

# Table of Contents

<b>INTRODUCTION</b>	<b>1</b>
0.1 Confidence as key	3
0.2 The ABC of Business Ethics	4
0.3 Three research questions	6
0.4 Structure of the study	7
<b>PART I: DEFINING THE ETHICAL CONTENT</b>	
<b>1: THE CORPORATE MISSION</b>	<b>13</b>
1.1 The corporation as a responsible entity	14
1.2 The corporate mission as central principle	17
1.3 What the corporate mission is not	19
1.4 What the corporate mission is	24
<b>2: ETHICS MANAGEMENT</b>	<b>31</b>
2.1 The moral trustworthiness of corporations	32
2.2 The organizational context	36
2.3 Ethics management as discipline and practice	42

<b>3: THE ETHICAL COMPANY</b>	<b>47</b>
3.1 An ethics audit as diagnostic tool	48
3.2 The ethical content defined	51
3.3 Six parts of an ethics audit: a brief outline	60

## **PART II: AUDITING THE ETHICAL CONTENT**

<b>4: THE ETHICAL QUALITIES MODEL</b>	<b>67</b>
4.1 A conceptual model of evaluating the ethical content of organizations	68
4.2 The “entangled hands” dimension	75
4.3 The “many hands” dimension	92
4.4 The “dirty hands” dimension	106
<b>5: THE ETHICS AUDIT IN PRACTICE</b>	<b>119</b>
5.1 Six parts of an ethics audit: an elaborate discussion	120
5.2 Case X: the ethics audit at the Department of Justice	135

## **PART III: DEVELOPING THE ETHICAL CONTENT**

<b>6: THE ETHICS PROCESS</b>	<b>145</b>
6.1 Conflicting issues during the ethics process	146
6.2 A view of ethics management	151
6.3 Case Y: the ethics process at the Amsterdam Airport Schiphol	158

<b>7: THE ETHICS MIX</b>	<b>163</b>
7.1 An ethics office	164
7.2 Training	166
7.3 Dilemma discussions	168
7.4 A code of conduct	170
7.5 The Ethics Team Test	173
7.6 Sanction mechanisms	176
7.7 Other measures	178
7.8 The Qualities-Measures Matrix	183
7.9 Case Z: recommendations for the ethical development of the Dutch Furniture Factory	186
7.10 The Ethics Management Wheel	191
<b>8: SUMMARY AND CONCLUSIONS</b>	<b>195</b>
<i>REFERENCES</i>	<i>201</i>
<i>APPENDICES</i>	
<i>1: Agenda for follow-up research</i>	<i>215</i>
<i>2: The Ethics Thermometer</i>	<i>217</i>
<i>3: Ethics profiles of four organizations</i>	<i>219</i>
<i>INDEX</i>	<i>225</i>