Annotated Bibliography of Academic Research Related to the Daniels Fund Ethics Initiative Principles

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This annotated bibliography reviews the business ethics literature to document academic research related to one or more of the Daniels Fund Ethics Initiative Principles. This bibliography is organized by principle. Headings are provided for each principle. Research related to that principle is listed below the appropriate heading. Research related to multiple principles appears at the end of this bibliography.

**Integrity: Act with honesty in all situations**

**Academic Dishonesty: Are More Students Cheating?**
Dorothy L. R. Jones
*Journal of Business Communications*, 2011, 74 (2), 141-150

*Abstract:* The article looks at academic dishonesty among college students, focusing on Internet-based plagiarism among business communication students enrolled in an online course. The results of a survey on
the attitudes of students towards academic cheating are reviewed, noting how definitions of cheating varied among students based on information disseminated by their professors regarding academic integrity. The survey shows that turning in an assignment previously submitted for a separate class is considered cheating by less than 20 percent of respondents.

**The Many Faces of Integrity**  
Robert Audi and Patrick E. Murphy  
*Business Ethics Quarterly*, 2006, 16 (1), 3-21

*Author Abstract:* Integrity is a central topic in business ethics, and in the world of business it is quite possibly the most commonly cited morally desirable trait. But integrity is conceived in widely differing ways, and as often as it is discussed in the literature and given a central place in corporate ethics statements, the notion is used so variously that its value in guiding everyday conduct may be more limited than is generally supposed. Two central questions for this paper are what work the notion does and whether it does any ethical work that is not done better by other concepts. In pursuing these questions the paper explores the most plausible range of understandings of integrity found in recent literature, considers in what sense it is a virtue, and proposes a strategy of clarification and interpretation that can facilitate both ethical reflection and the guidance of moral conduct in business.

**Integrity—Clarifying and Upgrading an Important Concept for Business Ethics**  
Jan Tullberg  
*Business and Society Review*, 2012, 117 (1), 89–121

*Abstract:* This article discusses the concept of integrity. Often, integrity is used as a characteristic of individuals showing a high fidelity to generally praised norms. Here, a more independent meaning is suggested so that the concept implies a clear distance to integration instead of mixing up the two concepts. Integrity implies integration within the individual of beliefs, statements, and action. To what degree can society and companies accommodate a pluralism created by individuals with integrity? Here, it is argued that integrity is a useful virtue and that a more integrity-friendly environment in companies would be beneficial by stimulating the empowered employee to make improved contributions. The concept is central for business ethics and crucial for the company’s choice of such policies. A priority of integrity also affects organizational theory and the practical organizing of the company. Integrity is also vital for society at large for both citizens and companies, providing an ideological support for pluralism and a check on demands for conformism. The article also discusses how a virtue such as integrity can function as guidance for the individual operating in a complex world.

**Marketing with Integrity: Ethics and the Service-Dominant Logic for Marketing**  
Andrew V. Abela and Patrick E. Murphy  
Academy of Marketing Science, 2008, 36 (1), 39–53

*Author Abstract:* This paper examines a tendency within existing marketing scholarship to compartmentalize ethical issues. It also shows how this tendency can cause ethical tensions and conflicts in marketing practice. The emerging service dominant (S-D) logic for marketing, as proposed by Vargo and Lusch, is explored as an example of an approach to marketing that overcomes this tendency. The S-D logic is found to be a positive development for marketing ethics because it facilitates the seamless integration of ethical accountability into marketing decision-making. Specific recommendations are made for improving the ethical climate in marketing using marketing performance measurement theory and practice.

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Integrity as a Business Asset
Daryl Koehn
Journal of Business Ethics, 2005, 58, 125–136

Author Abstract: In this post-Enron era, we have heard much talk about the need for integrity. Today’s employees perceive it as being in short supply. A recent survey by the Walker Consulting Firm found that less than half of workers polled thought their senior leaders were people of high integrity. To combat the perceived lack of corporate integrity, companies are stressing their probity. This stress is problematic because executives tend to instrumentalize the value of integrity. This paper argues that integrity needs to be better defined because the current mode of talking about the subject is misleading. The paper considers three traditions’ understanding of the idea of integrity, argues that integrity is intrinsically valuable, and concludes with some reflections on the way in which integrity, properly understood, functions as a business asset.

