

# WAR, PEACE AND ORGANIZATIONAL ETHICS

**Edited by** Michael Schwartz  
and Howard Harris

RESEARCH IN ETHICAL  
ISSUES IN ORGANIZATIONS

**VOLUME 23**

**AAPAE**  
AUSTRALIAN ASSOCIATION FOR  
PROFESSIONAL AND APPLIED ETHICS

# WAR, PEACE AND ORGANIZATIONAL ETHICS

# RESEARCH IN ETHICAL ISSUES IN ORGANIZATIONS

Series Editors: Michael Schwartz and Howard Harris

## Recent Volumes:

- Volume 7: Insurance Ethics for a More Ethical World – Guest Edited by Patrick Flanagan, Patrick Primeaux and William Ferguson – 2007
- Volume 8: Applied Ethics: Remembering Patrick Primeaux – Edited by Michael Schwartz and Howard Harris – 2012
- Volume 9: Ethics, Values and Civil Society – Edited by Michael Schwartz, Howard Harris and Stephen Cohen – 2013
- Volume 10: Moral Saints and Moral Exemplars – Edited by Michael Schwartz and Howard Harris – 2013
- Volume 11: The Contribution of Fiction to Organizational Ethics – Edited by Michael Schwartz and Howard Harris – 2013
- Volume 12: Achieving Ethical Excellence – Edited by Michael Schwartz and Howard Harris with Guest Editor Alan Tapper – 2014
- Volume 13: Conscience, Leadership and the Problem of ‘Dirty Hands’ – Edited by Matthew Beard and Sandra Lynch – 2015
- Volume 14: The Ethical Contribution of Organizations to Society – Edited by Michael Schwartz, Howard Harris and Debra Comer – 2015
- Volume 15: Contemporary Issues in Applied and Professional Ethics – Edited by Marco Grix and Tim Dare – 2016
- Volume 16: The Contribution of Love, and Hate, to Organizational Ethics – Edited by Michael Schwartz, Howard Harris and Debra R. Comer – 2016
- Volume 17: Responsible Leadership and Ethical Decision-Making – Edited by Sunil Savur and Sukhbir Sandhu – 2017
- Volume 18: Ethics in the Global South – Edited by Michael Schwartz and Howard Harris – 2017
- Volume 19: Visual Ethics – Edited by Michael Schwartz and Howard Harris – 2018
- Volume 20: Applied Ethics in the Fractured State – Edited by Bligh Grant, Joseph Drew and Helen E. Christensen
- Volume 21: The Next Phase of Business Ethics: Celebrating 20 Years of REIO – Edited by Michael Schwartz, Howard Harris and Debra R. Comer
- Volume 22: Ethics in a Crowded World: Globalisation, Human Movement and Professional Ethics – Edited by Vandra Harris

RESEARCH IN ETHICAL ISSUES IN  
ORGANIZATIONS VOLUME 23

# WAR, PEACE AND ORGANIZATIONAL ETHICS

EDITED BY

**MICHAEL SCHWARTZ**

*Royal Melbourne Institute of Technology, Australia*

**HOWARD HARRIS**

*University of South Australia, Australia*



United Kingdom – North America – Japan  
India – Malaysia – China

Emerald Publishing Limited  
Howard House, Wagon Lane, Bingley BD16 1WA, UK

First edition 2020

Copyright © 2020 Emerald Publishing Limited

**Reprints and permissions service**

Contact: [permissions@emeraldinsight.com](mailto:permissions@emeraldinsight.com)

No part of this book may be reproduced, stored in a retrieval system, transmitted in any form or by any means electronic, mechanical, photocopying, recording or otherwise without either the prior written permission of the publisher or a licence permitting restricted copying issued in the UK by The Copyright Licensing Agency and in the USA by The Copyright Clearance Center. Any opinions expressed in the chapters are those of the authors. Whilst Emerald makes every effort to ensure the quality and accuracy of its content, Emerald makes no representation implied or otherwise, as to the chapters' suitability and application and disclaims any warranties, express or implied, to their use.

**British Library Cataloguing in Publication Data**

A catalogue record for this book is available from the British Library

ISBN: 978-1-83982-777-8 (Print)

ISBN: 978-1-83982-776-1 (Online)

ISBN: 978-1-83982-778-5 (Epub)

ISSN: 1529-2096 (Series)



ISOQAR certified  
Management System,  
awarded to Emerald  
for adherence to  
Environmental  
standard  
ISO 14001:2004.

