

Adaptability culture

a culture characterized
by strategic focus
on the external
environment through
flexibility and change
to meet customer
needs.

Bureaucratic culture

a culture with
an internal focus
and a consistency
orientation for a stable
environment.

Chief ethics officer

a high-level company
executive who
oversees all aspects of
ethics.

Clan culture

a culture with a primary focus on the involvement and participation of the organization's members and on rapidly changing expectations from the external environment.

Code of ethics

a formal statement of the organization's values concerning ethics and social responsibility.

Corporate social responsibility (CSR)

the concept of
management's
obligation to make
choices and take action
so that the organization
contributes to the
welfare and interest
of all organizational
stakeholders.

Culture

the set of values, norms, guiding beliefs, and understandings that is shared by members of an organization and taught to new members as the correct way to think, feel, and behave.

Culture strength

the degree of agreement among members of an organization about the importance of specific values.

Ethical dilemma

the result of when each alternative choice or behavior seems undesirable because of a potentially negative ethical consequence.

Ethics

the code of moral principles and values that governs the behaviors of a person or group with respect to what is right or wrong.

Ethics committee

a cross-functional
group of executives
who oversee company
ethics.

Ethics hotline

a telephone number employees can call to seek guidance as well as report questionable behavior.

External adaptation

the manner in which
an organization meets
goals and deals with
outsiders.

Heroes

organization members
who serve as models
or ideals that illustrate
and support desired
cultural norms and
values.

Internal integration

a state in which members develop a collective identity and know how to work together effectively.

Legends

stories of historic events that may have been embellished with fictional details.

Managerial ethics

principles that guide the decisions and behaviors of managers with regard to whether they are right or wrong.

Mission culture

a culture characterized by emphasis on a clear vision of the organization's purpose and on the achievement of goals, such as sales growth, profitability, or market share, to help achieve the purpose.

Myths

stories that are consistent with the values and beliefs of the organization but are not supported by facts.

Rites and ceremonies

the elaborate, planned activities that make up a special event and are often conducted for the benefit of an audience.

Rule of law

that which arises from a set of codified principles and regulations that describe how people are required to act, that are generally accepted in society, and that are enforceable in the courts.

Social audit

measures and reports the ethical, social, and environmental impact of an organization's operations.

Social capital

the quality of interactions among people and the degree to which they share a common perspective.

Stories

narratives based on true events that are frequently shared among organizational employees and told to new employees to inform them about an organization.

Subcultures

cultures that develop within an organization that reflect the common problems, goals, and experiences that members of a team, department, or other unit share.

Symbol

something that
represents another
thing.

Values-based leadership

a relationship between a leader and followers that is based on shared, strongly internalized values that are advocated and acted upon by the leader.

Whistle-blowing

employee disclosure
of illegal, immoral, or
illegitimate practices
on the part of the
organization.