Trust: Build trust in all stakeholder relationships

The Impact of Trust on Business, International Security and the Quality of Life
Alex C Michatos
Journal of Business Ethics, 1990, 9, 619-638

Author Abstract: The theses supported in this essay are that the world is to some extent constructed by each of us, that it can and ought to be constructed in a more benign way, that such construction will require more trust than most people are currently willing to grant, and that most of us will be better off if most of us can manage to be more trusting in spite of our doubts.

The Buyer–Supplier Relationship: An Integrative Model of Ethics and Trust
Josh Gullett, Loc Do, Maria Canuto-Carranco, Mark Brister, Shundricka Turner, Cam Caldwell

Author Abstract: The buyer–supplier relationship is the nexus of the economic partnership of many commercial transactions and is founded upon the reciprocal trust of the two parties that participate in this economic exchange. In this article, we identify how six ethical elements play a key role in framing the buyer–supplier relationship, incorporating a model articulated by Hosmer (The ethics of management, McGraw-Hill, New York, 2008). We explain how trust is a behavior, the relinquishing of personal control in the expectant hope that the other party will honor the duties of a psychological contract. Presenting information about six factors of organizational trustworthiness, we offer insights about the relationship between ethics and trust in the buyer–supplier relationship.

The Meaning(s) of Trust: A Content Analysis on the Diverse Conceptualizations of Trust in Scholarly Research on Business Relationships
Sandro Castaldo, Katia Premazzi, Fabrizio Zerbini

Author Abstract: Scholarly research largely converges on the argument that trust is of paramount importance to drive economic agents toward mutually satisfactory, fair, and ethically compliant behaviors. There is, however, little agreement on the meaning of trust, whose conceptualizations differ with respect to actors, relationships, behaviors, and contexts. At present, we know much better what trust does than what trust is. In this article, we present an extensive review and analysis of the most prominent articles on trust in market relationships. Using computer-aided content analysis and network analysis methods, we identify key, recurring dimensions that guided the conceptualization of trust in past research, and show how trust can be developed as a multifaceted and layered construct. Our results are an important
contribution to a convergence of research toward a shared and common view of the meaning of trust. This process is important to ensure the body of trust research's internal theoretical consistency, and to provide reliable and common principles for the management of business relationships – a context in which opportunism and imperfect information may induce economic actors to cheat and stray from fair and ethically compliant behaviors.

Rebuilding Stakeholder Trust in Business: An Examination of Principle-Centered Leadership and Organizational Transparency in Corporate Governance.
Mark Bandsuch, Larry Pate, and Jeff Thies

Abstract: The article presents a model of corporate governance that is created to improve the level of trust in business. The model encompasses several essential components of corporate governance including principle-centered leadership, transparency and ethical culture. The article discusses how the first two components help in the development of effective corporate governance. The authors state that principle-centered leadership and transparency are the key determinants of a successful organizational governance.

Accountability: Accept responsibility for all decisions

Corporate Social Responsibility and Corporate Citizenship: Towards Corporate Accountability
Carmen Valor

Abstract: This article attempts to analyze the similarities and differences between two of the most recurrent terms used in the field of business: corporate social responsibility and corporate citizenship (CC). Since the 1990s, CC, started to compete and replace the other concept in the realms of management theory and practice. To explore the competition between terminology and concepts, the criterion "which one(s) is improving corporate accountability" will be used. The question of corporate accountability seems crucial today. Corporations have been acquiring increasing power without engaging in the advancement of the common good. The author details how situations like the growth of truly global companies, the environmental damage, environmental and welfare standards, have inflamed the debate on the control of corporations.

