it is "better than nothing," we say, from the view of a financial executive and a business school professor, today's teaching on the subject of business ethics is so flawed as to be worse than nothing at all. Here's why:

A: The basic premise is incorrect:

What is called "business ethics" in business schools is actually just business strategy.

The basic premise for many business ethics classes can be summed up in a single phrase: "Good ethics is good for business." The reality is, for the individual decision maker, good ethics is sometimes good for business and sometimes not. To make this slogan the main focus of business ethics courses places the emphasis on "winning" rather than on "doing the right thing."

Throughout history, the most respected examples of ethical actions were taken by people who assumed they would be punished, rather than rewarded, for doing what they thought was right. Until business schools decouple "good ethics" from increased profits, business ethics instruction will confuse and mislead students.

B: Not enough of a distinction is made between what is legal and what is ethical.

In the curricula and classroom situations we've observed there are subtle and not-so-subtle cues that ethical behavior begins and ends with the boundaries set by our legal system. The cases in business ethics textbooks deal almost exclusively with illegal acts. Thus, the lesson of many business ethics classes appears to be either, "If it's legal, it's ethical" or "Just don't get caught."

Business schools may have all they can handle trying to keep their graduates out of jail. But we ask that such a course not be called "business ethics" because to do so misleads young business people into believing that anyone who has not broken the law has fulfilled his or her ethical duty to society.

C: "Bad" ethics is given equal standing with "good" ethics.

In a class designed to teach the fundamentals of ethics it is counter-productive to give equal footing to pro-ethics and anti-ethics viewpoints. Hypothetical cases are often discussed with no "right" answer and little critical thinking is applied to ethical analysis. Many teachers begin and essentially end discussion by asking their students: "What do you think?" The implication is often that any answer given is valid.

We believe that some decisions are more ethical than others and that business students should be given the tools to recognize these distinctions.

D: Ethics instruction is de-emphasized by schools.

The inclusion of ethics instruction in all business courses is a good idea because it demonstrates that ethics is a part of all facets of the business world. The concept works, but the reality does not. In practice, ethics is often a "throw in" item with no assigned reading and no representation on examinations. It is carefully segregated from basic course content. Even when ethics is incorporated in the syllabus of a non-ethics course, it is typically the first material cut when timing gets tight. Since students learn from the example of their teachers, we should not be surprised if they too sacrifice ethical behavior when they confront tight deadlines.

By de-emphasizing business ethics, business schools send a clear message that it doesn't really matter.

Conclusion

Ethics education as it is currently pursued in business schools is deeply flawed, and delivers precisely the wrong messages. What is called "business ethics" is actually just business strategy. In addition, not enough of a distinction is made between what is legal and what is ethical. "Bad" ethics is often given equal footing with "good" ethics. And, in practice, business ethics course components are often ignored or devalued.

Students who pass business ethics courses may believe that they now know how to act ethically in business. In fact, the skill sets they master are likely to result in more, rather than fewer, unethical decisions. Therefore, we conclude that business ethics as commonly taught in business schools is worse than nothing at all.

In This Issue

<i>President's Report</i>	p. 1
<i>CIC Report</i>	p. 2
<i>SBE News and Announcements</i>	p. 4
<i>SBE Executive Director Position Announcement</i>	p. 5
<i>SBE Call for Papers</i>	p. 6
<i>Call for Papers and Grant Proposals</i>	p. 7
<i>Positions Available.</i>	p. 10
<i>Conferences and Workshops</i>	p. 12
<i>Trends and Perspectives</i>	p. 14

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