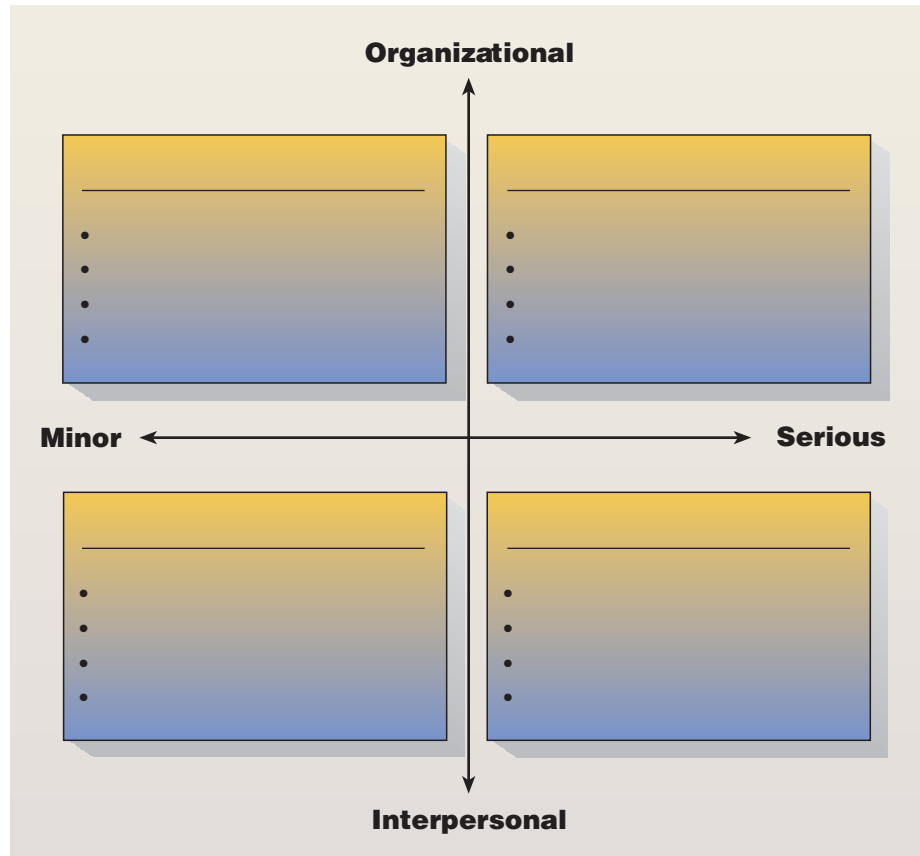


TYPES OF WORKPLACE DEVIANCE



Source: Republished with permission of Academy of Management, PO Box 3020, Briar Cliff Manor, NY, 10510-8020. "A Typology of Deviant Workplace Behaviors," (Figure), S.L. Robinson & R.J. Bennett. *Academy of Management Journal*, 1995, Vol. 38. Reproduced by permission of the publisher via Copyright Clearance Center, Inc.

INSTRUCTIONS

Plot personal aggression, political deviance, production deviance, and property deviance on the grid then give four examples of each.

KOHLMERB'S STAGES OF MORAL DEVELOPMENT

Preconventional Level

Stage 1: _____

Stage 2: _____

Conventional Level

Stage 3: _____

Stage 4: _____

Post Conventional Level

Stage 5: _____

Stage 6: _____

Source: W. Davidson III & D. Worrell, "Influencing Managers to Change Unpopular Corporate Behavior Through Boycotts and Divestitures," *Business & Society* 34 (1995): 171-196.

INSTRUCTIONS

Complete the worksheet by filling in Kohlberg's Stages of Moral Development.