Expanding Accountability to Stakeholders: Trends and Predictions
Jeanne M. Logsdon and Patsy G. Lewellyn
Business and Society Review, 2000, 105 (4), 419–435

Abstract: Describes an increase in the accountability of business practices in the U.S. with respect to stakeholders. Impact of growing accountability on management; Emergence of expectations for social accountability; Efforts made by various institutions to develop accountability standards; Need for greater communication between business and their various stakeholders.

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Transparency: Maintain open and truthful communications

Corporate Transparency: A Perspective from Thomas Aquinas’ Summa Theologiae
Joao Cesar das Neves and Antonino Vaccaro
Journal of Business Ethics, 2013, 113, 639-648

Author Abstract: This article analyzes the issue of organizational transparency through the lens of Thomas Aquinas’ ethics. It provides moral justification for current claims about corporate transparency and sheds light on the ethical values and virtues affecting information disclosure decisions. Transparency is conceptualized as an informational mechanism necessary for performing the virtues of truthfulness, justice, and prudence. This article extends the organizational transparency and corporate social responsibility literatures by providing an alternative moral justification grounded in virtue-based theory, which extends our understanding of the information disclosure decisions made by management.

Hedge Fund Ethics
Thomas Donaldson
Business Ethics Quarterly, 2008, 18 (3), 405-416

Author Abstract: Hedge funds are targets of mounting ethical criticism. The most salient focuses on their opacity. Hedge funds are structured to block transparency for strategic reasons: that is, they systematically deny information to their own investors and to governments in order to protect their competitive advantage, even though the information they hide holds tremendous significance for the interests of both groups. In this article I will detail the ethical allegations made against hedge funds, showing why their opacity creates intractable conflicts that cannot be resolved through government regulation. Sometimes opacity be regulated away; but with hedge funds I show why it cannot because of "regulatory recalcitrance." In the end a form of voluntary moral coordination, a form of "microsocial contract" instituted as an industry standard, is required relief. In a word, the solution to hedge fund opacity is ethical.

Why be Honest if Honesty Doesn’t Pay?
Amar Bhide and Howard Stevenson

Abstract: Conscience, not calculation, explains why most business men and women keep their word and deal fairly with one another. There is no evidence that honesty pays, despite the best efforts of economists, ethicists, and business sages to argue otherwise. As businesspeople, we tell ourselves that dishonesty is punished. That E.E Hutton failed because it kited checks—and not because it was abysmally managed. Or that if we overcharge customers when supplies are scarce they will go elsewhere when the next glut comes. But it is hard to find cases in which retaliation is swift and sure, even when wrong has clearly been done. And for the most part, the facts of business life undercut retaliation in many ways. The balance of power may favor the wrongdoer. The truth of the matter may be hard to discern. Incentives to waste time and money on revenge are few. Taking people at face value proves a highly useful rule-of-thumb. Is this a problem? Not as long as most of us continue to live by an honorable moral compass. If bad faith were not financially rewarding, trust would be an empty concept. It is the absence of predictable financial rewards that makes honesty a moral quality we hold dear. Moreover, our "unprincipled" tolerance encourages enterprise along with the occasional blackguard. Societies exist in which the untrustworthy face certain retribution. But in those societies, risk taking, new ideas, and innovations rarely see the light of day.
**Fairness: Engage in fair competition and create equitable and just relationships**

**Fairness as a Constraint on Profit Seeking: Entitlements in the Market**
Daniel Kahneman, Jack L. Knetsch, and Richard H. Thaler

*Author Abstract:* Community standards of fairness for the setting of prices and wages were elicited by telephone surveys. In customer or labor markets, it is acceptable for a firm to raise prices (or cut wages) when profits are threatened and to maintain prices when costs diminish. It is unfair to exploit shifts in demand by raising prices or cutting wages. Several market anomalies are explained by assuming that these standards of fairness influence the behavior of firms.