Certificate Number 1985  
ISO 14001



INVESTOR IN PEOPLE

# CONTENTS

|  |                |
|--|----------------|
| <i>Editorial Advisory Board</i>  | <i>vii</i>     |
| <i>About the Authors</i>   | <i>ix</i>      |
| <i>List of Contributors</i>  | <i>xiii</i>    |
| <br><b>The Ethics of War and Peace</b><br><i>Michael Schwartz and Howard Harris</i>  | <br><i>1</i>   |
| <b>Chapter 1</b> <b>Levinas and Business Ethics in the ‘War on Terror’</b><br><i>Peter McGhee</i>  | <br><i>5</i>   |
| <b>Chapter 2</b> <b>The Ten Commandments of Working Robots in Organisations: From History to the Future of Robot Ethics, Legislation, and Management</b><br><i>Issam Kouatli, Rayan Kouatly and Abir Zaarour</i> | <br><i>27</i>  |
| <b>Chapter 3</b> <b>Closing the Gap Between Promises and Outcomes: How Moral Frameworks Contribute to the Realisation of United Nations Deployment Objectives</b><br><i>Charuka Ekanayake</i>                    | <br><i>49</i>  |
| <b>Chapter 4</b> <b>Visualising Success: The Wisdom of John Wooden</b><br><i>Jim Wishloff</i>  | <br><i>73</i>  |
| <b>Chapter 5</b> <b>Rushing Fools and Wise Women: Tales for Organisations Aiming to Improve Lives</b><br><i>Cécile Rozuel</i>  | <br><i>101</i> |
| <b>Chapter 6</b> <b>Strong Identification, Weak Ideology, Organisational Culture or All: Unethical Pro-organisational Behaviour in India</b><br><i>Pratima Verma and Siddharth Mohapatra</i>                     | <br><i>123</i> |
| <b>Chapter 7</b> <b>Forsaking the Mean for the Extreme: A Response to Provis</b><br><i>Michael Schwartz and Debra R. Comer</i>   | <br><i>151</i> |

*This page intentionally left blank*

# EDITORIAL ADVISORY BOARD

Rowena Barrett  
*Queensland University of Technology,  
Australia*

Ida Berger  
*Harvard Business School, USA*

Norman Bowie  
*University of Minnesota, USA*

Hugh Breakey  
*Griffith University, Australia*

M. Neil Browne  
*Bowling Green State University, USA*

Georges Enderle  
*University of Notre Dame, USA*

Edwin Epstein  
*Univ of California at Berkeley, USA*

Amitai Etzioni  
*George Washington University, USA*

Al Gini  
*Loyola University Chicago, USA*

Kenneth E. Goodpaster  
*University of St Thomas, USA*

Laura Pincus Hartman  
*Boston University, USA*

Daryl Koehn  
*DePaul University, USA*

Sandra Lynch  
*Univ of Notre Dame Australia, Australia*

Kimball P. Marshall  
*Alcorn State University, USA*

E. Sharon Mason  
*Brock University, Canada*

Douglas McCabe  
*Georgetown University, USA*

Alex Michalos  
*University of Northern British  
Columbia, Canada*

Barry Mitnick  
*University of Pittsburgh, USA*

Moses Pava  
*Yeshiva University, USA*

Mark S. Schwartz  
*York University, Canada*

Lucy Tatman  
*University of Tasmania, Australia*

Steven Wartick  
*University of Northern Iowa, USA*

James S. Wishloff  
*University of Lethbridge, Canada*



*This page intentionally left blank*

## ABOUT THE AUTHORS

**Debra R. Comer** is the Mel Weitz Distinguished Professor in Business and Professor of Management and Entrepreneurship in the Zarb School of Business at Hofstra University. She received her BA with honors in psychology from Swarthmore College and her MA, MPhil, and PhD in organisational behaviour from Yale University. Her current research interests include ethical behaviour in organisations and management education. She is the Book/Film Review Editor of *Research in Ethical Issues in Organizations*.

**Charuka Ekanayake** is an Adjunct Member of the Law Futures Centre, Griffith University, and an Affiliated Researcher at the Institute for Ethics, Governance and Law of the same University. His research broadly focusses on the regulation of armed force in international law. He holds a Bachelor of Laws from the University of London, Masters of Law from the University of Colombo and the United Nations Inter-Regional Crime and Justice Research Institute, Italy and a Doctor of Laws from Griffith University, Australia. He is enrolled as a practitioner in Sri Lanka and New South Wales, Australia.

**Howard Harris** teaches business and professional ethics. A chartered engineer, he worked in industry before returning to university to obtain a PhD in ethics. His thesis was on the role of courage in management decision making and he has an ongoing interest in the relevance of traditional virtues in contemporary management. He is a past president of the Australian Association for Professional and Applied Ethics and a joint editor of *Research in Ethical Issues in Organizations*.

**Issam Kouatli**, PhD, is currently employed by Lebanese American University in the field of Information Technology and Operations management (ITOM). He was granted PhD degree (1990) in the Engineering School in Birmingham University (UK). His main research interest includes intelligent systems in general and Fuzzy systems in specific. Inter-related Technology and IT-ethical management, performance and security of Cloud Computing concept became a recent research interest as well. He can be contacted at: Issam.kouatli@lau.edu.lb

**Rayan Kouatly** is a Managing Partner in 'Kouatly & Associates', has 29 years of experience in Corporate Law, International Commercial Arbitration, Oil and Gas, and New Technologies laws with ethical complications. He was an Advisor for Lebanese Parliamentarian Committee for energy (2011–2012), and has been a Board Member of the Qatar Council of Health Practitioners. He is currently the Secretary General of the Lebanese Arbitration Center. He also acted as a Lecturer on International Commercial Arbitration and a speaker at several international and national symposiums on Oil and Gas, PPP, Franchise, and other different Legal Topics.

