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Lockheed Martin Company

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Question 1

While today Lockheed Martin is a revered multinational company, Terris (2005) focused on how morals should be upheld in businesses and the book unmatched literary work that profoundly helps to shed light on Lockheed's not so clear history and dealings. Employing selective words that precisely summarize the unorthodox strategies that made Lockheed a parable for wrong practices of multinational companies in America, and a chief motivation for novel regulation, Terris manages to a verifiable and greater extent to lift the lid on these unconventional strategies.

There was a political controversy created by turnover associated bribes over aerospace paraphernalia. This hullabaloo nearly led to Lockheed Martin Corporation's downfall. During the 1950s, Lockheed Martin Corporation yielded scandals over sales negotiations for airplanes in nations accompanying West Germany, Holland, Japan as well as Italy. In its effort to counter competition by attempting to keep up with rivalries, Lockheed Martin resolved to work through zealous and industrious exertion. As a result, millions of dollars and a substantial amount of time was invested in producing combat as well as commercial planes. Post successful building of these airplanes, it dawned on Lockheed that a section of the aircraft was incapable of producing the projected incentives on the United States' soil. Additionally, owing to deficiency of sales, unorthodox strategies were adopted in quest to sell the aircraft to alternative overseas regions of the globe. These strategies were founded on kickbacks, bribes, and payoffs.

Consequently, senior management inside Lockheed Martin Corporation was sent overseas from the company to recuperate outlays which had previously been spent on kaput flights. These executives traversed several countries to influence governments as well as officials

of high diplomacies into accepting coinage in exchange for these aircrafts' auctions. For instance, they traveled across several countries to find enthusiastic associates and distributors who have capabilities of gaining access to the administration and changing price decisions therefore these will make them have a lot of money that would not be easily traced (Terris, 2005). Concerning legal provision of America, at the moment, part of these transactions was not deemed to violate legal expectations, however, Lockheed Martin would linger to totter on ethical boundaries' edge.

In due course, large sums of money failed to be accounted for in the interior of Lockheed Martin Corporation. This was an eventual realization of sleuths who comprised of senate subcommittee and auditors from the company. This saga paved no escape route to Lockheed's senior administration, thus, guaranteeing their ruin, and launch of overseas investigations. As a result, high diplomatic officials that had participated in overseas sales of Lockheed were prompted to answer charges against them in court-martial systems of their respective countries. The culmination of these charges led to jail term, bad image through tainted names, and loss of positions in political arena for convicted diplomats. Based on a credible study, it was established that business is allied with concepts of avarice and competition in people's minds (De Cremer & De Bettignies, 2013). For that reason, overseas bribery demeanor of Lockheed Martin Corporation would ultimately spearhead the Defense Industry Initiative (DII) formation to oversee commercial conduct and ethics.

Question 2

Lockheed Martin Corporation and corresponding competitors' bribery is a classic instance of unethical conduct, however, when everyone is performing their job in the same unscrupulous methods then the avenues of ethics turn out to be blurry. While our schools,

domiciles and places of worship have imparted us on the essence of embracing ethical conduct for ages now, it would appear we are still wallowing in the same hitches that efforts have been made to eradicate (Snell, 2013). Although the executives of Lockheed had the chances of not using bribery, the arm of competition seems to have bagged the propositions paralleling to the government of United States outage of millions of bucks, and Lockheed Company.

Accordingly, Lockheed Martin Corporation could have gone insolvent had the company not used subornation overseas. The consequence of this bankruptcy would have been an equivalent of more profound redundancy, distress of economy in the fields of conceivable utilization of taxpayer capitals, manufacturing, as well as the indeterminate state for multimillion dollars of aircraft. By 1960s Lockheed had not developed any internal ethics program, however, if it could have one then they would not be handling issues concerning international business dealings (Terris, 2005). Normally, at no point will a given government or company transparently overlook bribery, nonetheless striking the payments equilibrium for auctions overseas obstruct any operative actions of fully eradicating it at the moment of occurrence.

Question 3

The significance of the DII to subsequent achievement of ethnic program for Lockheed Martin corporation was felt through the gigantic role it played by consenting the firm to be in harmony with global ethics. Specifically, DII works towards encouraging companies to ensure they foster ethical conduct while taking contracts from the government as well as providing goods and services (Defense Industry Initiative, 2017). Besides, a competitive edge is a guarantee to defense contractor companies such as Lockheed Martin, however, the primary aim of DII is to allow agreement on leading guidelines and rules associated with auctions. Hence, DII

provided Lockheed Martin the chance to conduct itself scrupulously in dealings of government business while encouraging self-governance based on ethical lines.

Moreover, Lockheed Martin was empowered by DII to create acquiescence for its ethics program. Terries (2005) states that the company agreed to follow ethical practices such as providing training to their workforces in an ethical manner, observe ethical codes, foster internal reporting desecrations, be answerable to the people, device ways of monitoring acquiescence and sharing ethical performance by their competitors. Lockheed's previous perception of ethics was transformed through incorporation of the ethical program into the company. Similarly, the program has availed significant benefits to Lockheed, including enforcing right guidelines as uppermost importance to evade reprise of past scandals and aiding to develop a code of conduct for an employer.

Question 4

It is Lockheed Martin Chief Executive Officer, Norman Augustine that comprehended that the ethics program for Lockheed was dreary and could not get the point across to the company's workforces. To circumvent previous ethical misconduct within Lockheed Martin, implementation of novel concepts was a necessity. Therefore, in an ethical game to lure additional deliberation amongst workers and management, the company was prompted to encompass the comic band character Dilbert. The consideration of Dilbert as a professional employee that prodded fun at common business ethos permitted relatability for workers of Lockheed Martin.

With the way the company was managed and administered, there was a lot being done and therefore the game used required tough decisions to be made based on ethical conduct especially in a place where workforces were subjected to extreme pressure to deliver more and at

high speed (Terris, 2005). Here, the administration acted as the directors of the game, leading the workforce through game-based ethical circumstances to aid encourage deliberation as well as address common Lockheed Martin's latent ethical extents. Clearly, Lockheed workers make several ethical choices daily owing to other competitors and nations retaining the aptitude to give and accept kickbacks. In considering this, the launched Lockheed ethical program is made more vital to evade ethical calamities from its uneven history. From the comic perspective of Dilbert, Lockheed Martin has been enabled to go above and yonder the essential ethical training, presenting its workforce an opportunity to completely grasp ethical issues ⁴ from the perspective of Dilbert.

References

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