**The Just Price: Three Insights from the Salamanca School**
Juan Manuel Elegido
*Journal of Business Ethics, 2009, 90, 29–46*

*Author Abstract:* In the sixteenth and seventeenth centuries, members of the Salamanca School engaged in a sustained and sophisticated discussion of the issue of just prices. This article uses their contribution as a point of departure for a consideration of justice in pricing which will be relevant to current-day circumstances. The key theses of members of this school were that fairness of exchanges should be assessed objectively, that the fair price of an article is one equal to its 'value', and that the best indicator of that value is the price that article commonly fetches in an open market. This article tries to bring to light the attractiveness of those views in order to guide current practice by contrasting them with alternative views, showing their connection with intuitively attractive basic standards, and linking them to commonly shared intuitions.

**Respect: Honor the rights, freedoms, views, and property of others**

**Integrating Personalism into Virtue-Based Business Ethics: The Personalist and the Common Good Principles**
Domeenec Mele
*Journal of Business Ethics, 2009, 88, 227–244*

*Author Abstract:* Some virtue ethicists are reluctant to consider principles and standards in business ethics. However, this is problematic. This paper argues that realistic Personalism can be integrated into virtue-based business ethics, giving it a more complete base. More specifically, two principles are proposed: the Personalist Principle (PP) and the Common Good Principle (CGP). The PP includes the Golden Rule and makes explicit the duty of respect, benevolence, and care for people, emphasizing human dignity and the innate rights of every human being. The CGP entails cooperation to promote conditions which enhance the opportunity for the human flourishing of all people within a community. Both principles have practical implications for business ethics.

**Defining Respectful Leadership: What It Is, How It Can Be Measured, and Another Glimpse at What It Is Related to**
Niels van Quaquebeke and Tilman Eckloff
*Journal of Business Ethics, 2010, 91,343–358*

*Abstract:* Research on work values shows that respectful leadership is highly desired by employees. On the applied side, however, the extant research does not offer many insights as to which concrete leadership behaviors are perceived by employees as indications of respectful leadership. Thus, to offer
such insights, we collected and content analyzed employees’ narrations of encounters with respectful leadership. The coding process resulted in 19 categories of respectful leadership spanning 149 leadership behaviors. Furthermore, to also harness this comprehensive repertoire for quantitative organizational research, we undertook two more studies to empirically derive a feasible item-based measurement of respectful leadership and assess its psychometric qualities. In these studies, we additionally investigated the relationships between respectful leadership as assessed with this new measurement and employees’ vertical and contextual followership as assessed via subordinates’ identification with their leaders, their appraisal respect for their leaders, their feeling of self-determination, and their job satisfaction.

**Rule of Law: Comply with the spirit and intent of laws and regulations**

**Business, Ethics and Law**  
Richard McCarty  
*Journal of Business Ethics*, 1988, 7, 881-889

**Author Abstract:** The comparative seriousness of business law and business ethics gives some business people the impression that there is nothing important in business ethics. The costly penalties of illegal conduct compared to the uncertain consequences of unethical conduct support a common illusion that business ethics is much less important than law for business people. To dispel the illusion I distinguish two perspectives from which we can view the relation of business and normative systems: the internal and external perspectives. I show that in one perspective, ethics is hardly less important than law, and in the other perspective it is more important, more fundamental than law. I conclude with a discussion of why business persons must place ethical and legal rules ahead of profits.

**The Role of Law in Models of Ethical Behavior**  
Sandra L. Christensen  

**Author Abstract:** In attempting to improve ethical decision making in business organizations, researchers have developed models of ethical decision-making processes. Most of these models do not include a role for law in ethical decision-making, or if law is mentioned, it is set as a boundary constraint, exogenous to the decision process. However, many decision models in business ethics are based on cognitive moral development theory, in which the law is thought to be the external referent of individuals at the level of cognitive development that most people have achieved. Other theoretical bases of ethical decision models, social learning, and experientialism, also imply a role for law that is rarely made explicit. Law is a more important aspect of ethical decision-process models than it appears to be in the models. This paper will derive explicit roles for the law from the cognition, experientialism, and social learning theories that are used to build ethical decision-making models for business behavior.

