

BLACKWELL

ENCYCLOPEDIA DICTIONARY
OF BUSINESS ETHICS

(影印版)

布莱克韦尔
商业伦理学百科全书

EDITED BY
PATRICIA H. WERHANE
and R. EDWARD FREEMAN

The Blackwell Encyclopedia of Management editors:
Professor Cary L. Cooper and
Professor Chris Argyris

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Business

The Blackwell Encyclopedic Dictionary of Business Ethics

**Edited by Patricia H. Werhane
and R. Edward Freeman**

*Darden Graduate School of Business Administration,
University of Virginia*



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Foreword

It is a privilege to introduce this book and its contributors to a great new readership – the people of China.

In a transforming economy the challenge is to find new ways of managing and organising that harmonise with national culture. In meeting this challenge the most important tools are ideas and knowledge. This book is a toolbox containing a wealth of powerful and influential ideas. This is knowledge that has been influential in shaping how we think about what goes on in organisations, and which has stood the test of time. You will also find here ideas that are emerging as signposts for the future development of organisations and management. One major barrier to adopting this knowledge has been its restriction to the readers of specialist journals and books. This has led, over the years, to a great proliferation of specialist concepts and terminology – impenetrable jargon to the nonspecialist, making it unnecessarily difficult for lay readers to understand and get full value from the insights of scholars. The present volume solves this problem by providing a systematic inventory of key concepts, with clear explanations of them by a collection of the world's experts.

In a transforming economy like China, it is my hope that a book like this will be immensely valuable to

- a) scholars and students who want a source book for key concepts, references to further reading, and linkages with other topics [cross references are indicated by words in SMALL CAPITALS]
- b) business leaders and professionals who want clear explanations of management and organisational terms, and ideas about how to apply them in business settings
- c) broad-minded and intelligent general readers who want quick digests of the essential academic knowledge on a given topic.

There are many ways of using a book like this. The cross-indexing system allows you to explore at will. If you pick a theme, you can follow a path of interconnected ideas through the main areas of business and management. For readers in China, as a region in the

midst of radical economic and social change, so of these might be as follows:

1. **Management style.** What kinds of leadership seem to work best and why? What are the preconditions for effective authority?

[see, for example, entries on: CEOS; DELEGATION; ENTREPRENEURSHIP; LEADERSHIP, MANAGERIAL BEHAVIOR; MANAGEMENT STYLE; POWER; RISK-TAKING; STRATEGIC MANAGEMENT; SUCCESSION PLANNING; SUPERVISION; TEAMBUILDING; TOP MANAGEMENT TEAMS; TURNAROUND MANAGEMENT; WOMAN MANAGERS]

2. **Organisational design.** How do you get the best out of people through how you organise tasks, communication networks and decision-making systems?

[see, for example, entries on: BUREAUCRACY; COMMUNICATION; DECENTRALIZATION; FAMILY FIRMS; INFORMATION TECHNOLOGY; JOB DESIGN; MATRIX ORGANIZATION; MULTINATIONAL CORPORATIONS; ORGANIZATION DEVELOPMENT; ORGANIZATIONAL DESIGN; ORGANIZATIONAL EFFECTIVENESS; RESTRUCTURING; SOCIOTECHNICAL THEORY; TECHNOLOGY]

3. **Human Resource systems.** What is current accepted wisdom about the effectiveness of key practices and processes? How do you make them work best?

[see, for example, entries on: ASSESSMENT CENTRES; DISABILITY; HOURS OF WORK; HUMAN RESOURCE STRATEGY; JOB ANALYSIS; MANAGEMENT DEVELOPMENT; NEGOTIATION; PARTICIPATION; PAYMENT SYSTEMS; PERFORMANCE APPRAISAL; PSYCHOLOGICAL CONTRACT; RACE; RECRUITMENT; SAFETY; SELECTION METHODS; TRAINING]

4. **Individual performance and adaptation.** Under conditions of change, which methods work best and how do people's motives translate into productive action?

[see, for example, entries on: ABSENTEEISM; CHANGE METHODS; COMPETENCIES; CREATIVITY; ERRORS; GOAL SETTING; INTERPERSONAL SKILLS; MENTAL HEALTH; MOTIVATION; PERFORMANCE, INDIVIDUAL; PERSONALITY; PRODUCTIVITY; QUALITY CIRCLES; STRESS]

5. **The cultural context for management.** How can we best understand and analyse how values and practices adapt to different national and industrial contexts?

[see, for example, entries on: CRISES; CULTURE; DOWNSIZING; EXPATRIATES; GOVERNMENT AND BUSINESS; INTERNATIONAL MANAGEMENT; MANAGEMENT OF DIVERSI-

TY; ORGANIZATIONAL CULTURE; POPULATION ECOLOGY; PRIVATIZATION; TECHNOLOGY TRANSFER]

6. **Strategic decision making.** What are the hazards and opportunities for how business plans are formulated? How can groups and teams be used to best effect? what biases distort judgement?

