

# APPENDIX B:

## 1983 BUSINESS LEADER QUESTIONS

A The individual and the Group	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
1 The individual is the most fundamental unit in our society.					
2 Work ethics such as hard work, diligence, thrift, respect for authority, etc. are the most important guidelines for conducting our lives.					
3 All institutions in our society should seek to protect and promote the interests of individuals.					
4 Individual freedom may have to be partly restricted in order for organizations to function effectively.					
B Equality	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
1 All individuals deserve an equal opportunity to enter the higher paying and more prestigious occupations.					
2 Government should intervene in education and in labor markets to assure equality of opportunity.					
3 Income and employment should be determined by an individual's productivity. Those who work harder and/or have greater natural ability should earn higher incomes.					
4 The existing range of incomes in the United States is, in general, a fair distribution.					
C Role of Government	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
1 Government should redistribute income in order to assure a minimum standard of living for all citizens.					
2 Government should not directly redistribute income. Instead it should try to make incomes more equal by promoting equality of opportunity and a healthy economy.					
3 Government currently restricts individual and organizational freedom to such an extent that efficiency is often sacrificed.					
4 In the future, government may have to restrict individual and organizational freedom even more in order to promote the common good and solve society's major problems.					
5 Government should provide incentives for business to get involved in solving social problems.					
D Role of Technology	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
1 The quality of life can best be improved by the effective application of technological innovations.					
2 The quality of life can best be improved by the effective application of the kinds of knowledge which colleges teach in humanities, philosophy and social science courses.					
<b>II YOUR VIEWS REGARDING THE SOURCES OF ETHICAL STANDARDS</b>					
Many factors can influence a businessperson's ethical standards and ethical practice.					
Which of the following factors influence the average business executive's ethical standards? (Circle the number which best conveys your opinion).					
To What Extent are Ethical Standards Influenced by					
1 Formal company policy and procedure	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
2 Peer group pressure					
3 Prevailing industry practice					
4 Perceived preference of your boss					
5 Family Experiences					
6 Your church experiences					

7.	Your educational experiences					
8.	Your company's ethical code or policy					
9.	Your professional ethical code					
10.	Society's moral climate					
<b>III. YOUR VIEWS REGARDING THE ROLE OF THE CORPORATION</b>						
This section asks for your opinions regarding the role of the business corporation in our society. (Circle the number that best conveys your opinion)						
1.	A corporation's primary responsibility is to its stockholders.	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
2.	A corporation is equally responsible to its stockholders, employees, customers, and other interested parties.					
3.	Corporations should take the lead in solving major social problems such as pollution, discriminations and safety.					
4.	Corporations should not become involved in solving social problems unless doing so becomes a cost of doing business or an opportunity to earn a profit.					
5.	Most corporations get involved in social responsibility projects because outside pressures make such involvement a cost of doing business.					
6.	Most corporations get involved in social responsibility projects because their managements believe it is the right action to take, regardless of the effect on the company's profits.					
7.	Most corporations get involved in social responsibility projects because of the public relations value of such projects.					
<b>IV. YOUR VIEWS REGARDING THE ETHICS OF BUSINESS PRACTICE</b>						
<b>A. General</b>						
1.	The typical business executive has two sets of ethical standards, one which he/she applies to business activities and another which is applied to his/her private life.	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
2.	Ethical standards in business are lower than in government.					
3.	Ethical standards in business are lower than in government.					
4.	Ethical standards in business are lower than in the typical American family.					
5.	The ethical standards I use in business are higher than the standards of my supervisor.					
6.	The ethical standards I use in business are higher than the standards used by the people who work for me.					
7.	The ethical standards I use in business are higher than the standards of my counterparts in other companies.					
8.	The ethical standards I use in business are as high as those I practice with my family and friends.					
9.	I occasionally make decision which are right for my business but which are inconsistent with my personal ethical principles.					
10.	Most ethical decisions which I encounter involve conflict between the legitimate claims of two or more parties (e.g., stockholder vs. customer, employee vs. stockholder, etc.)					
<b>B. Customer Relationships</b>						
1.	Much advertising done by business is misleading to the consumer.	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
2.	Effective advertising may have to be somewhat misleading.					
3.	Some government regulation of labeling is needed to protect the consumer.					
4.	Government safety regulations are needed to protect the consumer.					
5.	Truth in lending regulations are needed to protect the customer.					
6.	Antitrust laws prohibiting price fixing benefit the customer.					
7.	It is in the long run self interest of business to protect the customer.					
8.	The average customer is less ethical in dealing with business than the business is in dealing with that customer.					
<b>C. Employee Relationships</b>						
1.	No employee should be required to engage in business practices which that employee considers unethical.	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
2.	In accepting an employment offer each employee implicitly agrees to abide by the ethical standards of the employer, even if the company standards differ from those of the employee.					
3.	Lazy or incompetent employees should be fired.					
4.	Management should not fire lazy or incompetent employees, rather they should be provided counseling in an effort to improve their performance.					
5.	A company should have formal policies to guarantee that every employee has an equal opportunity for promotion, pay increases, and other rewards provided by the firm.					
6.	Wages and salaries should vary according to an employee's productivity.					
7.	Wages and salaries should vary according to both the employee's productivity and years of service with the firm.					
8.	Wages and salaries should vary primarily with the employee's years of service with the firm.					
9.	Government supervised equal employment opportunity legislation is necessary.					
10.	Labor unions serve a useful purpose by prodding a particular management into fulfilling its responsibilities to labor.					
<b>D. Stockholder Relationships</b>						
1.	The corporation should seek to maximize short run profits.	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
2.	The corporation should seek to earn a satisfactory rate of return for stockholders.					
3.	The corporation should seek to maximize long run profits.					
<b>E. Relationships with Competitors</b>						
1.	The ethical standards in competition are determined by the least ethical competitor. If one firm engages in unethical conduct the others will have to follow in order to survive.	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
2.	The antitrust laws promote a higher standard of ethics among competing firms.					
<b>F. Relationship with the Community</b>						
The corporation has a responsibility to:						
1.	Promote equal opportunity in hiring and promotion.	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree
2.	Conserve natural resources, even if doing so means a reduction in corporate profits.					

