Unethical behavior often occurs when an organization 11
perceives its survival to be jeopardized. Executives in 22
financial trouble may engage in wrongdoing because they can 34
see no other way to keep the firm afloat. Managers who have 46
to compete for promotions may visualize threats that are 57
unseen by others. If pressure to meet performance goals is 69
imposed without establishing clear standards, managers may 81
commit unethical acts as a means to secure a promotion or 93
to avoid being terminated. 98

Making the right decision is easier when the facts are 109
clear and the choices are black and white. However, often 121
the situation is clouded by vagueness, incomplete data, and 133
conflicting points of view. In these situations, making a 145
right choice can be more difficult. The ability to make an 157
ethical decision depends not only on the process involved 169
but also on the inherent nature of the decision maker. 180

To make good decisions, a person must have the ability 191
to recognize ethical issues as well as the consequences of 203
alternative actions. The person making the decisions must 215
have the confidence to evaluate different points of view, 227
determine whether all the facts are known, deal with issues 239
that need to be resolved, and anticipate the results when 251
solutions may not be so obvious. 258

Most experts feel that management is responsible for 269
creating and sustaining conditions that encourage employees 281
to behave ethically. Likewise, employees should be held 292
accountable for appropriate behavior. 300

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