[see, for example, entries on: BEHAVIORAL DECISION THEORY; CONSULTANCY INTERVENTION METHODS; DECISION MAKING; DIVERSIFICATION; GROUP DECISION MAKING; INNOVATION; MERGERS & ACQUISITIONS; NETWORKING TOTAL QUALITY MANAGEMENT]

7. **Ethics.** What do we know about how principled business can be achieved in demanding market environments? How can employees be encouraged to act as good corporate “citizens” and businesses as socially responsible forces?

[see, for example, entries on: BUSINESS ETHICS; CONFLICT, CORPORATE SOCIAL PERFORMANCE; DISCRIMINATION; JUSTICE; LEARNING ORGANISATION; MORAL DEVELOPMENT; ORGANIZATIONAL CITIZENSHIP; POLITICS; VALUES]

This list is not exhaustive. There are almost as many ways of using this book as there are entries. For this reason it is my hope and belief that Chinese readers will find their own special interests served by its rich contents.

Nigel Nicholson

London Business School

September 1999

— Preface —

The Blackwell Encyclopedic Dictionary of Business Ethics is a labor of love undertaken by the over 250 contributors to the volume. When we began this project we did not realize that it would entail asking almost 300 friends, colleagues, acquaintances and strangers to freely and willingly write entries for this book. The result is amazing. Each entry to this volume was written voluntarily and without complaint by philosophers, theologians, social scientists, professors of management, and practitioners. A few contributors even volunteered to write second, third, even fourth pieces, should we need them. Such participation was astonishing to the editors and cannot be underestimated. This volume is dedicated to its authors.

The idea of an eleven volume *Encyclopedia of Management* that would include a dictionary of business ethics was the brainstorm of the two senior editors, Cary L. Cooper and Chris Argyris. For us it was a positive indication that business ethics had become part of mainstream management, management teaching and research, and management practice. *The Encyclopedic Dictionary of Business Ethics* will also be listed in Blackwell's philosophy catalog, indicating that perhaps applied ethics will now become part of mainstream philosophy as well. This inclusion reflects on the foresight of Tim Goodfellow and other Blackwell editors, and is a compliment to our contributors, many of whom are academic philosophers or professors of religious studies.

There are a number of other people who deserve special mention for making this book possible. The premier encyclopedia in the field is Larry and Charlotte Becker's monumental work, the *Encyclopedia of Ethics*. In that work, the Beckers set out exemplary criteria for all encyclopedias of its kind. In addition, because their work is on *ethics* we learned a great deal from their topic headings, and indeed, we asked some of the same authors to write on the same or similar topics. Surprisingly, in the interests of advancing *applied* ethics, most of these authors changed their Becker entry to be more appropriate for business ethics. This was good news for our volume, but it also meant that Charlotte Becker and our assistant, Kristi Severance, spent many hours comparing entries to make sure we did not violate any copyright agreements with Garland Publishing, the publisher of the *Encyclopedia of Ethics*. Charlotte's generosity, hard work, and good sense of humor alleviated much of the tedium of this task. Our deepest, heartfelt gratitude to Charlotte and Larry Becker.

Each entry in the volume before you was read and edited by Henry W. Tulloch, a retired executive and Senior Fellow at the Olsson Center for Applied Ethics at the Darden School. Without his tireless efforts, there would be no dictionary. Tara Radin, now a graduate student at Darden, ably assisted the launching of the project. Her successor, Maura Mahoney spent the greater part of a year working full-time to continue the organization, correspondence, and production of the volume. Susan Crandell organized the biographies. During the past year Kristi Severance has continued Maura's fine work. Without Maura and Kristi there would be only chaos, as those of you personally acquainted with the editors will verify. Karen Musselman, the administrator of the Olsson Center at Darden, has assisted all of us in a myriad of ways throughout this project. To all of these people, each of whom has made invaluable contributions, and there are others we have neglected to mention, we give our deepest thanks.

The Darden School of the University of Virginia has been most supportive of our work on this project in every way. A number of faculty contributed entries, and the administration provided

encouragement, space, equipment, and release time as well as financial resources. Additional financial assistance for the volume was provided by the Olsson Center for Applied Ethics, the Ruffin Foundation, and the Batten Center for Entrepreneurial Leadership.

The shortcomings of the book are, unfortunately, the sole responsibility of its editors.

Patricia H. Werhane
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The editors gratefully acknowledge Lawrence C. Becker and Charlotte B. Becker (eds) *Encyclopedia of Ethics*, New York: Garland Publishing, 1992, for permission to reprint substantial portions of: Freedom and Determinism (published here as FREE WILL); HOBBS, THOMAS; Justice, circumstances of (published here as JUSTICE); PORNOGRAPHY; RIGHTS; SUPEREROGATION; WORK.

The reader is also directed to the following entries in the *Encyclopedia of Ethics*: Acts and Omissions; Altruism; Authenticity; Autonomy of Ethics; Bentham, Jeremy; Business Ethics; Coercion; Computers; Envy; Guilt and Shame, Harm and Offense; Interests and Needs; Kantian ethics; Liberalism; Liberty, economic; Locke, John; Mill, John Stuart; Moral Dilemmas; Partially; Practical Reason[ing]; Promises; Reciprocity; Responsibility; Self-deception; Smith, Adam; Spencer, Herbert; Technology; Universalizability; Utilitarianism.

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