3. Promote conservation of energy even if doing so means a reduction in profits.					
4. Clean up or avoid causing air, noise and water pollution even if doing so means a reduction in profits.					
5. Contribute money and management time to civic activities in communities where the firm has plants or offices.					
6. Help minority owned businesses.					
7. Be truthful in advertising.					
<b>V. YOUR VIEWS REGARDING METHODS OF DEALING WITH ETHICAL ISSUES</b>					
This section asks for your views regarding corporate policies dealing with ethical issues. There are two parts to each question.					
A. First indicate your feelings as to the importance of each (regardless of whether or not your company currently uses it) in making corporations moral. (Please circle the number that best corresponds to your opinion.)					
B. Second, place a checkmark in the last column if that policy is currently utilized by your company.					
1. Individual executives are assigned and permitted to handle issues as they arise.	Strongly/Agree	Agree	No Opinion	Disagree	Strongly/Disagree
2. Additional staff positions are created in order to take care of ethical issues.					
3. A temporary takes force of executives and/or employees is formed to deal with critical issues as they arise.					
4. A permanent committee, such as a (publicly responsibility) committee, of senior officers handles ethical decisions.					
5. A permanent department is developed and assigned all recurring ethical decision and recommends ethical policies.					
6. A person(s) has been added to the board of directors to advise the corporation on ethical issues.					
7. The ethical responsibility task is delegated to the operating units as a part of the jobs performed in running the business.					
8. An industry-wide code of ethics is developed and all managers at all levels are made aware of the code through periodical educational programs.					
9. Socially responsible programs are incorporated into the basic company strategy in pursuing other corporate goals in order to be successful.					
10. Executives monitor the social and political trends in order to properly respond rather than wait for the legislature and courts to enforce public opinion.					
11. Participation of employees is sought and used in making decisions which have strong social implications.					
12. Performance evaluations of managers give careful consideration to the qualitative as well as future implications of the job performed.					
13. Reward and punishment systems are restricted so that they support managers who pursue ethically responsible actions on their own.					

**VI. SOME BASIC INFORMATION ABOUT YOUR BACKGROUND**

A. Did you ever take a formal course in ethics or moral philosophy? Yes  No

B. Your present title or position \_\_\_\_\_

C. a. State in which you live \_\_\_\_\_ b. State in which you work \_\_\_\_\_

D. Your company size by number of employees: (Check one) \_\_\_\_\_

E. Your company size compared to other firms in the industry: \_\_\_\_\_

F. Which of the following best describes the functional area in which you work? (Please check only one)

Marketing \_\_\_\_\_ Accounting \_\_\_\_\_ Engineering, R & D \_\_\_\_\_ Personnel or Labor Relations \_\_\_\_\_ Finance \_\_\_\_\_ Other (Please specify) \_\_\_\_\_

Which of the following best describes your corporate structure? (Please check the one most important only)

Functional \_\_\_\_\_ Geographic Divisions \_\_\_\_\_

Conglomerate \_\_\_\_\_ subsidiaries \_\_\_\_\_

Other (Please specify) \_\_\_\_\_ Production Division \_\_\_\_\_

**AN OPEN ENDED INVITATION**

A. Is there anything else you would like to say on the topic of social responsibility or business ethics? \_\_\_\_\_

If so, please make your comments below (or on a separate sheet of paper if necessary): \_\_\_\_\_

Are there any company documents dealing with ethics or social responsibility that you would like to share with us? We would be delighted to receive a copy of your corporate code of ethics or any other documents illustrating your views on this topic. \_\_\_\_\_