

Decision Making in the Workplace: A Unified Perspective

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Ethical Decision Making in Organizations:
The Role of Leadership Stress

Marcus Selart
Svein Tvedt Johansen

ABSTRACT. Across two studies the hypotheses were tested that stressful situations affect both leadership ethical acting and leaders' recognition of ethical dilemmas. In the studies, decision makers recruited from 3 sites of a Swedish multinational civil engineering company provided personal data on stressful situations, made ethical decisions, and answered to stress-outcome questions. Stressful situations were observed to have a greater impact on ethical acting than on the recognition of ethical dilemmas. This was particularly true for situations involving punishment and lack of rewards. The results are important for the Corporate Social Responsibility (CSR) of an organization, especially with regard to the analysis of the stressors influencing managerial work and its implications for ethical behavior.

KEY WORDS: ethical decision making, organizational stress, moral values, time management, crisis management

It has become imperative to modern organizations to be able to recognize and deal with complex business ethics. The reason for this can be traced to several well-documented scandals, where leaders' unethical behavior has shown to have had grave consequences for the organizations and their surroundings (Gillespie and Dietz, 2009; Greengard, 1997; Whitener et al., 1998). These scandals have been well published in the media resulting in public outrage about deception and fraud. Consequences have involved law suits, loss of trust, and credibility among employees, customers, clients, and the general public. Well-known cases include: 1. The Monsanto attempts to deal with critical issues in connection with the marketing of genetically modified crops, 2. the questionable accounting practices at Enron and Arthur Anderson, 3. the lack of accountability at American International Group (AIG) in connection with the subprime mortgage collapse, and 4. The Coca-Cola Company

struggles with ethical crises (Ferrell et al., 2008; Toffler and Reingold, 2004). As a result of these scandals, the public has demanded improved business ethics and greater corporate responsibility.

Ethical decision making deals with moral issues: A moral issue is present where ever individual actions, when freely performed, may harm or benefit others (Jones, 1991, p. 367). Thus, the action or decision must have consequences for other people and involve choice on the part of the decision maker. A moral agent is the person who makes a moral decision (Jones, 1991). The status as a moral agent is defined by choices and their consequences for other people, but does not presuppose that a moral agent recognizes that moral issues are at stake. This is important to the model as the extent to which moral agents recognize moral issues constitute an outcome that the model seeks to explain (Jones, 1991).

An ethical decision is defined as "a decision that is both legal and morally acceptable to the larger community" whereas an unethical decision may be regarded as "either illegal or morally unacceptable to the larger community" (Jones, 1991, p. 367). This is consistent with Trevino et al. (2006) who see behavioral ethics as referring to "individual behavior that is subject to or judged according to generally accepted moral norms of behavior" (p. 952). Our focus thus lies on explaining individual behavior (ethical decision making) in the context of larger social prescriptions (Trevino et al., 2006, p. 952). In this article we use the terms ethical and unethical decisions as well as acts referring to the actual behavior which, like decisions, can be legal or illegal and more or less acceptable to the larger community. Given the detrimental consequences of unsound ethical decisions, understanding how leaders make ethical decisions and the factors that influence ethical decision making and ethical decisions become

Decision Making in the Workplace: A Unified Perspective [Lee Roy Beach] on mercatpuigmercadal.com *FREE* shipping on qualifying offers. Many, if not most, of one's. Many, if not most, of one's important decisions are made in the context of one's work. However, because workplace decisions cover such a broad range of issues. Decision making in the workplace: a unified perspective / edited by Lee Roy Beach Why a New Perspective on Decision Making is Needed /? Lee Roy Beach. Many, if not most, of one's important decisions are made in the context of one's work. However, because workplace decisions cover such a. Decision Making in the Workplace: A Unified Perspective, edited by. Lee Roy Beach, Mahwah, NJ: Lawrence Erlbaum Associates, Inc., , pp., \$INFORMATION DESIGN: A UNIFIED PERSPECTIVE. By . Some of our recent work corresponds to the information design problem assumptions on the information available to the decision-maker at the moment of choice. information design thus contrasts with work where there is no assumptions on the information available to the decision-maker at the. in the Workplace A Unified Perspective Edited by Lee Roy Beach A UNIFIED PERSPECTIVE This page intentionally left blank A UNIFIED. Decision Making. In L. R. Beach (Ed.), Decision making in the workplace: A unified perspective (pp.). Mahwah, NJ: Lawrence Erlbaum. Beach, L. R., & Lipshitz R. (). Lee Roy Beach's most popular book is The Psychology of Decision Making: People in Organizations. Decision Making in the Workplace: A Unified Perspective. **ABSTRACT:** The authors tested the predictions of image theory [Beach, Image theory: Decision-making in personal and organizational contexts. Chicester. Organizational culture and decision making. In L. R. Beach (Ed.), Decision making in the workplace: A unified perspective (pp.). Hillsdale, NJ, US. Image theory, the unifying perspective. In L. R. Beach (Ed.), Decision making in the workplace: A unified perspective (pp.). Hillsdale, NJ, US: Lawrence. Image theory: Decision-making in personal and organizational contexts. Chicester Decision making in the workplace: A unified perspective. Newark, New. research-labeled here as the decision-making perspective Though not really integrated in a unified perspective, a Second, their work sometimes hap-. connectionism offers for modelling automatic processes of decision making and discuss (Ed.), Decision making in the workplace: a unified perspective (pp. Published: ()); Decision making in the workplace: a unified perspective / Image theory: decision making in personal and organizational contexts / Lee. processes, the company was able to improve its decision-making. For the first time, the company had a unified perspective on brand . organization, delivering seasoned multidisciplinary teams that work with our clients to deliver a powerful. The decision making practices of healthcare practitioners have long been of L.R. Beach (Ed.), Decision making in the workplace: a unified perspective. Making the Right Decision: Organizational Culture, Vision, and Planning. Lee Roy Beach Decision Making In The Workplace: A Unified Perspective. Lee Roy . The purpose of this paper is to present a unified perspective for innovation .. model innovation must reflect human behaviour and decision making. . This work also aims to increase the understanding of

how policy makers. Once the control strategy is learned decision making can be done almost is most of the application does not scale up and much work need to be done. In this paper, we present various research works in this area in a unified perspective. The Entrepreneur's Business Model: Toward a Unified Perspective (PDF) Contemporary Digital Business Model Decision Making: A Cloud unique capabilities, unique business processes/work practices and so on (Porter.

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