**Peter McGhee** is a Senior Lecturer in Business Ethics and Sustainability at Auckland University of Technology (AUT). His research interests include religion/spirituality at work, business ethics, virtue ethics and sustainability education. He has undertaken research on spirituality and ethical decision-making, ethical leadership and corporate governance. His work has been published in the *Journal of Business Ethics*, *Business Ethics: A European Review*, *Business and Professional Ethics Journal*, *Social Responsibility Journal* and the *Journal of Management, Spirituality and Religion*. In addition to this, he has published several chapters in various handbooks and encyclopaedias in the areas of spirituality/religion at work and business ethics.

**Siddharth Mohapatra** has a PhD in business and management from the Ca'Foscari University, Venice, Italy. He has more than 17 years of experience in the for-profit, non-profit and educational sectors. He is currently serving as a Director in MiraSid (Pty) Ltd. His profession encompasses sustainable supply chain management, corporate social responsibility, managing the millennial workforce and professional ethics. He can be reached at: [directormirasid@gmail.com](mailto:directormirasid@gmail.com)

**Cécile Rozuel** is an Assistant Professor in Transformative Leadership and Spirituality at Saint Paul University, Ottawa, ON, Canada. Her research seeks to understand how individuals and communities can foster well-being in creative and inclusive ways. Drawing from C. G. Jung's Analytical Psychology, she explores the conscious and unconscious dynamics of the psyche of individuals and organisations to make sense of archetypal patterns and developmental possibilities. Her work has focussed on ethics and the self, the meaningfulness of alchemy, workplace well-being, as well as the moral and psychological value of imagination and storytelling.

**Michael Schwartz** is an Associate Professor of business ethics in the School of Economics, Finance & Marketing at the Royal Melbourne Institute of Technology. He is a past president of the Australian Association for Professional and Applied Ethics. He is a Member of the editorial boards of the *Ramon Llull Journal of Applied Ethics* and the *Journal of International Business & Law*; and a joint editor of *Research in Ethical Issues in Organizations*.

**Pratima Verma** (Alliance University, Bangalore) is an ex-research fellow from the Stockholm University School of Business, Sweden. She has nearly 20 years of experience in the educational and consulting sectors. She is currently serving as a Professor in Alliance University, Bangalore. She teaches and undertakes research in the fields of human resource management, industrial psychology, business ethics, sustainability and value-based leadership. She can be reached at: [pratima.verma@alliance.edu.in](mailto:pratima.verma@alliance.edu.in) & [verma\\_pratima@yahoo.com](mailto:verma_pratima@yahoo.com)

**Jim Wishloff** is an Associate Professor and an award winning teacher at the University of Lethbridge in Calgary, Alberta, Canada. He has a BSc (Engineering) and an MBA from the University of Alberta and a PhD from Case Western Reserve

University. His publications include articles in the *Journal of Business Ethics*, the *Journal of Religion and Business Ethics*, the *Journal of Business Ethics Education*, *Teaching Business Ethics*, the *Review of Business*, the *Journal of Markets & Morality*, *Solidarity: The Journal of Catholic Social Thought and Secular Ethics* and the *Social Justice Review*.

**Abir Zaarour** is a legal Attorney employed by 'Kouatly & Associates' - An honor graduate of Bachelor of Laws from Lebanese University, handling day-by-day operations in corporate legal aspects in different sectors of criminal and civil cases and experienced in Labor Law, Real-Estate Law, Telecommunication Law, Advanced Technology laws, AI and Robotics inter-related laws and ethics. Main research interests are in the field of e-commerce and e-signature laws.

*This page intentionally left blank*

# LIST OF CONTRIBUTORS

|                            |  |
|----------------------------|--|
| <i>Debra R. Comer</i>      | Zarb School of Business, USA   |
| <i>Charuka Ekanayake</i>   | Griffith University, Australia   |
| <i>Howard Harris</i>       | University of South Australia, Australia   |
| <i>Issam Kouatli</i>       | Lebanese American University (LAU), Lebanon  |
| <i>Rayan Kouatly</i>       | Kouatly & Associates Attorneys, Lebanon  |
| <i>Peter McGhee</i>        | Auckland University of Technology, New Zealand   |
| <i>Siddharth Mohapatra</i> | MiraSid Pyt Ltd, South Africa  |
| <i>Cécile Rozuel</i>       | Saint Paul University, Canada  |
| <i>Michael Schwartz</i>    | School of Economics, Finance & Marketing, Royal Melbourne Institute of Technology, Australia |
| <i>Pratima Verma</i>       | Alliance University, India   |
| <i>Jim Wishloff</i>        | The University of Lethbridge, Canada   |
| <i>Abir Zaarour</i>        | Kouatly & Associates Attorneys, Lebanon  |