**Does Marketing Ethics Really Have Anything to Say? – A Critical Inventory of the Literature**  
John F. Gaski  
*Journal of Business Ethics*, 1999, 18, 315–334

**Author Abstract:** The material to follow challenges the conceptual uniqueness and contribution of the content of the field of marketing ethics. Based on a comprehensive inspection of the marketing ethics literature, this “review note” (an uncommon genre of academic manuscript – a briefly-presented review highlighting a specific point) concludes that, in terms of pragmatic behavioral guidance as well as conceptual content, marketing ethics has nothing new nor distinctive to offer. Though an initially unexpected conclusion, perhaps, explanation is provided for why marketing ethics’ absence of...
contribution is perfectly natural and appropriate. Evidence also is found to establish that the paper’s contrarian-appearing position may not be extremist after all.

**Ethical Guidelines for Marketing Practice: A Reply to Gaski and Some Observations on the Role of Normative Marketing Ethics**

N. Craig Smith  
*Journal of Business Ethics*, 2001, 32, 3–18

*Author Abstract:* Gaski (1999) is critical of marketing ethics and suggests that its ethical guidelines amount to no more than “obey the law” and “act in your self-interest”. This reply questions Gaski’s critique and clarifies possible misconceptions about the field that might otherwise result. It identifies the limitations and assumptions of Gaski’s argument and shows that there are exceptions to his central proposition even when narrowly circumscribed. It is not disputed that there is merit to reminding managers of their obligations to obey the law and to act in their enlightened self-interest. However, although fulfilling these obligations is generally a necessary requirement for good conduct, it is not sufficient. There are situations where ethics demands more of marketing managers than “obey the law” and “act in your self-interest”. In addition, managers may face situations where ethics, the law and self-interest are inconsistent. The article incorporates observations on the role of normative marketing ethics, including the requirement to develop ethical theory for marketing as well as ethical guidelines.

**Normative Marketing Ethics Redux, Incorporating a Reply to Smith**

John F. Gaski  

*Author Abstract:* Author of “Does Marketing Ethics Really Have Anything to Say? – A Critical Inventory of the Literature,” responds to Smith’s comment. Content is mostly of a reply orientation, targeting Smith’s general and specific objections sequentially and in appropriate detail. Because Smith also introduces material not directly derived from the original Gaski article, subject matter here eventually ranges into a corresponding breadth of issues.

**Viability: Create long-term value for all relevant stakeholders**

**The Stakeholder Theory of the Corporation: Concepts, Evidence, and Implications**

Thomas Donaldson and Lee E. Preston  

*Author Abstract:* The stakeholder theory has been advanced and justified in the management literature on the basis of its descriptive accuracy, instrumental power, and normative validity. These three aspects of the theory, although interrelated, are quite distinct; they involve different types of evidence and argument and have different implications. In this article, we examine these three aspects of the theory and critique and integrate important contributions to the literature related to each. We conclude that the three aspects of stakeholder theory are mutually supportive and that the normative base of the theory—which includes the modern theory of property rights—is fundamental.
Ethical Customer Value Creation: Drivers and Barriers
Grace Tyng-Ruu Lin and Jerry Lin

