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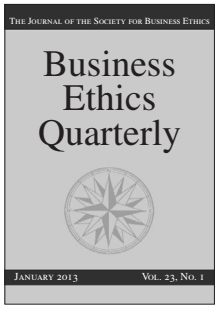


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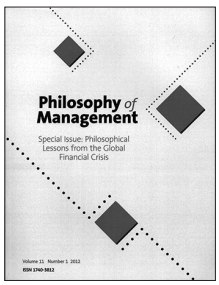
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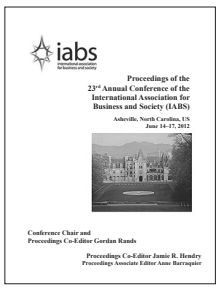
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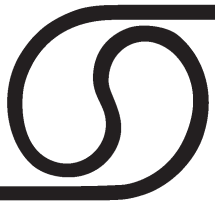
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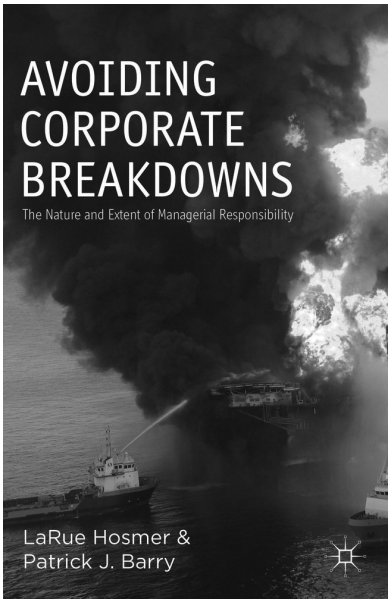
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Avoiding Corporate Breakdowns: The Nature and Extent of Managerial Responsibility

LaRue T. Hosmer and Patrick J. Barry

Managerial responsibility can be divided into two very different sections: the nature (to whom) and the extent (for what). The theme of this book is that the "to whom" section for managers and other professionals includes a) themselves and their families, b) the organization that employs them, and c) the society of which they are a part. The "for what" portion does not represent the physical and financial outcomes; instead it is based upon the evaluative constructs of a) economic efficiency, b) legal conformity, and c) personal integrity that jointly lead to those outcomes.

There are assumptions—defects really—underlying each of those three evaluative constructs. This book first illustrates and then describes these constructs and their assumptions. Our basic argument is that the constructs, despite their defects, are additive. That is, when applied sequentially they form a powerful argument for what can be viewed as right and just and fair or—our preferred term—legitimate, a term that the Merriam Webster Dictionary defines as "conforming to recognized principles or accepted rules or standards."

Legitimate managerial and/or professional decisions and actions have the potential to convince others, and people convinced of the rightness or fairness of what they do simply do it better, with far greater integration, cooperation, and innovation. Those three changes are essential for organizational and national success in a global environment that is rapidly becoming competitively more intense, technologically more complex, and continually more contentious.

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THE JOURNAL OF THE SOCIETY FOR BUSINESS ETHICS

From the Editor — DENIS G. ARNOLD..... v

ARTICLES

Stakeholder Happiness Enhancement:
A Neo-Utilitarian Objective for the Modern Corporation
THOMAS M. JONES AND WILL FELPS.....349

The Poor as Suppliers of Intellectual Property:
A Social Network Approach to Sustainable Poverty Alleviation
SRIDEVI SHIVARAJAN AND ARAVIND SRINIVASAN.....381

Managing Social-Business Tensions:
A Review and Research Agenda for Social Enterprise
WENDY K. SMITH, MICHAEL GONIN, AND MARYA L. BESHAROV.....407

The Great Escape: The Unaddressed Ethical Issue of Investor Responsibility
for Corporate Malfeasance
CURTIS L. WESLEY II AND HERMANN ACHIDI NDOFOR.....443

BOOK REVIEWS

Public Capitalism: The Political Authority of Corporate Executives,
by Christopher McMahon — JOHN BOATRIGHT.....477

Tax Cheating: Illegal—But Is It Immoral?,
by Donald Morris — RICHARD P. MULLIN.....480

Behavioral Business Ethics: Shaping An Emerging Field,
edited by David De Cremer and Ann E. Tenbrunsel — SCOTT J. REYNOLDS.....483

*The Shareholder Value Myth:
How Putting Shareholders First Harms Investors,
Corporations, and the Public*, by Lynn A. Stout — JUDITH SCHREMPF-STIRLING.....486

Justice: What's the Right Thing to Do?, and
What Money Can't Buy: The Moral Limits of Markets,
by Michael Sandel — BEN WEMPE.....489

NOTES ON CONTRIBUTORS.....493

CALL FOR PROPOSALS.....496

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