

Chapter 10 Glossary

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 hotlines

telephone numbers 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.

shared value

organizational policies and practices that both enhance the economic success of a company and advance the economic and social conditions of the communities in which the company operates.

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.