Author Abstract: There is a long-standing discussion on the positive interactions between enterprise value creation and business competitiveness. The corporate value can be seen as being created from three major sources within the cycle – from employees, from processes, and from customers or investors through reinvestment. To achieve competitive advantages, a firm must create more value than its competitors in the industry. Emphasizing that, firms should explore the positive drivers of customer value creation, allowing for a true value creation that will lead to increments in competitiveness. In reality, however, there are also barriers that hinder customer value creation. Targeting the above issues that have not yet been explored or analyzed, we have collected related literature at the first stage. Based on these presumable assumptions, this paper then conducts an empirical study by surveying and analyzing the relevance given by the investigated leading machinery measuring equipment firms in Taiwan, regarding the concerns as drivers and barriers in relation to customer value creation. This paper especially aims to answer several key questions: What drivers revolving around employees and processes can facilitate the organization to create more value for its customers? Conversely, what barriers block the organization from creating value for customers in examining the same dimensions? Does value creation direct an organization’s profitability and competitiveness? Our questionnaire survey results show that the most recognized and agreed drivers of customer value creation in consideration of employees are “distinctive skills”, “personal experience”, “learning and training”, and “team work”; and, in regard to the firm’s processes, the key drivers are “innovation and evolution”, “R&D capability”, and “capability for differentiation”. Conversely, the most recognized and agreed barriers to customer value creation in relation to employees are a “distrustful environment” and “inadequate knowledge”; and, in terms of processes, they are “short of core technology”, “poor resource support”, and “bad services and attitudes”. Furthermore, our in-depth interview outcomes reveal that “capital sufficiency” and “mergers and acquisitions” are in practice considered to be other important customer value creation drivers; in contrast, “cultural and structural barriers” and “short of mechanisms to measure customer value creation effectively” are viewed as additional critical barriers to customer value creation.

A Model of Value Creation: Strategic View
Cengiz Haksever, Radha Chaganti, and Ronald G. Cook

Author Abstract: Value creation has long been hailed as the major objective of business firms by many management researchers. Some authors state that a firm must create value for its shareholders; some insist that value must be created not just for shareholders but also for all stakeholders. However, most discussions of value creation do not address an important question: “For whom the value is created?” The purpose of this paper is to take a first step to fill this void and propose a model of value creation along three dimensions: financial, nonfinancial, and time. It is hoped that the model will contribute to a better understanding of how strategic and operational decisions of managers may create value for some stakeholders while destroying it for others.
Multiple Principles

Team Virtues and Performance: An Examination of Transparency, Behavioral Integrity, and Trust
Michael E. Palanski, Surinder S. Kahai, and Francis J. Yammarino

Author Abstract: Virtue-based research in business ethics has increased over the last two decades, but most of the research has focused on the actions of an individual person. In this article, we examine the associations among team-level virtues using data from two studies. Specifically, we investigate whether transparency (usually thought to be an organizational- or collective-level construct), behavioral integrity (usually thought to be an individual level construct), and trust (usually thought to be an individual-level construct) can be conceptualized and operate at the team level of analysis and, if so, what their relationships are to team performance. Using Partial Least Squares (PLS) analysis, we found in both studies that team transparency was positively related to team behavioral integrity, which in turn was positively related to team trust. We also found evidence of a positive relationship between team trust and team performance. Implications of these findings for future teams and ethics research are discussed.

Trust, Fairness and Justice in Revenue Management: Creating Value for the Consumer
Una McMahon-Beattie

Author Abstract: In recent years much mention has been made in both professional and academic literature of the rise of customer centric revenue management (RM) and pricing strategies with their focus being on even finer segmentation of the market and the effective targeting of specific market segments. Understanding customer behaviour and price elasticity, it is argued, will allow service companies to charge the right price for a well-tailored product to each customer. However, there still remains a sense that RM is something that is done to customers rather that something that is done for the customer. This article explores how value can be built into the buyer-seller relationship by examining customer perceptions of price differentials and how they may affect feelings of trust, fairness and justice.

Character and Virtue Ethics in International Marketing: An Agenda for Managers, Researchers and Educators
Patrick E. Murphy
Journal of Business Ethics, 1999, 18, 107-124

Author Abstract: This article examines the applicability of character and virtue ethics to international marketing. The historical background of this field, dimensions of virtue ethics and its relationship to other ethical theories are explained. Five core virtues – integrity, fairness, trust, respect and empathy – are suggested as especially relevant for marketing in a multicultural and multinational context. Implications are drawn for marketing scholars, practitioners and educators.