A BASIC MODEL OF ETHICAL DECISION MAKING

1. _____

2. _____

3. _____

4. _____

5. _____

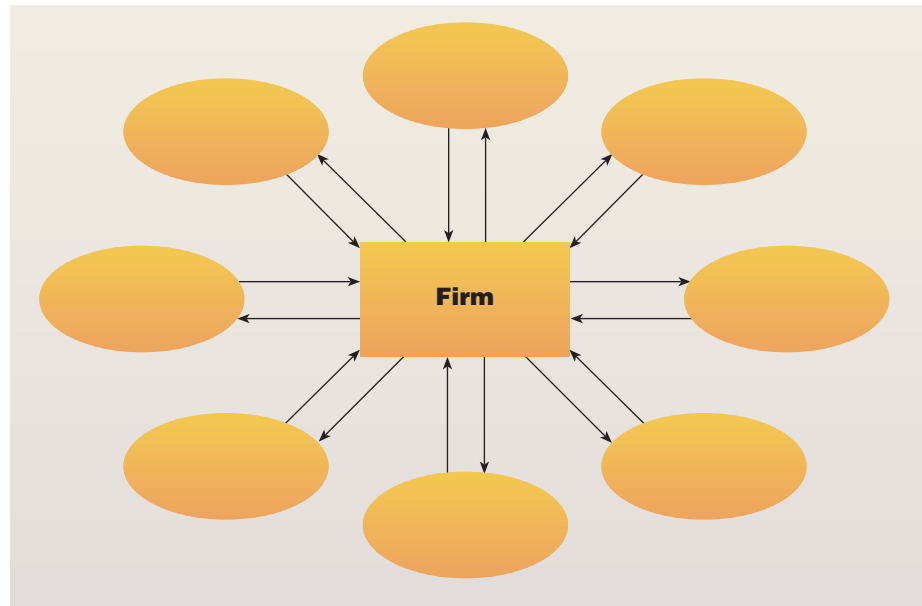
6. _____

Source: L.A. Berger, "Train All Employees to Solve Ethical Dilemmas," *Best's Review—Life-Health Insurance Edition* 95 (1995): 70-80.

INSTRUCTIONS

Identify the six steps in the basic model of ethical decision making, then describe each step.

STAKEHOLDER MODEL OF CORPORATE SOCIAL RESPONSIBILITY



Source: Republished with permission of Academy of Management, PO Box 3020, Briar Cliff Manor, NY, 10510-8020. "The Stakeholder Theory of the Corporation: Concepts, Evidence and Implications" (Figure), T. Donaldson & L.E. Preston, *Academy of Management Review*. 1995, Vol. 20. Reproduced by permission of the publisher via Copyright Clearance Center, Inc.

INSTRUCTIONS

Fill in eight stakeholder groups to complete the model.

ISSUES IMPORTANT TO PRIMARY STAKEHOLDERS

COMPANY

EMPLOYEES

SHAREHOLDERS

CUSTOMERS

SUPPLIERS

PUBLIC STAKEHOLDERS

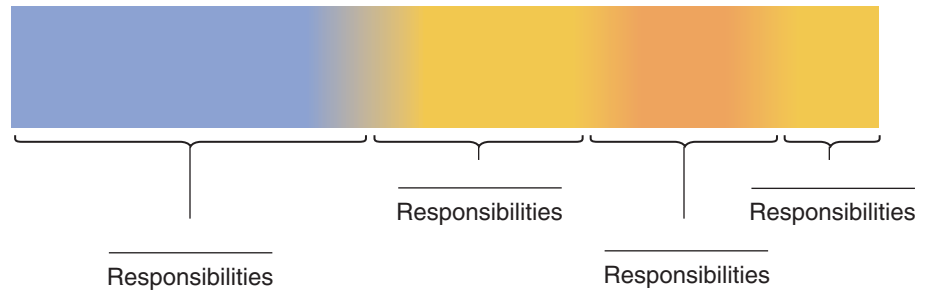
Source: M.B.E. Clarkson, "A Stakeholder Framework for Analyzing and Evaluating Corporate Social Performance," *Academy of Management Review* 20 (1995): 92-117.

INSTRUCTIONS

Describe the issues important to each stakeholder group listed.

SOCIAL RESPONSIBILITIES

Total Social Responsibilities



Source: Republished with permission of Academy of Management, PO Box 3020, Briar Cliff Manor, NY, 10510-8020. "A Three-Dimensional Conceptual Model of Corporate Performance." (Figure 3.3) A. B. Carroll, *Academy of Management Review*, 1979, Vol. 4. Reproduced by permission of the publisher via Copyright Clearance Center, Inc.

INSTRUCTIONS

What elements make up a company's total social responsibilities?

SOCIAL RESPONSIVENESS

Reactive **Defensive** **Accommodative** **Proactive**



DO
NOTHING

DO
MUCH

Source: Republished with permission of Academy of Management, PO Box 3020, Briar Cliff Manor, NY, 10510-8020. "A Three-Dimensional Conceptual Model of Corporate Performance." (Figure 3.3) A. B. Carroll, *Academy of Management Review*, 1979, Vol. 4. Reproduced by permission of the publisher via Copyright Clearance Center, Inc.

INSTRUCTIONS

Fill in the "motto" that describes each strategy (reaction, defense, accommodation, proaction). Then, in the coloured bar, plot the various approaches along the continuum of "Do nothing" to "Do much."